

WAITAKERE CITY COUNCIL

Best for the West
- Waitakere's 10 year Plan





MISSION, GOALS AND PRINCIPLES

WAITAKERE ECO CITY

sustainable
dynamic
just

PRINCIPLES

open honest communication
responsiveness
accountability
partnership
innovation
excellence
integrity

TE WHAKATAKANGA, NGA TUHENGA, NGA WHANONGA

TE TAIAO O WAITAKERE

kia mau tonu nga tikanga
whakahirahira
tino rangatiratanga

WHANONGA

kia pono kia ngawari
kia mama nga wawata
ko te whanau hei titiro
kia haere kotahi
kia kakama
kia tino ataahua
kia haere totika I roto I te rangaimarie





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MESSAGE FROM THE MAYOR



This financial plan sees Waitakere sticking to precisely our way of working for 20 years: to see the standard functions of Council done efficiently and well and also to generate projects that make a demonstrable difference for future generations.

Richard the Third, in Shakespeare's version, said "now is the winter of our discontent." True enough right now, but timing is everything. This plan shows we are still on a huge roll.

We are keenly mindful of the stresses on the economy and on ratepayers, so there has been a hard ruler put over many line items.

However in specific areas such as New Lynn and in the north-west, we are now changing the whole of this quarter of Auckland, one city block at a time. You may not see it yet, but this City has built in more momentum than any other I know of in New Zealand.

You can be pessimistic if you look at the data about the earth, the state of the economy and the audacity of current politics. But there are so many - Council staff, elected members, volunteers, citizens old and young, entrepreneurs - who are working with us and together to restore this earth and the lives of those who are suffering. And if you aren't optimistic about that, check your pulse. We really are good at this.

Twenty years ago they told us an eco-city was absurd. But on any aerial map of Auckland you can see the difference we have made in Waitakere: our quarter of it is stable and compact, the rest of them have spread out all over the place. That took 20 years. That is the faith of evidence.

So don't be put off by people who know what is not possible. Even while the transition to the Auckland Council is underway, Waitakere will continue to do what needs to be done, and check to see if it was impossible only after we are done. There is a rabbinical teaching that if the world is ending and the Messiah arrives, first plant a tree and then see if the story is true. Forget the tree - we're replanting the earth.

Waitakere City will continue to promote and sustain a vision of what local initiative can achieve. Human beings endure but what really sets them apart is their willingness to restore, redress, rebuild, recover and re-imagine. That means you. Through all of this the work of the City will continue and your contribution is vital to it.

BOB HARVEY MAYOR

HE MIHI NĀ TE KOROMATUA



Kei roto i tenei Whakaritenga Putea o Waitakere te herenga pumau mo te ahuatanga mahi i nga tau rua tekau - ara te pai o nga whakahaerenga kaunihera, me te takatu ki kaupapa whakahirahira painga ano mo nga uri kei te heke mai.

Ki ta Kingi Rihari Te Tuatoru, i roto i te pukapuka o Hakapia “Anei ra te wā muhumuhu o te hōtoke”. He tino pono tenei korero inaianei, engari kia tau ano a tona wa. Ka kitea hoki te tino pai, te kakama o to tatou haere whakamua.

E mohio ana ki nga pikaunga ohanga kei runga i nga kaiutu reeti koia nei te taka o te toki ki runga ki nga ritenga noa o te kaunihera.

Engari i roto i etahi atu takiwa, penei i Te Whau (New Lynn) ki te Raki (North West) e whakatahuritia ana te ahua whenua o Tamaki Makaurau. Ahakoa e kore kitea inaianei, ka haere whakamua tonu tenei Taone Nui, kahore rawa e taea e etahi atu rohe taone nui puta noa Aotearoa.

Ka noho ngakau kino koe mena e kite ana koe i nga kaute e pa ana ki te Ao Turoa, te ohanga, me te tino maia o nga mahi torangapu o tenei wa. Engari kua e pa pouri mai he maha noa nga kaimahi o te Kaunihera, nga mema kua pootihia, nga kaimahi kore utu, nga kaumatua, kuia, nga rangatahi, taiohi, nga toa kaipakihī – e mahi tahi ana me matou ki te whakapai ake i te Ao Turoa, me ratou katoa e noho mamae ana i raro i nga kapua pouri. Mena ka kore koe e whai kaha ake i tenei - aata tirohia to manawa. He tino tohunga tatou mo te mahi penei.

Mai i nga tau rua tekau, kua pahure nei, I kii mai ratou kia tatou he mea porangi te kaupapa rohe – kakariki ara “eco-city”. Engari mena ka tirohia mai i nga mahere rangi o Tamaki Makaurau ka kite koe i te pai o te ahua o tenei takiwa o Waitakere. He pai tonu te ahua noho o tenei rohe ki era atu rohe kei te whanui rawa, kei te ruarua kee te noho. Rua tekau tau i mahia ai tenei - koia nei te tino whakapono ki tenei kaupapa.

No reira kua e awangawanga e whai atu ia ratou e whakaaro kuware nei. Ahakoa ka timata te haere o te kaupapa mo te Kaunihera *Taumata o Tamaki Makaurau*, ka haere tonu Waitakere i runga i ona tikanga tutukinga kaupapa, me te titiro mena ka taea, a te mutunga. Ko enei nga akoranga, nga tohutohu o nga kaiako poropiti (ara Rabbi) e kii nei “*ko te mutunga rawa o tenei Ao, me te taenga mai o te Mihaia – whakatongia he rakau kia kite koe mena e pono ana tenei korero*”. Ko taku – “*kua e whai whakaaro ki te rakau – kei te whakato me te whakaora tatou i te Ao Turoa*”.

Ka whakanui tonu Te Rohe Waitakere i tona tirohanga ki nga mea ka taea e te katoa i whakaarotia mai ra ano e ratou. Ka ora tonu te tangata ma te whakapai, whakatika, whakaora me te whai whakaaro ano ki nga wawata nga mea i moemoeatia. Ko koe tena.

Ma enei mea katoa ka haere tonu nga mahi o te rohe o Waitakere. Ma to raurau ma toku raua ka ora te Iwi.

BOB HARVEY MAYOR

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



It is with mixed emotions I present this 10 Year Plan for 2009-2019. On one hand I am proud of this plan which details the work programme and budgets for the years ahead, builds on our agenda of sustainability and which charts a steady path ahead.

The focus is on delivering identified priorities and projects within an envelope of fiscal prudence, a must in troubled financial times. Along with that, the plan also follows the government's lead to focus on economic development and infrastructure projects. We still need to invest in infrastructure to unlock employment and economic stimulus and to deliver what we must, for now and future generations.

We have all worked very, very hard to prepare this plan which brings me

to my feeling of sadness because Waitakere's future is so fragile in the wake of the government's decision regarding Auckland's regional governance. Auckland region is going to be one big unitary authority, there's no question of that, but the transition process to get there is very demanding and intense. That's unsettling for everyone, at the council and in the community. We so want to keep the best of Waitakere in the new entity and therefore our advocacy becomes relevant.

We need to be resilient and committed to working with the Auckland Transition Agency. And we are. That's the only way to ensure the best result for the people of Waitakere.

Of course we knew the status quo was not going to be an option because there is much that needs to be done regionally in terms of water, leaky buildings, the Resource Management Act and Auckland's transport issues to name a few. We have been working frantically on various work streams for the new agency, at the same time continuing to deliver on all of the Council's services and functions in a business as usual manner.

Hence this 10 Year Plan. It may seem slightly strange we have continued to produce this document given the uncertainty and the future however it absolutely needed to be done. We were required to by law and we had to give our community work programmes and projects for the following year and for the next 10 years as well as financial projections and rates impact.



It needed to be delivered because there are some very important projects included in it such as New Lynn, a key development, and NorSGA, an area where the planned growth in the commercial and industrial sectors will occur. We must succeed in these two places – and we hope we will.

This plan is the culmination of many months of preparation, reworking and reviewing the Council engagement process. We have reviewed more than 350 submissions, we have listened intently to those who made personal submissions and we have deliberated at length. We sincerely hope all the long term strategic goals as reflected in the LTCCP will be incorporated into the future plans for Auckland as one city. It certainly should be because it clearly shows what the Waitakere community wants and needs and it will be a sound and clear guide for the Local Boards when they are established.

But no matter what change occurs Waitakere is and always will be a special place and I feel privileged to have been part of this wonderful city's journey. I would like to thank each and every one of you for your ongoing commitment to the city you have chosen to live in. I would also like to take this opportunity to thank my Council colleagues, the elected members and our committed staff. You have been unfailing in your dedication to Waitakere and the work that has needed to be done, and which still does.

VIJAYA VAIDYANATH
CHIEF EXECUTIVE OFFICER

WHAT IS THE LONG TERM COUNCIL COMMUNITY PLAN?



Councils produce a 10 year plan every three years. A 10 year plan (Long Term Council Community Plan or long term plan) documents a council's long term strategic vision, what will be done to achieve the vision, how much it will cost and how it will be funded.

This long term plan outlines Waitakere City Council's vision and strategic direction for the 10 years from 1 July 2009 to 30 June 2019. It reinforces the strategic direction established in 2006 and explains how the planned programmes of work and activities will contribute to achieving the Council's vision for Waitakere. It also details:

- How the Council would like to work with its communities
- The levels of service the Council will provide
- The forecast budgets of the Council activities

The long term plan is one of a suite of three documents which includes the annual plan and the annual report.

At the beginning of each financial year the Council issues an annual plan, a one year "slice" of the long term plan, which provides more specific details of the work and projects proposed for that year. The activities proposed in an annual plan should be consistent with the projections in the long term plan for that year.

At the end of each financial year the Council publishes an annual report outlining the work undertaken in that year and its actual cost.

THE LONG TERM PLAN AND BEYOND



The 10 year plan embraces the strategic framework in which the Council operates - setting out the eco city vision, mission, goals, principles and strategies.

PLANNING FOR THE FUTURE

In moving forward the Council has a commitment to ensuring the City can accommodate its growth needs beyond the term of the long term plan. In particular the City will need to expand and intensify to provide for local employment growth beyond 2019. In planning for that future growth the foundations of a compact and connected city will be underpinned by both “hard” and social infrastructure over the 2009-2019 period.

Waitakere’s Growth Management Strategy seeks to ensure the City grows primarily within the current urban footprint and includes areas at Massey, Hobsonville by 2021 and the urbanisation of Redhills, Scotts Point and Whenuapai post 2021.

The long term plan is designed to give effect to Waitakere’s Growth Management Strategy with a focus on the major town centres, namely New Lynn, Henderson and Westgate, and the Northern Strategic Growth Area (of Hobsonville and Massey North/Westgate). The vision is for major town centres that are high density, vibrant, safe and the connected by sustainable, social and physical infrastructure.

NEW LYNN

New Lynn is being transformed into a vibrant transit-oriented town centre - a place where people can live, work, play, walk, shop and eat.

As a major regional centre New Lynn will have a focus more on people than cars, a distinctive sense of identity and a growing economy. Indeed New Lynn is set to become one of the most exciting town centres in the country.

The Council, ONTRACK and the Auckland Regional Transport Agency (ARTA) are working together on a programme which will create an integrated transport hub of world-class standard.

The redevelopment programme will make New Lynn a leading example of urban regeneration and support a much larger population.

New Lynn will have:

- A pedestrian focus
- A modern, safe, transit-oriented town centre
- A mix of living, work and civic land uses
- A distinctive sense of identity
- Attractive and consistent building design standards
- A growing economy, evolving out of former industrial sites, and
- The achievement of clear economic and growth targets.



HOBSONVILLE AND MASSEY NORTH/WESTGATE DEVELOPMENT

In 2004 central government passed the Local Government (Auckland) Amendment Act to support the Auckland Regional Growth Strategy and to endorse the growth concept into local and regional plans. Waitakere took the lead in determining how it would manage population growth and economic development. This resulted in the Council identifying the Northern Strategic Growth Area and making changes to the Waitakere District Plan to accommodate for the future.

Planning is in place to zone about 460 hectares of land in the Massey North to Hobsonville Airbase corridor for urban development which will provide:

- a major new town centre opposite the existing Westgate shopping centre with a range of retail, residential, employment and recreational amenities
- an area north of Hobsonville Road for new business land and employment
- a new Hobsonville Village centre, near the intersection of Hobsonville Road and Wisely Road
- at the Hobsonville Airbase, about 3,000 new homes including waterfront facilities for boating and recreation
- a high quality, deep-water access area at Hobsonville Airbase for a cluster of boat building activities, with the potential for approximately 2,000 jobs.

The resource consent process is underway and construction work is expected to start at the Hobsonville Airbase in late 2009.

Over the next 20 plus years, the Council's integrated planning approach for the urban development of Hobsonville, Massey North and Westgate will benefit communities across the whole City with the creation of an estimated 15,000 more jobs, new coastal access-ways, and additional cycle-ways, parks and recreational facilities, a new library at Massey

North, new schools and possibly a library at Hobsonville Airbase (beyond 2019) to cater for the needs of both current citizens and approximately 11,000 new residents.

The Hobsonville, Massey North and Westgate urban development will take full advantage of investment in the new Western Ring Route (State Highway 16 and 18), including the regional motorway network being completed from Manukau, through Hillsborough to the North Western motorway and on to Westgate and Albany.

The estimated total cost for Council to deliver the plans and projects for the Hobsonville and Massey North/Westgate development over the 2009-2019 period is in excess of \$300 million including carry forwards. This is funded by loan and contributions by developers.

RANUI IMPLEMENTATION PLAN PROJECTS

Between 2001 and 2006, Ranui's population grew by 15 percent making it one of the City's fastest growing areas. It also has one of the City's youngest populations, reflected in the large number of preschools, primary schools and community youth programmes.

Ranui, with its projected growth, existing local shops, services and public transport infrastructure, has the potential to expand into a more significant local centre. Therefore a plan for the future of Ranui has been developed between Council, local residents, businesses, landowners, and stakeholders.

An implementation plan has been developed in response to the Ranui Urban Concept Plan with 46 action points.

The proposed library relocation has been provided for with a capital expenditure budget of \$3,155,000 for construction in 2009/2010 and \$250,000 for the design and construction of traffic lights at the Swanson Road, Armada Drive, and Ranui Station Road intersection in 2009/2010.

INFRASTRUCTURE MANAGEMENT AND RISKS BEYOND THE 10 YEAR PLAN

The following asset capacity risks have been identified and will be managed over the short and long term to address and respond to growth and planning requirements:

- The Council has assumed that the transport network (roading and passenger transport) capacity will continue to be affected by increased oil and motor vehicle operating costs which will impact on economic activity locally and regionally as well as the traffic network. The Council will continue the emphasis on improved passenger transport rather than roading. The Council will continue to monitor the network and measure trends. It will also consider additional infrastructure needs should there be adverse effects on the ability to move people and goods effectively throughout the City.
- The long term plan includes a wastewater programme to reduce peak flows. The regional wastewater network is expected to be at full capacity between 2029 and 2044, depending on the rate of growth. It will be essential that future long term plans from 2012 and beyond accommodate growth and provide extra capacity. Joint planning is underway with the regional provider (Watercare Services Ltd) to establish a long term strategy which can be implemented across the region. The Council will continue to monitor performance of the wastewater network and take remedial action if necessary.
- Stormwater programmes and investment are based on the assumption the Auckland Regional Council's requirements for the management of stormwater quantity and quality will not be fully effective until after 2019. The priority for 2009-2019 is to develop better models to assess effective methods of managing stormwater and then apply for resource consents as appropriate.

LONG TERM PLAN CONSULTATION AND DECISIONS



CONSULTATION DOCUMENT

The Council's decisions on the long term plan were made after consultation with the community. The focus was to ensure the Council progresses towards a sustainable future and people receive value for money.

The long term plan was released on 31 March 2009 to all council service centres, libraries, citizens' advice bureaux and community houses. It contained details about the Council's vision and strategic direction for the 10 years from 1 July 2009 to 30 June 2019. It also included what the Council planned to do, the levels of service it would provide and information about Council policies and financial and forecast statements.

A summary of the long term plan was published as a Waitakere News special edition and circulated to 65,534 households in the City. This special edition drew attention to the City's strategic direction and financial and key issues facing the City.

The long term plan and the Waitakere News special edition were available on the Council's website and upon request

from the Council's 24-hour Call Centre. They, and the Council's website, included a submission form for feedback.

HOW THE PROCESS WORKED

- 31 March 2009 - draft long term plan published and available for submissions
- 4 April 2009 - Waitakere News special edition summary distributed to all households across the City
- 1 May 2009 - submission period closed
- 18 to 28 May 2009 - oral submissions made to Councillors at special public hearings by the Long Term Council Community Plan and Annual Plan Committee
- 5 to 18 June 2009 - Long Term Council Community Plan and Annual Plan Committee met to deliberate and make final decisions
- 30 June 2009 - Council adopted the long term plan
- 31 July 2009 - the long term plan published online at www.waitakere.govt.nz and made available in print

SUBMISSIONS

The Council received 353 submissions on the long term plan. These submissions mentioned more than 1,000 issues including important topics, financial and other issues facing the City. Nearly one third specifically addressed these key issues:

- Disposal of Land Surplus to Requirements
- Glen Eden Town Centre Business Plan Targeted Rate
- Mobile Library Service
- On-Street Paid Parking
- Retrofitting Houses in the City
- Rugby World Cup 2011
- Wilsher Village Complex
- Proposed Changes to Fees and Charges.

The issues raised in the submissions related to the following areas:

| FUTURE PLANNING AND DEVELOPMENT | | ISSUES |
|---|--|------------|
| Whenuapai | | 2 |
| Communications infrastructure | | 4 |
| Strategic Projects | | 1 |
| Ethnic and Migrant Groups Issues | | 2 |
| Social and Cultural Strategy | | 2 |
| Strategic Planning | | 21 |
| Economic Development Strategy | | 5 |
| Climate Change Initiatives | | 1 |
| Protecting the Waitakere Ranges | | 19 |
| Transport Strategy | | 17 |
| Cycleways and Walkways | | 24 |
| Passenger Transport | | 8 |
| Park and Ride | | 6 |
| Rail | | 2 |
| Hobsonville and Massey North/Westgate Development | | 13 |
| Ranui Implementation Plan Projects | | 10 |
| Environment Strategy | | 10 |
| GE Free policy | | 6 |
| New Lynn Redevelopment Programme | | 6 |
| Town Centres | | 6 |
| Te Henga Marae | | 3 |
| Auckland's Governance | | 15 |
| Sub Total | | 183 |
| ARTS EVENTS AND COMMUNICATIONS | | ISSUES |
| Arts Funding | | 12 |
| Waitakere City Orchestra | | 51 |
| Events | | 14 |
| Arts | | 10 |
| Sub Total | | 87 |
| TRANSPORT ASSETS | | ISSUES |
| Roading | | 13 |
| Cycleways | | 3 |
| Bus Stops | | 3 |

| | |
|---------------------------|-----------|
| Footpath Maintenance | 6 |
| New Footpaths | 3 |
| Intersections/Roundabouts | 6 |
| Bridges and Walls | 6 |
| Signs and Road-markings | 2 |
| Road Safety Education | 3 |
| Safety | 19 |
| Drainage | 2 |
| Lighting | 2 |
| Sub Total | 68 |

| LEISURE AND COMMUNITY SERVICES | | ISSUES |
|--|--|------------|
| Library Services | | 6 |
| Citizens Advice Bureaux | | 2 |
| Cemeteries | | 3 |
| Sport and Leisure | | 44 |
| West Wave Aquatic and Recreation Centre | | 5 |
| Emergency Management | | 7 |
| Youth Issues | | 10 |
| Youth Education | | 8 |
| Community Advocacy | | 9 |
| Partnerships | | 6 |
| Health Sector | | 2 |
| Community Safety - Injury/Crime Prevention | | 23 |
| Community Funding | | 6 |
| Community Houses | | 12 |
| Community Facilities | | 19 |
| Sub Total | | 162 |

| PARKS AND PROPERTY | | ISSUES |
|--|--|--------|
| Car Parks and Driveways | | 6 |
| Tracks and Walkways | | 8 |
| Play Facilities including Playgrounds and Skateparks | | 21 |
| Fixtures, Furniture, Fencing, Lighting and Signs | | 5 |
| Parks | | 24 |
| Park and Street Weeds and Pests | | 3 |
| Park and Street Plantings | | 1 |
| Piha Pond | | 1 |

| PARKS AND PROPERTY (continued) | | ISSUES |
|---|--|------------|
| Sports Fields and Facilities | | 13 |
| Parks Planning | | 32 |
| Toxic Chemicals and Herbicides Reduction | | 2 |
| Passive Areas - Mown Areas and Roadside Berms | | 1 |
| Reserve Management Plans | | 1 |
| Heritage Properties | | 2 |
| Housing for Older Adults | | 3 |
| Property | | 5 |
| Waitakere Quarry | | 6 |
| Sub Total | | 134 |

| WASTE MANAGEMENT | | ISSUES |
|-------------------------------|--|----------|
| Inorganic Rubbish Collection | | 3 |
| Waste Collection and Disposal | | 5 |
| Solid Waste Management Plan | | 1 |
| Sub Total | | 9 |

| CONSENTS, ENFORCEMENT AND ENVIRONMENTAL | | ISSUES |
|---|--|-----------|
| Animal Welfare | | 1 |
| Field Services | | 3 |
| Parking | | 2 |
| Consent Services | | 8 |
| District Plan | | 3 |
| Sub Total | | 17 |

| SUPPORT SERVICES | | ISSUES |
|--------------------------------|--|--------|
| Office of the Mayor | | 1 |
| Rates Rebates | | 2 |
| Rates | | 19 |
| Financial Issues | | 3 |
| Financial Management | | 11 |
| Rates Policies | | 11 |
| Long Term Plan Document Format | | 2 |
| Maori Relationships | | 6 |
| Democracy and Support Services | | 2 |
| Community Boards | | 1 |
| Human Resources | | 3 |

| | |
|-------------------|-----------|
| Customer Services | 2 |
| Sub Total | 63 |

| KEY CONSULTATION ISSUES | | ISSUES |
|---|--|------------|
| Disposal of Land Surplus to Requirements | | 37 |
| Rugby World Cup 2011 | | 41 |
| Wilsher Village Complex | | 36 |
| On-street Paid Parking | | 33 |
| Mobile Library Service | | 64 |
| Retrofitting Houses in the City | | 37 |
| Glen Eden Town Centre Business Plan Targeted Rate | | 15 |
| Fees and Charges (General) | | 11 |
| Fees and Charges - Vehicle Testing Station | | 2 |
| Fees and Charges - Solid Waste | | 12 |
| Fees and Charges - West Wave Aquatic Centre | | 2 |
| Fees and Charges - Water Supply | | 3 |
| Sub Total | | 293 |

| THREE WATERS | | ISSUES |
|----------------------|--|-----------|
| Water Supply | | 7 |
| Wastewater | | 7 |
| Stormwater | | 3 |
| Project Twin Streams | | 9 |
| Sub Total | | 26 |

| POLICIES | | ISSUES |
|----------------------------------|--|-----------|
| Development Contributions Policy | | 14 |
| Sub Total | | 14 |

| | |
|--------------|-------------|
| TOTAL | 1056 |
|--------------|-------------|

125 submissions gave feedback on Council's eco city vision, strategic direction, priority areas and projects. Council's vision statement for being an eco city is:

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

The priority area that received the most support was the Council's focus on "Long term alternatives to maintaining current infrastructure, especially for the three waters, creating affordable services, and alternative strategies and options" with 87 percent ranking this as important, a priority or essential.

The next highest was "Compact city development in New Lynn, Henderson and Westgate" with 78 percent.

"Investing in people and community to build capacity, adaptability and resilience" followed that with 75 percent.

"Business development and attraction" was 74 percent.

There were 140 individuals and organisations that chose to support their written submissions by appearing before Councillors at the hearings on the long term plan between 18 to 28 May 2009.

After the hearings, all submissions were then duly considered before the Council made its final decision to adopt the long term plan.

KEY DECISIONS

In March to May 2009, Council consulted the community on its long term plan. Subsequent to consultation and consideration of submissions received, Council deliberated and adopted the long term plan in June 2009. The long term plan sets out the eco city vision, strategic direction, priority areas and projects to provide value for money service delivery and achieve sustainable development. The following key decisions offer a careful and prudent response to meet both service delivery expectations and a long term focus on important proposals and projects:

DISPOSAL OF LAND SURPLUS TO REQUIREMENTS

For the purpose of prudent financial management, the Council confirmed it would undertake an investigation and review of its land holdings, to identify any land considered be non strategic or surplus to requirements. Any income from the disposal of land surplus to requirements will be used for the repayment of debt unless otherwise directed by the Council.

WILSHER VILLAGE COMPLEX

Wilsher Village is part of the Council's Housing for Older Adults programme – it currently provides for 68 units, all of which will be retained in the new village complex the Council has provided financial support and priority to develop for the years 2009 - 2015.

The new development allows for over 200 units on a consolidated development block, providing a more intensive and sustainable form of residential living with a wider range of amenities and services, where low-modest income people can have the option to purchase their own units. The development will be staged over five years and the sale of the additional units to the private market will generate revenue to minimise the capital investment required to deliver this benchmark project. Including interest, goods and services tax adjustment and land costs the net cost of the development will be \$5,041,047.

RUGBY WORLD CUP 2011

The Rugby World Cup 2011 is one of the world's largest sporting events which will attract about 75,000 international visitors and overseas media to the region. Economic benefit estimates for the Auckland Region are estimated at \$240 million in additional Gross Domestic Product and a further \$262 million direct extra expenditure. Council is part of an Auckland region-wide programme of activity, including initiatives such as destination marketing, visitor information and capital expenditure planning.

Council will prepare the City for the Rugby World Cup 2011 event to cope with additional visitors through the enhancement of street cleaning, parks maintenance and waste collection services; improved transport and traffic management; and to develop a City showcase to help leverage returns for Waitakere businesses and communities including the screening of live rugby matches, free public celebration events and business and trade investment programmes.

The Council confirmed the Rugby World Cup 2011 budget for the 2010-2012 years would be \$2,768,191 for the 2009-2012 years.

ON-STREET PAID PARKING

The development and management of parking is a significant tool to help achieve Council goals, particularly intensive growth in the City's town centres and along arterial road corridors such as Lincoln and Hobsonville Roads. On-street paid parking is likely to be necessary to help achieve high turnover of parking spaces in town centres to make them available for more short-duration parking and to encourage commuters to use public transport.

The Council decided it would consider on-street paid parking in the City's town centres and growth corridors in the future, in the context of local comprehensive parking management plans, once rail electrification is commissioned and other public transport upgrades, including the New Lynn development, have been completed.

MOBILE LIBRARY SERVICE

The Mobile Library Service makes fortnightly visits around the City including to outlying, rural areas that do not have a permanent library service and offers a broad range of materials which are rotated regularly. Although the current Mobile Library bus is near the end of its useful life, the Council decided to retain the Mobile Library Service until the City becomes part of the Auckland Council, or the vehicle becomes unusable. At that time the Auckland Council can make a decision on a regionally equitable basis, on the future of the service.

RETROFITTING HOUSES IN THE CITY INITIATIVE

Around one-third of Waitakere's 62,000 homes were built more than 30 years ago before requirements to insulate homes and many have inadequate insulation by today's building standards. The Council is committed to developing a business case that will upgrade 20,000 homes across the City by 2020. The agreed targets are:

- Improve living conditions with better insulation and more efficient energy and water use to make homes warm, dry and healthy
- Help the City meet its targets to reduce water demand and greenhouse gas emissions
- Provide business, employment and training opportunities.

The Council has agreed to support this initiative in conjunction with the Energy Efficiency and Conservation Authority funding for insulation and home heating. The Council has made provision for residents to apply for a loan to retrofit their home and meet those costs beyond what is currently funded by central government's initiative. All costs associated with this loan scheme will be met by the approved homeowners. This may be recovered as a target rate from those properties.

GLEN EDEN TOWN CENTRE BUSINESS PLAN TARGETED RATE

The Glen Eden Business Association and the Council have been working together to establish a Business Improvement District to implement the Glen Eden Town Centre Business Plan 2009/2010. The Council agreed it would collect \$45,000 + GST for the Glen Eden Business Improvement District. The Council agreed the rateable land value of business sector properties in the Glen Eden town centre be targeted in the 2009/2010 year with the Glen Eden Town Centre Business Improvement District Special Rate.

FEES AND CHARGES

The Council regularly reviews its fees and charges. Fees and charges for non-regulatory services and amenities were consulted on as part of the long term plan. A separate statement of proposal for Regulatory Fees and Charges for 2009/2010 was open for consultation at the same time as the draft LTCCP. After consideration of submissions no amendments were made to the proposed regulatory fees and charges which can be accessed at www.waitakere.govt.nz.

COUNCIL POLICIES

The following policies were consulted upon and adopted as part of the long term plan.

DEVELOPMENT CONTRIBUTIONS AND FINANCIAL CONTRIBUTIONS POLICY

The Development Contributions and Financial Contributions Policy details what contributions will be required from developers to fund capital expenditure that has a growth component.

The 2009 Development Contributions and Financial Contributions Policy is a revision of the 2006 policy that takes account of a range of new information. The key changes include:

- The capital programme (and a corresponding new figure for the Council's cost of growth)
- Including the cost of finance to the Development Contributions and Financial Contributions Policy recovery schedule
- Using updated information from the Council's growth model
- Using revised figures for non-residential demands
- Division of the Northern Strategic Growth Area (NorsGA) into three separate local catchments (based on Waitakere's District Plan Changes 13, 14, and 15) for the water supply, wastewater and stormwater activities. Different per-unit charges are specified in each of these catchments accordingly
- Realigning and renaming of the activities for which development contributions are charged to ensure greater transparency
- Opportunity to provide for postponement of payments through bonds

- A commencement arrangement whereby all developments are charged according to a schedule provided in the policy to reflect the time lapsed since the introduction of the 2006 policy and the opportunity provided since 2004/2005 for property developers to complete developments

The draft Development Contributions and Financial Contributions Policy received 14 submissions. As a result of that consultation, the policy has been amended to include:

- Minor drafting changes to make the policy more explicit on the treatment of;
 - the calculation of the stormwater charge
 - building conversions that create an additional dwelling.

REVENUE AND FINANCING POLICY

The Revenue and Financing Policy states the Council's policies in respect of the funding of operating and capital expenses from the sources of funds as listed in Section 103 (2) of the Local Government Act 2002. It explains the rationale and the process for the selection of funding from various sources to pay for Council's activities.

The final Revenue and Financing Policy has been updated to reflect the Council's decision following consultation on the Rugby World Cup levy and the Retrofitting the City Housing Initiative. The Rugby World Cup levy will be recovered as a Uniform Annual Charge and the Retrofitting the City Housing Initiative will be recovered as a targeted rate from those properties that use the scheme.

LIABILITY MANAGEMENT AND INVESTMENT POLICY

The Liability Management and Investment Policy states the Council's policies in respect to its management of borrowing, other liabilities and investments. It is a comprehensive policy that includes authority and delegation limits of the Council, Committees and staff. It contains approved financial instruments the Council can access in its activities, who the Council can transact with and the recognition and management of associated risks. The policy provides detail on the Council's interest rate exposure, liquidity management, credit exposures, specific borrowing limits and providing securities.

The policy was adopted and updated to reflect changes made to the level of debt in respect of the Council's borrowing ratios.

POLICY ON PARTNERSHIPS WITH THE PRIVATE SECTOR

The Policy on Partnerships with the Private Sector states the Council commitment to partnerships with the private sector. There were no changes to this policy.

POLICY ON REMISSION AND POSTPONEMENT OF RATES ON MAORI LAND

There is no Maori freehold land in the City as defined as land whose beneficial ownership has been determined by the Maori Land Court by freehold order. Consequently the Policy on Remission and Postponement of Rates on Maori Land states no rates on such land shall be remitted or postponed in the City. There were no changes to this policy.

POLICY ON SIGNIFICANCE

The Policy on Significance allows the Council to identify and recognise issues the community regards as significant and wishes to be consulted on. It sets out the general approach to determining the significance of proposals and decision in relation to issues, assets, or other matters. The policy outlines how the Council will assess the significance of each decision in terms of its likely impact on, and likely consequences for:

- The City's wellbeing
- Any persons who are likely to be particularly affected by, or interested in, the issue, proposal, or decision
- The capacity of Council to perform its role, and the financial and other costs of doing so.

There were no changes to this policy.

RATES REMISSION AND POSTPONEMENT POLICIES

The Rates Remissions and Postponement Policy details what rates are available and how rates can be postponed. There were no changes to this policy.

The full version of these policies can be viewed in Part B of the long term plan or at www.waitakere.govt.nz.

CHANGES MADE TO THE LTCCP AS A RESULT OF SUBMISSIONS AND OTHER FACTORS

Changes to budgets have been made as a result of submissions and changes in the regional and global environment.

The following table lists the key changes made to budgets for the first 3 years between the publication of the draft and this plan as a result of public submissions and re-evaluation of major developments.

| Details | 2010 LTCCP | 2011 LTCCP | 2012 LTCCP |
|---|------------|------------|-------------|
| OPERATING COSTS | | | |
| Rugby World Cup | 0 | 792,311 | 1,690,880 |
| Enviroschools | 30,000 | 61,980 | 0 |
| Lopdell House | 0 | 0 | 293,790 |
| Corban Estate operating grant | 160,000 | 165,280 | 169,088 |
| Youth development programme | 40,000 | 51,650 | 52,840 |
| Active Waitakere | 50,000 | 51,650 | 52,840 |
| Community Waitakere | 53,000 | 54,749 | 56,010 |
| Tourism Development | 20,000 | 20,660 | 21,136 |
| Project Twin Streams community groups | 90,000 | 92,970 | 95,112 |
| CAPITAL EXPENDITURE | | | |
| New Lynn developments | 7,595,000 | 3,704,400 | 4,144,143 |
| NorSGA developments | 23,033,980 | 1,539,740 | (2,030,369) |
| Lopdell House redevelopment | 1,718,118 | (560,919) | (571,729) |
| Glendene / Kelston Community Facility | 1,120,000 | 0 | 0 |
| Retrofitting houses in the city initiative | 1,000,000 | 0 | 0 |
| Netball courts | 220,000 | 0 | 0 |
| Seal extensions | 0 | 514,500 | 529,400 |
| Glen Eden Town Centre development | 300,000 | 309,900 | 0 |
| Corban Estate | 300,000 | 0 | 0 |
| McLaren Park Henderson South community facility | 1,000,000 | 0 | 0 |
| Community halls upgrades | 20,000 | 20,620 | 21,156 |
| Hobsonville marine precinct | 967,000 | 0 | 0 |
| Sturges Road kerb and channel | 250,000 | 0 | 0 |
| Don Buck / Royal Road roundabout | 70,000 | 495,840 | 0 |

FINANCIAL AND OTHER ISSUES FACING THE CITY



RESPONSES IN A CHANGING ENVIRONMENT

Planning for the needs of Waitakere's people involves managing significant financial, physical and human resources which carries risks as well as opportunities. The Council continuously monitors its operating environment scanning for both. This round of 10 year planning has identified a number of key areas.

AUCKLAND'S GOVERNANCE

The Royal Commission on Auckland Governance reported in May 2009. Following that report the Local Government (Tamaki Makaurau Reorganisation) Act 2009 was passed that established the Auckland Transition Agency to be the body responsible for the planning and managing the reorganisation of new Auckland governance. The Local Government (Tamaki Makaurau Reorganisation) Act 2009 places safeguards and constraints on decision making on the current local authorities and their subsidiaries (council controlled organisations and council organisations).

A unitary authority to be known as the Auckland Council is expected to replace the current seven territorial local authorities and the Auckland Regional Council on 1 November 2010.

The LTCCP work programme has been compiled on a business as usual approach to the Councils activities for the 10 year period.

THE GLOBAL RECESSION

The global recession is impacting on local business, jobs and the rate of development. Central government is developing response packages to limit fallout and local government, as major investors, has a role to play in keeping up economic activity while being aware of the impact of rate increases and the risks of rising debt levels.

UNCERTAIN DEBT MARKET

New Zealand councils fund a significant part of capital activity from loans and the market for loan funding is uncertain.

THE COUNCIL'S RESPONSES

The development of this long term plan has and will continue to require a frugal and prudent approach to business planning. The Council needs to manage risks over the long term while acting on opportunities to invest in growth, economic and strategic initiatives.

The following are some of the Council's principle responses to this changing environment:

- Prioritising capital works that unlock employment and stimulate the economy
- Deferring non time critical projects
- Continuing to sharpen the Council's budget review process
- Working closely with banking institutions to access loan funding
- Maintaining a close working relationship with central government as it develops recession responses
- Putting contracting out under close scrutiny

GROWTH AND PLANNING

For some years, the City's population has been growing resulting in the creation of new subdivisions. When a new subdivision is developed, its infrastructure, including roads and reticulation for wastewater, stormwater and water supply are vested in the Council. The Council is then responsible for the maintenance and renewal of these assets. The increase in demand has resulted in new community facilities. New libraries have opened at Glen Eden, New Lynn and the Waitakere Central Library at Henderson.

New subdivisions result in an increase in the Council's rating base, but this increase is insufficient to fund the additional costs resulting from growth. Developers pay a contribution to the Council for the cost of growth related capital expenditure. However, the Council is then responsible for the ongoing operating costs.

The Council also needs capital expenditure to maintain its levels of service, to renew its assets, contribute to the Community Outcomes and its strategic priorities and to expand and improve other assets such as information systems, property and plant. This capital expenditure is funded from loans, proceeds from rating for depreciation, subsidies and reserves.

Statistics New Zealand estimates the population of Waitakere at 30 June 2008 as 201,300. Over the period 2009-2019 that is expected to grow by some 31,100 people from 205,020 to 236,120. This equates to approximately 14,500 households.

The City's growth is strongly influenced by the availability and location of appropriately zoned land for residential and business development. Suitable land is available in Massey North (Westgate), Hobsonville and New Lynn.

Waitakere's proposed gross capital expenditure for the LTCCP is close to \$1.499 billion for 10 years, approximately 77 percent of which relates to projects which, at least in part, are required to meet the demands of the City's growing population.

The majority of the City's growth related projects result in the need to extend the capacity of the City's existing transportation, water supply, wastewater and stormwater infrastructure assets. Many of these projects are designed to provide growth capacity for the City for between 10 and 20 years.

In the development of the LTCCP, Waitakere has budgeted to fund the growth component of its capital projects from debt which will be repaid from development contributions charged to developers and other revenue funding sources including rates.

The following table shows the Council's total capital expenditure together with the sources of funding.

GROSS CAPITAL EXPENDITURE 2009 TO 2019

| Details | Total Gross Capital Expenditure (\$'000's) | Funded from Financial Contributions (\$'000's) | Funded from Development Contributions (\$'000's) | Percentage from Development Contributions |
|---------------------------------------|--|--|--|---|
| NETWORK INFRASTRUCTURE | | | | |
| Transport | 702,214 | - | 118,407 | 16.86 |
| Stormwater | 135,035 | - | 32,606 | 24.15 |
| Wastewater | 124,024 | - | 22,002 | 17.74 |
| Water Supply | 76,744 | - | 7,790 | 10.15 |
| COMMUNITY INFRASTRUCTURE | | | | |
| Parks Infrastructure and Reserves | 179,763 | 37,478 | 25,161 | 14.00 |
| Strategic Projects and Sustainability | 85,075 | - | - | - |
| Libraries and Arts | 57,245 | - | 8,736 | 15.26 |
| Leisure and Community Facilities | 30,986 | - | 18,077 | 58.51 |
| Cemetery | 16,569 | - | - | - |
| Business Support Systems | 40,774 | - | - | - |
| Plant and Equipment | 20,627 | - | - | - |
| Property Upgrades and Aftercare | 30,508 | - | - | - |
| TOTAL | 1,499,474 | 37,478 | 232,779 | 15.52 |

GROSS CAPITAL EXPENDITURE 2009 TO 2019 (CONTINUED)

| FUNDED AS FOLLOWS: | TOTAL FUNDING | PERCENTAGE |
|---------------------------|------------------|---------------|
| Debt | 439,435 | 29.31 |
| Rates | 408,004 | 27.21 |
| Development Contributions | 232,779 | 15.52 |
| NZTA Subsidies | 214,246 | 14.29 |
| Other External Sources | 76,232 | 5.08 |
| Vested Assets | 55,448 | 3.70 |
| Financial Contributions | 37,478 | 2.50 |
| Proceeds from Land Sales | 24,900 | 1.66 |
| Reserves | 10,952 | 0.73 |
| TOTAL | 1,499,474 | 100.00 |

The recovery of development contributions is spread over 20 years and an additional \$302 million is estimated to be recovered over the period 2019/2020 to 2039/2040.

As a result of the capital expenditure in key infrastructure areas there are significant increases in interest, depreciation and infrastructure maintenance that have to be funded. These are:

| Growth in Asset Costs | 2009/ 2010 (\$000's) | 2010/ 2011 (\$000's) | 2011/ 2012 (\$000's) | 2012/ 2013 (\$000's) | 2013/ 2014 (\$000's) | 2014/ 2015 (\$000's) | 2015/ 2016 (\$000's) | 2016/ 2017 (\$000's) | 2017/ 2018 (\$000's) | 2018/ 2019 (\$000's) |
|------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Interest | 23,210 | 27,871 | 33,065 | 38,668 | 43,470 | 47,096 | 49,002 | 48,939 | 47,187 | 43,842 |
| Depreciation | 27,424 | 29,456 | 31,627 | 34,562 | 37,051 | 39,687 | 42,190 | 44,281 | 46,518 | 48,180 |
| Asset Maintenance | 40,368 | 43,107 | 45,729 | 50,055 | 52,576 | 55,600 | 58,919 | 62,893 | 67,317 | 71,615 |
| TOTAL | 91,002 | 100,434 | 110,421 | 123,285 | 133,097 | 142,383 | 150,111 | 156,113 | 161,022 | 163,637 |
| ANNUAL INCREASE | 7,148 | 9,432 | 9,987 | 12,864 | 9,812 | 9,286 | 7,728 | 6,002 | 4,909 | 2,615 |

The annual increase is the increase over the previous year.

Another consequence of this projected growth is the need to plan for the future to predict where the population is going to grow. Poorly planned growth could create an unacceptable urban environment, which the City would then have to pay to rectify. Properly planned growth is an opportunity to improve the operation of the City and to grow its economy while protecting the natural environment. In addition, the environmental effects of growth need to be well understood and managed. Certain areas of the City could be vulnerable to erosion and flooding if subjected to too much development.

Planning for the future of the City has focused on the key areas of transport and economic development.

The economic development focus is for the creation of opportunities for the City's residents to find employment close to home, thus alleviating the need to travel outside of the City to work.

One of the key strategies for the economic development of the City is the development of the Northern Strategic Growth Area.

Some of the capital expenditure for the necessary infrastructure and community facilities in the Northern Strategic Growth Areas will be funded from Development Contributions as it is growth related.

The increases in the cost of growth for the first three years are a result of major capital expenditure projects during this period. Some of these are:

| Details | 2009/2010 (\$000's) | 2010/2011 (\$000's) | 2011/2012 (\$000's) |
|-------------------------------------|------------------------|------------------------|------------------------|
| Carpark Buildings | 1,000 | 7,475 | 582 |
| Cycleways | 0 | 2,048 | 1,621 |
| Library Resources | 750 | 1,240 | 1,480 |
| Lopdell House Redevelopment | 5,804 | 0 | 0 |
| Massey North Community Centre | 0 | 620 | 6,340 |
| New Lynn Development | 54,760 | 51,936 | 13,220 |
| NorSGA / Massey North Library | 0 | 7,050 | 7,213 |
| Project Twin Streams | 8,333 | 3,335 | 1,973 |
| Ranui Library | 4,106 | 0 | 0 |
| Stormwater NorSGA Projects | 8,620 | 6,439 | 5,853 |
| Transport and Roads NorSGA Projects | 40,977 | 24,416 | 33,740 |
| Wastewater NorSGA Projects | 731 | 2,540 | 2,752 |
| Water Supply NorSGA Projects | 2,348 | 2,036 | 1,523 |
| Wilsher Village Redevelopment | 3,587 | 5,948 | 9,026 |

Some of these projects are continuing from previous years and were included in the Long Term Council Community Plan 2006-2016.

Carry forward amounts from previous years are included in this plan.

Full details of all capital expenditure can be found in Part B pages 28 to 43.

As a consequence of this, revaluations and other asset creation and investment, the City's growth in its asset base is detailed in the following table.

| Growth in Asset Base | 2009/ 2010 (\$000's) | 2010/ 2011 (\$000's) | 2011/ 2012 (\$000's) | 2012/ 2013 (\$000's) | 2013/ 2014 (\$000's) | 2014/ 2015 (\$000's) | 2015/ 2016 (\$000's) | 2016/ 2017 (\$000's) | 2017/ 2018 (\$000's) | 2018/ 2019 (\$000's) |
|------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Transport Assets | 1,299,823 | 1,398,165 | 1,466,699 | 1,652,153 | 1,694,205 | 1,721,985 | 1,856,494 | 1,876,148 | 1,897,876 | 2,051,821 |
| Wastewater | 394,111 | 396,578 | 400,679 | 446,439 | 462,442 | 469,696 | 526,002 | 560,396 | 566,539 | 629,192 |
| Stormwater | 261,840 | 269,606 | 277,200 | 310,300 | 316,621 | 321,863 | 378,800 | 383,415 | 387,677 | 467,116 |
| Parks and Green Assets | 447,783 | 459,730 | 469,079 | 519,749 | 530,163 | 532,787 | 609,444 | 611,241 | 613,027 | 720,511 |
| Water Supply | 149,254 | 153,245 | 156,581 | 177,987 | 181,001 | 183,108 | 233,537 | 235,132 | 236,722 | 324,059 |
| TOTAL | 2,552,811 | 2,677,324 | 2,770,238 | 3,106,628 | 3,184,432 | 3,229,439 | 3,604,277 | 3,666,332 | 3,701,841 | 4,192,699 |
| MOVEMENT | 328,980 | 124,513 | 92,914 | 336,390 | 77,804 | 45,007 | 374,838 | 62,055 | 35,509 | 490,858 |

The annual increase is the increase over the previous year.

LOAN FUNDING

Asset creation is funded from various sources. These are:

| SOURCE | UTILISATION |
|---|---|
| Proceeds from rating for depreciation (Rates) | Renewals |
| Loans | New capital expenditure and renewals where the proceeds from rating for depreciation are insufficient |
| Development Contributions | Growth funded capital expenditure |
| Financial Contributions | Reserve contributions and environmental mitigation |
| Subsidies | Transport for qualifying works and Stormwater for Project Twin Streams |
| Reserves | Where special and separate funds are available |

Borrowing is the primary source of funding for the Council (Net debt which is defined as total debt minus investments in property acquired for development).

The table below shows the Council project net debt level over 10 years of the plan.

| Details | 2009/2010 LTCCP (\$000's) | 2010/2011 LTCCP (\$000's) | 2011/2012 LTCCP (\$000's) | 2012/2013 LTCCP (\$000's) | 2013/2014 LTCCP (\$000's) | 2014/2015 LTCCP (\$000's) | 2015/2016 LTCCP (\$000's) | 2016/2017 LTCCP (\$000's) | 2017/2018 LTCCP (\$000's) | 2018/2019 LTCCP (\$000's) |
|-----------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Gross Debt | 635,121 | 747,444 | 854,822 | 952,870 | 1,025,180 | 1,068,333 | 1,072,042 | 1,047,591 | 993,404 | 901,885 |
| Less Development Properties | 56,112 | 53,112 | 52,012 | 52,012 | 52,012 | 52,012 | 52,012 | 52,012 | 52,012 | 52,012 |
| NET DEBT | 579,009 | 694,332 | 802,810 | 900,858 | 973,168 | 1,016,321 | 1,020,030 | 995,579 | 941,392 | 849,873 |

This level of debt is primarily driven by the growth occurring in the City in the Northern Strategic Growth Area (Hobsonville, Massey-North/Westgate) and New Lynn. The Liability Management and Investment Policy contains detail on the approach to the management of the Council's borrowing and investment strategies.

The policy contains the following ratios that assist in providing guidance to the management of debt at sustainable borrowing levels.

| Details | 2009/2010 | 2010/2011 | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Debt Ratios | | | | | | | | | | |
| Net debt as a percentage of total income | 212% | 235% | 254% | 273% | 281% | 270% | 254% | 229% | 197% | 163% |
| Net interest as a percentage of total income | 12% | 13% | 14% | 16% | 17% | 17% | 17% | 15% | 14% | 12% |
| Net interest as a percentage of rates (including water) | 20% | 22% | 24% | 25% | 26% | 25% | 24% | 21% | 19% | 16% |

The ratios are increasing in the interim years of the LTCCP as a result of the intensive investment in infrastructure required in the growth areas of the City. A key ratio change is the net debt as a percentage of total income which was currently set at a guidance ratio of 200 percent but is now proposed to be set at the annual levels above.

When the current LTCCP 2006-2016 was adopted in June 2006, the future costs of developments in New Lynn and the Northern Strategic Growth Area were subject to more detailed planning.

The Council is committed to ensuring the City can accommodate its growth needs and the New Lynn redevelopment programme has committed central government funding and support from ONTRACK, the Auckland Regional Transport Agency (ARTA) and New Zealand Transport Agency (NZTA). This will deliver a town centre of regional and national significance.

The Metropolitan Urban Limit shift has enabled the development of Hobsonville and Massey North/ Westgate to now proceed. This growth area also has strong funding support from central government and regional agencies. This urban development will provide a new major shopping centre, business land, employment, affordable housing and boat building facilities.

These two significant national projects require the Council to use loan funding. The timing of these developments are planned to occur in the early years of the long term plan and contribute to an increase in debt levels in the interim years of the long term plan.

The Council is aware that the economic environment both nationally and regionally has changed with less overall development currently taking place. However, the Council must still respond to future needs for necessary infrastructure to underpin the growth in the City that will occur especially for the two key projects above.

Some of this expenditure is recoverable from developers but this recovery will be staggered over 20 years.

MANAGEMENT OF DEBT

The Council has carefully considered the loan funded capital works programme. The level of debt is considered sustainable with the careful management of interest rate risks, access to funding, continual review of the timing of the Council's investment in growth areas and the expected recovery of external funds, such as subsidies, development and financial contributions. The Council also pursues partnerships with various organisations to secure joint funding arrangements and opportunities to minimise the

need to borrow. The Council evaluates its investments and the proceeds of any asset sale are to be used to repay debt, unless directed otherwise by the Council.

The Council actively monitors the debt on a monthly basis through the Finance and Operational Performance Committee. The Council maintains relationships with the major banks and institutional investors. The Council provides security to investors through a Debenture Trust Deed. This provides a charge over rates.

CAPACITY TO BORROW

To meet its current and medium term financial obligations, the Council has access to a total of \$200 million of committed standby bank facilities. These facilities have no restrictions and provide immediate access to funding. The lending margins are fixed for the duration of the facility. The Council will continue to seek additional bank facilities where the pricing of those facilities are favourable and to renegotiate existing facilities to ensure liquidity remains. This liquidity management is important to provide existing investors with assurance that the Council will always be in a position to meet its debt obligations.

The Council is only one of seven local authorities within New Zealand to have obtained a Standard and Poor's credit rating. Currently, the Council's credit rating is A+ long term and A-1 short term. This provides the Council with access to a greater diversity of investors that have a requirement to invest only in credit rated entities. The Council also has the ability to issue its own securities, which can be tailored to meet the requirements of a particular institutional investor.

The following explanations are given on Standard and Poor's ratings:

- **AAA** - suggests the ability to repay interest and principle is extremely strong.
- **AA** - implies the ability to repay interest and principle is very strong.
- **A** - suggests there is a strong ability to pay, but the debt is somewhat susceptible to adverse economic conditions.
- **BBB** - suggest adequate capacity to repay interest and principle, but more subject to default in adverse economic conditions.
- **BB** - suggests less near term vulnerability to default than other speculative grade debt. However, it faces major ongoing uncertainties or exposure to adverse business, financial or economic conditions.
- **B** - suggests greater vulnerability to default, but currently has the capacity to meet interest payments and principle repayments. Adverse economic business or financial conditions may impair this ability.

- **CCC** - represents debt that is currently vulnerable to default, but at the present time has the capacity to meet interest payments and principle repayments. Adverse economic, business or financial conditions would suggest that the issuer is not likely to have the capacity to pay interest and repay principle.
- **CC** - represents a highly speculative debt and generally applies to debt subordinated to senior debt.
- **C** - has a high risk of default or is reliant on third parties to prevent a default.
- **D** - in default or bankruptcy has been filed.

BORROWING POLICY FRAMEWORK

The Council manages its debt in compliance with its adopted Liability Management and Investment Policy which includes responsibilities, risk management procedures and ratios for the management of investments and debt.

The Liability Management and Investment Policy contains three ratio guidelines that govern the level of debt the Council could sustain. Then further ratio guidelines are adopted for how the debt should be managed. These key ratios are:

- net debt as a percentage of income
- net interest as a percentage of income
- net interest as a percentage of annual rates income (including water charges but excluding external regional levies)
- liquidity.

It is important to understand the use of the word guideline. Due to the uncertainty of time, it would not be appropriate to “draw a line in the sand” for the financial management of the Council. Instead the ratios are guidelines to the level of debt the Council could sustain.

The ratios are the product of discussions with external advisers, banks and credit rating agencies. They are also interrelated as exceeding the threshold of net interest as a percentage of rates ratio would present a greater exposure to investors, than potentially exceeding the Net Debt to Income ratio. For example, as the Council’s level of debt increases, investors may demand greater compensation for their exposure to the Council’s credit risk.

Due to the timing of when capital projects may be undertaken, a certain amount of flexibility is required around the ratios. The ratios presented within the LTCCP are considered the upper level of where the Council’s debt is expected to reach. On an annual basis, the loan funded

capital works programme will be reviewed based upon the growth demands in the City and alternative sources of external funding.

The Council has also adopted a number of risk management policy guidelines that relate more closely with the day to day management of debt. These are also included in the Liability Management and Investment Policy. These ratios are reported to the Finance and Operational Performance Committee of the Council on a monthly basis.

FIXED RATE MATURITY PROFILE LIMIT

| PERIOD | MINIMUM COVER | MAXIMUM COVER |
|--------------|---------------|---------------|
| 1 to 3 years | 10% | 60% |
| 3 to 5 years | 10% | 70% |
| 5 plus years | 10% | 90% |

This limit aims to insure a spread of fixed interest across the debt portfolio rather than having concentrated exposures to say short or very long terms.

LIQUIDITY AND FUNDING RISK

The intention is to not have a concentration of debt in any particular duration, but rather to have it spread so that the Council is not exposed to a liquidity risk due to maturing debt or significant projects being undertaken and not having sufficient funding available. The guidelines for risk management of liquidity and funding are:

| DURATION | MINIMUM | MAXIMUM |
|--------------|---------|---------|
| 0 to 3 years | 10% | 60% |
| 3 to 5 years | 10% | 60% |
| 5 plus years | 10% | 60% |

DEBT REPAYMENT STRATEGY

The LTCCP provides for Council controlled rate increases from 2013/2014 onwards of 7.95 percent. This enables from that year a debt repayment strategy that reduces reliance on loan funding of renewals. In the later years of the LTCCP the Council’s gross borrowings peak at an estimated \$1.072 billion in 2015/2016 and then starts reducing to \$901.885 million by 2018/2019.

The Council recognises that it does not have unlimited balance sheet capacity. The Council

needs to manage carefully the aggregate debt position relative to the size of its current and projected revenue base.

This approach recognises there may be occasions when growth related projects may need to be cut, or deferred if development revenue slows or access to loan funding is restrictive or cost prohibitive. Projects will be assessed on a continual basis throughout each year of the long term plan.

During the preparation of this long term plan, a number of projects/work programmes currently in the LTCCP 2006-2016 have been deleted or reduced. These were forecast at and include:

| ITEMS DELETED OR REDUCED FROM LTCCP ADOPTED 30 JUNE 2006 | TOTAL FOR LTCCP 2016 (\$'000's) | TOTAL FOR LTCCP 2019 (\$'000's) | MOVEMENT |
|--|---------------------------------|---------------------------------|----------|
| Corban Estate Development | 25,707 | 300 | (25,407) |
| Waitakere Central Carpark | 16,624 | 0 | (16,624) |
| Park and Ride Hobsonville | 1,142 | 0 | (1,142) |
| Park and Ride Westpark Marina | 591 | 0 | (591) |
| Library Resources | 18,894 | 14,816 | (4,078) |
| Hobsonville Library | 1,812 | 0 | (1,812) |
| Mobile Library Replacement | 339 | 0 | (339) |
| Leisure Facility Partnerships | 5,566 | 2,150 | (3,416) |
| Energy Efficient Lighting | 1,011 | 0 | (1,011) |
| Wastewater Capital Expenditure Excluding NorSGA | 153,366 | 111,588 | (41,778) |
| Stormwater Capital Expenditure Excluding NorSGA | 130,165 | 97,558 | (32,607) |

The use of borrowing for asset creation is considered appropriate because it benefits both current and future residents. This asset creation would be unaffordable to ratepayers if it was fully rates funded as the burden would fall on current ratepayers alone. The Council considers this level of net debt is necessary to achieve its strategic priorities and its contribution towards the Community Outcomes.

This long term plan provides for the loan funding for capital expenditure required to restore assets to their original condition. The reliance on this source of funding declines from 2011/2012 as more rates funding is provided.

FUNDING AND RATING

Every effort has been made in preparing the budgets to maximise revenue from all sources other than rates. All costs have been subjected to a rigorous review, but as detailed above, there are unavoidable cost increases as a result of growth.

If the Council funded only the cost of the increased infrastructure asset base on page 20, the rate increase for 2009/2010 alone would have been 6.1 percent.

In order to avoid significant movements in the rate requirement for this long term plan, a funding mix using non-funding of depreciation on some assets and loan funding of some capital expenditure for renewals has been adopted. The Council has built some major new facilities over the past few years including the new Civic Centre, Libraries and the Aquatic Centre upgrade. It is proposed that depreciation on these new assets not be initially funded as there is little or no requirement for renewals during the initial lives of these assets. From year nine onwards, all depreciation is funded and from year seven onwards, there is minimal loan funding of capital expenditure for renewals and the Council's debt starts to be repaid. The non-funding of depreciation has no impact on the Council's ability to maintain its assets as all required maintenance and renewals necessary to maintain the integrity of the Council's assets are undertaken. This funding mix complies with the Council's Revenue and Financing Policy.

The Council approved the following Council controlled rate increases in the LTCCP.

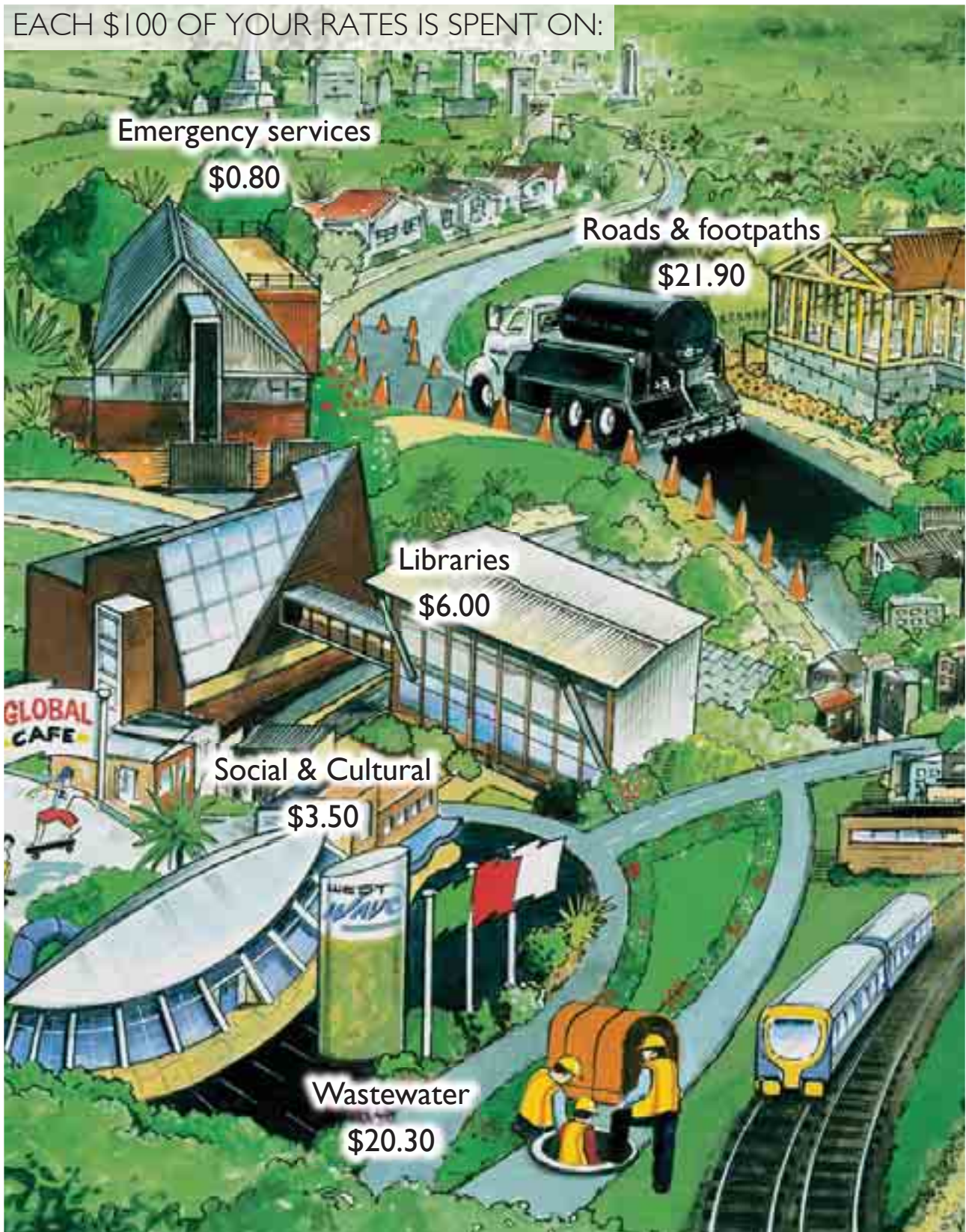
| Details | 2009/ 2010 | 2010/ 2011 | 2011/ 2012 | 2012/ 2013 | 2013/ 2014 | 2014/ 2015 | 2015/ 2016 | 2016/ 2017 | 2017/ 2018 | 2018/ 2019 |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Council Controlled Rate Increase (Percent) | 2.97 | 7.29 | 8.23 | 7.95 | 7.95 | 7.95 | 7.95 | 7.95 | 7.95 | 7.95 |

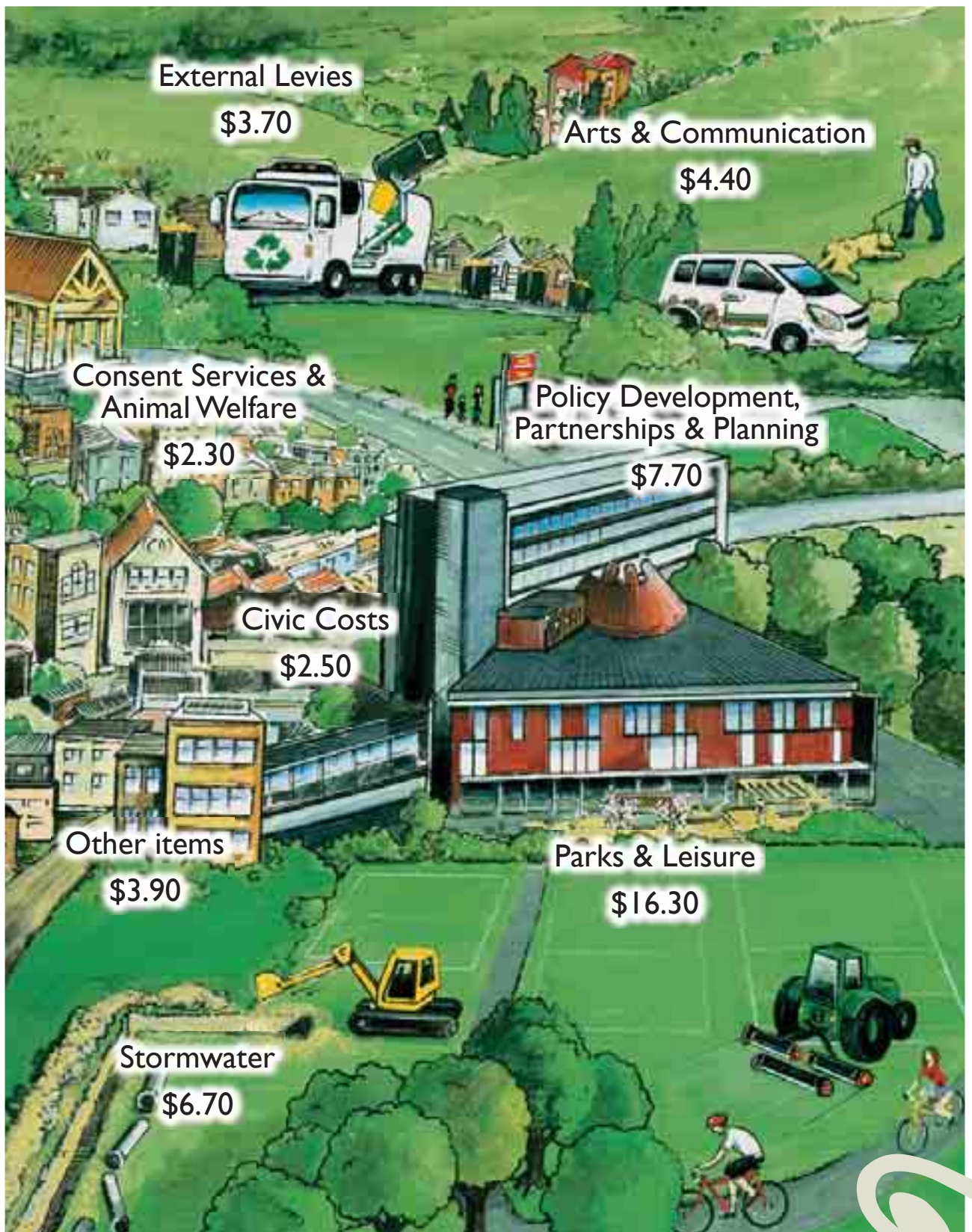
Council controlled costs do not include the statutory levies for the Auckland War Memorial Museum, the Museum of Transport and Technology and the Auckland Regional Amenities Funding Board. The Council is obliged to collect and forward these levies to those organisations. These levies represent an additional 1.76 percent to the rate requirement in 2009/2010. In addition there is a 0.22 percent rates requirement for the Rugby World Cup 2011.

The proposed Council controlled rates movements combined with the increase in net debt will enable the Council to progress delivering its strategic outcomes to build a sustainable City both now and for the future.

WHAT YOU GET FOR YOUR RATES

EACH \$100 OF YOUR RATES IS SPENT ON:





WAITAKERE COMMUNITY OUTCOMES



Every six years the Council helps its communities and stakeholders define what they think is important for Waitakere's present and future social, economic, environmental and cultural wellbeing. This collective vision is documented as "The Waitakere Community Outcomes for Waitakere City *Nga hua kowhiringa o te Iwi Whanui o Waitakere 2006-2009*".

WHAT IS THE COUNCIL'S ROLE?

The community outcomes belong to the community, not the Council, and only the community can review or change them. The Council will facilitate a review process every six years.

The Council considers the community outcomes in long term planning and works with other organisations and groups toward achieving the community's aspirations. Currently the Council's strategic direction and the community outcomes are well aligned, demonstrating the Council and the wider community share many goals for the City's future development.

HOW THE COMMUNITY OUTCOMES WERE DEVELOPED

In 2005 the Council facilitated a series of consultation workshops aimed at determining the community outcomes for Waitakere. Two panels of residents then collated the information incorporates the Maori and Pakeha world views that each party brought to their interpretation of the Treaty of Waitangi in 1840.

Citywide consultation resulted in nearly 70 percent of respondents supporting the draft community outcomes, which were endorsed as "The Community Outcomes for Waitakere City *Nga hua kowhiringa o te Iwi Whanui o Waitakere 2006-2009*".



You can read more about community outcomes and how they were developed on our website www.waitakere.govt.nz

HOW THE COMMUNITY OUTCOMES AFFECT PLANNING

The Council's services, projects and programmes contribute extensively to the achievement of the community outcomes.

Each Council strategy and activity plan documents how it contributes to community outcomes. The primary strategic link for each community outcome is identified and examples of areas of work and significant projects that are proposed are in the long term plan.

Some community aspirations fall outside of the responsibilities of the Council and in these areas the Council takes an advocacy role with appropriate organisations. A list of the other contributors and progress indicators can be found in the Waitakere Community Outcomes Progress Report 2008.

Under legislation the Council is charged with facilitating the identification of the City's community outcomes at least every six years. In time for the 2012 planning round, the Council will facilitate the development of a new set of community outcomes, priorities and actions. This will inform the Council's review of its strategic direction in time for the production of the next 10 year plan in 2012.

| COMMUNITY OUTCOME | PRIMARY COUNCIL STRATEGY OR PRIORITY LINK (including example projects and programmes) |
|---|--|
| <p>GREEN NETWORK HE TUITUITANGA KAKARIKI</p> <ul style="list-style-type: none"> • People are in harmony with and have a strong sense of stewardship, of kaitiaki of the natural environment • We are all actively managing our growth and minimising ecological threats particularly through increased local participation in decisions and action | <p>ENVIRONMENT <i>Network of green, clear air, clean water and nothing wasted</i></p> <ul style="list-style-type: none"> • Town centre growth management planning • Revegetation, weed and pest programmes • Waitakere Ranges and Foothills local planning • Project Twin Streams • Green Network projects and incentives • Iwi engagement and consultation |
| <p>MAURI ORA ACCESS TO MAORI RESOURCES</p> <ul style="list-style-type: none"> • Live as Maori • Celebrate being Maori • Celebrate ethnic cultural diversity • Celebration of the City's unique and rich tribal and Maori history • Cultural knowledge within a traditional and contemporary context is valid and relevant | <p>THE TREATY OF WAITANGI PRIORITY TE TIRITI O WAITANGI <i>People in the City are proud to uphold the Treaty of Waitangi</i></p> <ul style="list-style-type: none"> • Marae support policy • Te Aho Tumanako • Te Taumata Rununga strategic plan |
| <p>NGA MANUKURA MAORI LEADERSHIP</p> <ul style="list-style-type: none"> • Maori determination and integrity • Sustained Iwi Maori leadership in Waitakere | <p>THE TREATY OF WAITANGI PRIORITY TE TIRITI O WAITANGI <i>People in the City are proud to uphold the Treaty of Waitangi</i></p> <ul style="list-style-type: none"> • Te Taumata Rununga strategic plan |
| <p>STRONG COMMUNITIES HE IWI KAHA</p> <ul style="list-style-type: none"> • Waitakere has a strong sense of connection and networks of community so people feel safe and have a sense of belonging • We are civil to and respectful of each other, have a good work life balance and contribute to our City, community, friends and family | <p>SOCIAL <i>Strong, skilled and connected communities and neighbourhoods</i></p> <ul style="list-style-type: none"> • Safe Waitakere injury prevention and crime prevention projects • Wellbeing Collaboration Project • Library services and learning centres programmes • Education Plan implementation • Supporting community centres, arts centres, community houses and halls • Northern Strategic Growth Area Massey North and Ranui library construction • Providing recreation facilities, youth centres, playgrounds and sports parks • Community building in Massey, Ranui, Kelston/Glendene/Span farm • New community facility development in Kelston, Massey North and West Harbour • Glen Eden, Te Rangi Hiroa and Massey Leisure Centre recreation facilities development • Te Aho Tumanako (Maori wellbeing partnering and planning) |

| COMMUNITY OUTCOME | PRIMARY COUNCIL STRATEGY OR PRIORITY LINK (including example projects and programmes) |
|--|---|
| <p>STRONG ECONOMY HE TUPURANGA KAHA IHI WANA</p> <ul style="list-style-type: none"> • Our local economy is sustainably prosperous with abundant good local jobs, strong businesses, high quality education and training opportunities, and contributes to a sustainable regional economy • Waitakere is an attractive place to work and do business where people have choices • People have a good work life balance, quality of life and participate in family and community life | <p>ECONOMIC WELLBEING <i>A catalytic environment for a flourishing and resilient economy</i></p> <ul style="list-style-type: none"> • Business investment marketing activities • Rugby World Cup 2011 and visitor planning • Waitakere Enterprise • Employment areas and rural economic activities planning • Regional broadband and transport planning and advocacy • Council process reviews and customer service development • Maori Economic Wellbeing Plan |
| <p>SUSTAINABLE INTEGRATED TRANSPORT KAUNEKE TAUWHIRO ME TE WHAKAURUNGA WAKA</p> <ul style="list-style-type: none"> • Sustainable transport systems provide fast and effective movement of people, goods and services within and in and out of the City • The transport network is integrated, innovative, safe, and environmentally responsible, and supports excellent lifestyles and quality urban and village design • Public transport services are appealing, reduce car dependency and match local needs | <p>TRANSPORT <i>A sustainable multi-modal transport system that is integrated with land use and contributes to Waitakere as an eco city</i></p> <ul style="list-style-type: none"> • Ongoing roading renewals • Freight, walking and town centre parking plans • Northern Strategic Growth Area: Westgate and Hobsonville transport projects • Rural Transport Plan • New Lynn Transit Oriented Development • New Lynn car park buildings • Transport network maintenance and renewals • Travel demand management planning • Walk and cycleway projects • School Travel Plans project • Safety improvements |
| <p>SUSTAINABLE ENVIRONMENT KAUNEKE TAUWHIRO TAIAO</p> <ul style="list-style-type: none"> • We manage our growth in a way that increases our sustainability and enables a healthy living environment • We have access to good quality water and air and we manage our energy, waste and water innovatively and responsibly • We are a leader in sustainable housing and building practices | <p>ENVIRONMENT <i>Network of green, clear air, clean water and nothing wasted</i></p> <ul style="list-style-type: none"> • Wastewater infrastructure upgrades and renewals • Stormwater infrastructure upgrades and renewals • Relocation of services as part of the New Lynn project • Water supply infrastructure upgrades and renewals • Project Twin Streams • Ongoing waste reduction initiatives • Upgrades to the transfer station • Retrofitting the City projects • Climate change projects • Eco-design building advice |
| <p>TE MANA WHAKAHAERE AUTONOMY</p> <ul style="list-style-type: none"> • Active protection of Maori interests in accordance with the Treaty and recognition of Iwi Maori | <p>THE TREATY OF WAITANGI PRIORITY TE TIRITI O WAITANGI <i>People in the City are proud to uphold the Treaty of Waitangi</i></p> <ul style="list-style-type: none"> • Te Taumata Rununga strategic plan |

| COMMUNITY OUTCOME | PRIMARY COUNCIL STRATEGY OR PRIORITY LINK (including example projects and programmes) |
|---|---|
| <p>TOIORA HEALTHY LIFESTYLES</p> <ul style="list-style-type: none"> • Good health, education and increased participation in a healthy and positive lifestyle | <p>SOCIAL <i>Strong, skilled and connected communities and neighbourhoods</i></p> <ul style="list-style-type: none"> • Safe Waitakere injury prevention • Safe Waitakere crime prevention project • Community action on youth and drugs • Wellbeing collaboration project • Maori Social Wellbeing Plan • Housing for older adults renewals |
| <p>URBAN AND RURAL VILLAGES NGA KAINGA TAONE TUAWHENUA</p> <ul style="list-style-type: none"> • Henderson is the key central town centre with Westgate and New Lynn as major centres and a network of smaller villages and neighbourhoods • Thriving well connected town and neighbourhood centres where people want to live, play and work • The centres reflect local character and foster pride • People feel connected to their local places and to each other • Villages have an identified centre, are safe and have accessible common areas • Homes are healthy and environmentally responsible | <p>GROWTH MANAGEMENT <i>A network of vibrant town centres and neighbourhoods with a social, physical and natural fabric providing housing choice and employment opportunities for all</i></p> <ul style="list-style-type: none"> • Implementing the Waitakere Ranges Heritage Area Act 2008 • Glen Eden land acquisition • New Lynn, Henderson and Westgate Town Centre development • Hobsonville Village and corridor development • Hobsonville Point (Hobsonville Land Company) development • Green Network initiatives • Project Twin Streams • District Plan review • Regional Policy Statement review • Building and resource consent processing • Social Infrastructure Plan development and advocacy • Eco-design building advice |
| <p>VIBRANT ARTS AND CULTURE TOI ME NGA TIKANGA TAKETAKE</p> <ul style="list-style-type: none"> • Waitakere City's arts and culture is reflected and appreciated in our everyday life and the City is itself a work of art • We participate in creative pursuits and have a deep and wide perception of arts and cultures in our City | <p>CULTURAL WELLBEING <i>We all feel we belong, treasuring our diversity, creativity, culture and heritage</i></p> <ul style="list-style-type: none"> • Local events provision and support • Pacific Arts development at Corban Estate • Creative sectors planning • Lopdell House and Waitakere Arts and Culture Trust operational support • Arts Council support • Playhouse and Titirangi Theatre support • Arts projects in civic constructions • Cultural celebrations and events support • Multi-lingual book collection • Heritage building projects • Oral and archival history collections • Iwi consultation and engagement |
| <p>WHAIORA ENVIRONMENTAL PROTECTION</p> <ul style="list-style-type: none"> • Replenishment of nature's food chain of tiriwa, (the flora and fauna) • Maori and non Maori respect and appreciate the City's natural taonga/ wonders | <p>ENVIRONMENT <i>Network of green, clear air, clean water and nothing wasted</i></p> <ul style="list-style-type: none"> • Project Twin Streams • Green Network projects • EcoMatters Environment Trust |

| COMMUNITY OUTCOME | PRIMARY COUNCIL STRATEGY OR PRIORITY LINK (including example projects and programmes) |
|---|---|
| <p>WHAIORA</p> <p>PARTICIPATION IN SOCIETY</p> <ul style="list-style-type: none"> • Comprehensive participation of Iwi Maori in the affairs of Waitakere City, Aotearoa and the world • Sustain positive growth of innovative Maori economic development | <p>GOVERNANCE</p> <p><i>A strong democracy, where people feel they can make a difference, participate and respect diverse and creative views</i></p> <ul style="list-style-type: none"> • Te Aho Tumanako • Iwi engagement and consultation • Te Taumata Rununga strategic plan |
| <p>WORKING TOGETHER</p> <p>TE MAHI TAHI</p> <ul style="list-style-type: none"> • We have a culture of working together as a City, as neighbourhoods and as a family, efficiently utilising our time, people and resources • We mobilise local energy and empower people to participate through providing information they need and open transparent decisionmaking | <p>GOVERNANCE</p> <p><i>A strong democracy, where people feel they can make a difference, they participate and respect diverse and creative views</i></p> <ul style="list-style-type: none"> • Waitakere Ethnic Board • Waitakere Pacific Board • Council media releases, publications and web sites • Elections and Committee meetings • Policy consultation • Participate in and advocate through regional and national planning • Library Services and Citizens Advice Bureaux • Te Taumata Rununga strategic plan • Iwi engagement and consultation |

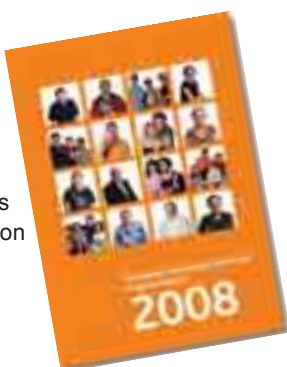
More detail can be found in “The Community Outcomes for Waitakere City - *Nga hua kowhinga o te Iwi Whanui o Waitakere 2006-2009*” booklet available through the Council’s website.

This document also outlines a range of initiatives undertaken that contribute towards achieving the community outcomes. It highlights the diverse range of agencies involved and case studies provide detail about the Council’s specific role.

This report can also help other agencies and interested parties decide how they can contribute to Waitakere.

MEASURING OUR PERFORMANCE

The 2008 Waitakere Community Outcomes Progress Report shows how the Council’s strategic direction and the work of other parties link to the community outcomes and contribute toward achieving them.



A range of indicators measure progress toward each of the 14 community outcomes.

TRACKING PROGRESS

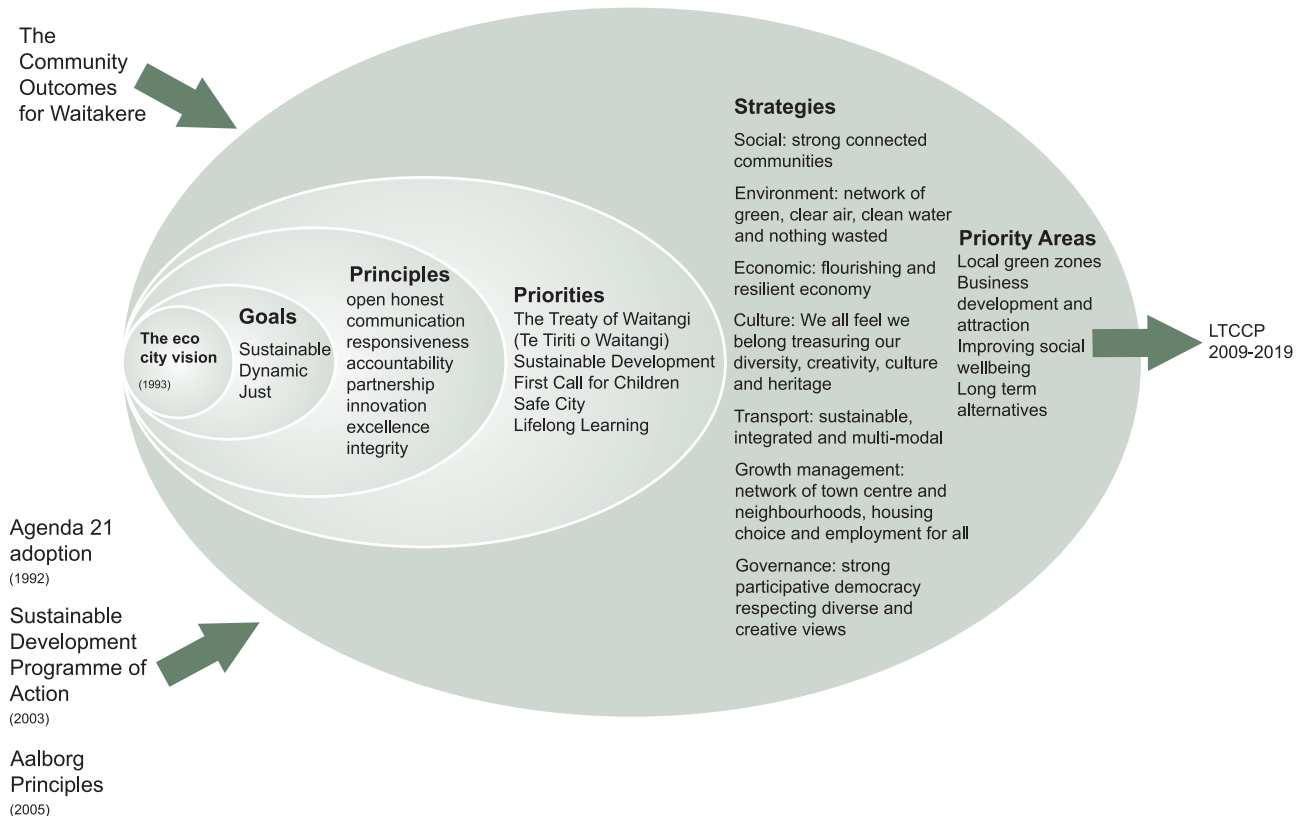
The Council will provide regular updates to the Waitakere Community Outcomes Progress Report which will be helpful in tracking progress toward the community outcomes over a long period.

STRATEGIC DIRECTION



The strategic framework is informed by international commitments, national legislation and the Community Outcomes for Waitakere. Goals and principles of the strategic framework support the eco city vision and the Council develops priorities and strategies for the various Council work programmes as described in the What the Council Plans to do section.

WAITAKERE STRATEGIC DIRECTION



The eco city vision:

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

MISSION, GOALS AND PRINCIPLES

The Council has adopted a set of goals and principles to guide how it works:

- Sustainable
- Dynamic
- Just

The principles that guide the Council are:

- Open honest communication
- Responsiveness
- Accountability
- Partnership
- Innovation

THE COUNCIL'S STRATEGIC PRIORITIES

The Council has five priorities:



THE TREATY OF WAITANGI

(Te Tiriti o Waitangi)

People in the City are proud to uphold the Treaty of Waitangi.



SUSTAINABLE DEVELOPMENT

Waitakere's development demonstrates ongoing progress towards a sustainable society.



FIRST CALL FOR CHILDREN

A City where children and youth participate in the development of the City; play and hang out safely; have good health care, education and housing; are free from violence; develop their own cultural identity and enjoy the City's diversity; access integrated transport systems; enjoy clean air, water and green spaces; are free from poverty.



SAFE CITY

Waitakere - a safe place to be.



LIFELONG LEARNING

A City where everyone can access flexible, creative and inspirational affordable learning and can participate in city life.

THE STRATEGIES

For the Long Term Council Community Plan 2009-2019 the Council has simplified its strategic framework by identifying seven key strategies to achieve the vision for Waitakere.



Each strategy has work programmes and pathways to implementation reflected across the activities of the Council is detailed in the What the Council Plans to do section.

STRATEGY I: SOCIAL

Everyone feels valued and connected, has access to facilities, activities and services they need to be healthy and safe have enough to live on, the information, skills and knowledge they need to participate, a choice of affordable, sustainable and healthy housing and every child is healthy and ready to learn

STRATEGIC OUTCOMES

Strong resilient communities and leadership

- Build strong resilient communities and develop community leadership
- Develop Waitakere's community infrastructure and assets

Great living places

- Create built and natural environments that are accessible, sustainable and promote the health and wellbeing of all people
- Develop affordable, sustainable and healthy housing

Informed resourceful and skilled people with choices and great lifestyles

- Promote and support learning and literacy
- Prioritise the needs of children and young people

WHAT WILL BE DONE

All Council's investment and decisions contribute to social and community wellbeing

HOW WILL IT BE DONE¹

- Resilient community building in Massey, Ranui, Kelston / Glendene / Span farm
- Kelston, Massey North and West Harbour community facilities development
- Glen Eden, Te Rangi Hiroa and Massey Leisure Centre recreation facilities development
- Te Aho Tumanako (Maori wellbeing partnering and planning)

- Wilsher Village redevelopment
- Housing for Older Adults renewals
- Retrofitting the City projects
- Project Twin Streams
- Local community events
- Town centre planning projects

- Library services and learning centres programmes
- Education Plan implementation
- Supporting community centres, arts centres, community houses and halls
- Massey North and Ranui library construction
- Providing recreation facilities, youth centres, playgrounds and sports parks

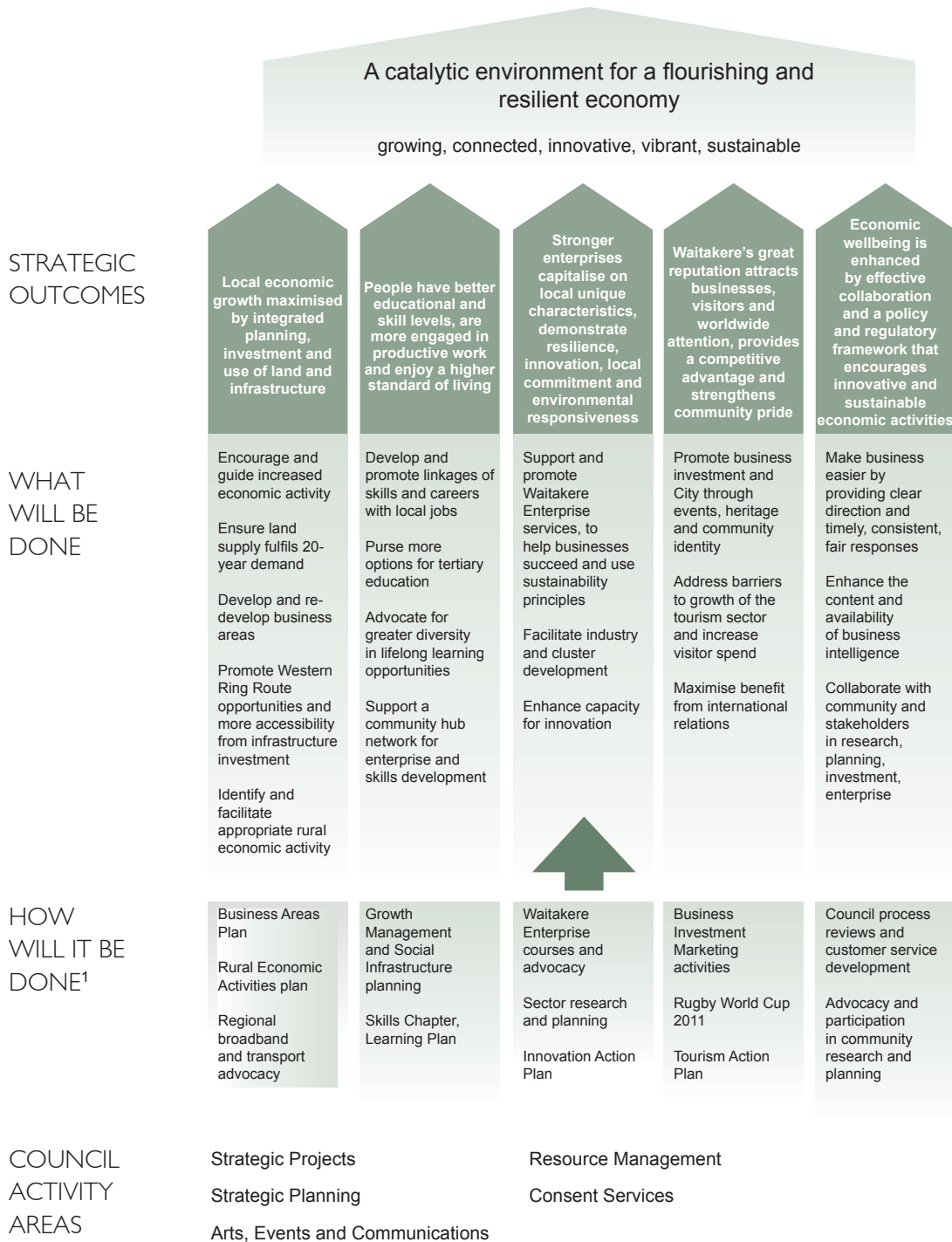
COUNCIL ACTIVITY AREAS

Social and Cultural Strategy
Leisure Services
Parks and Open Spaces

Arts, Events and Communications
West Wave Aquatic and Recreation Centre
Library Services

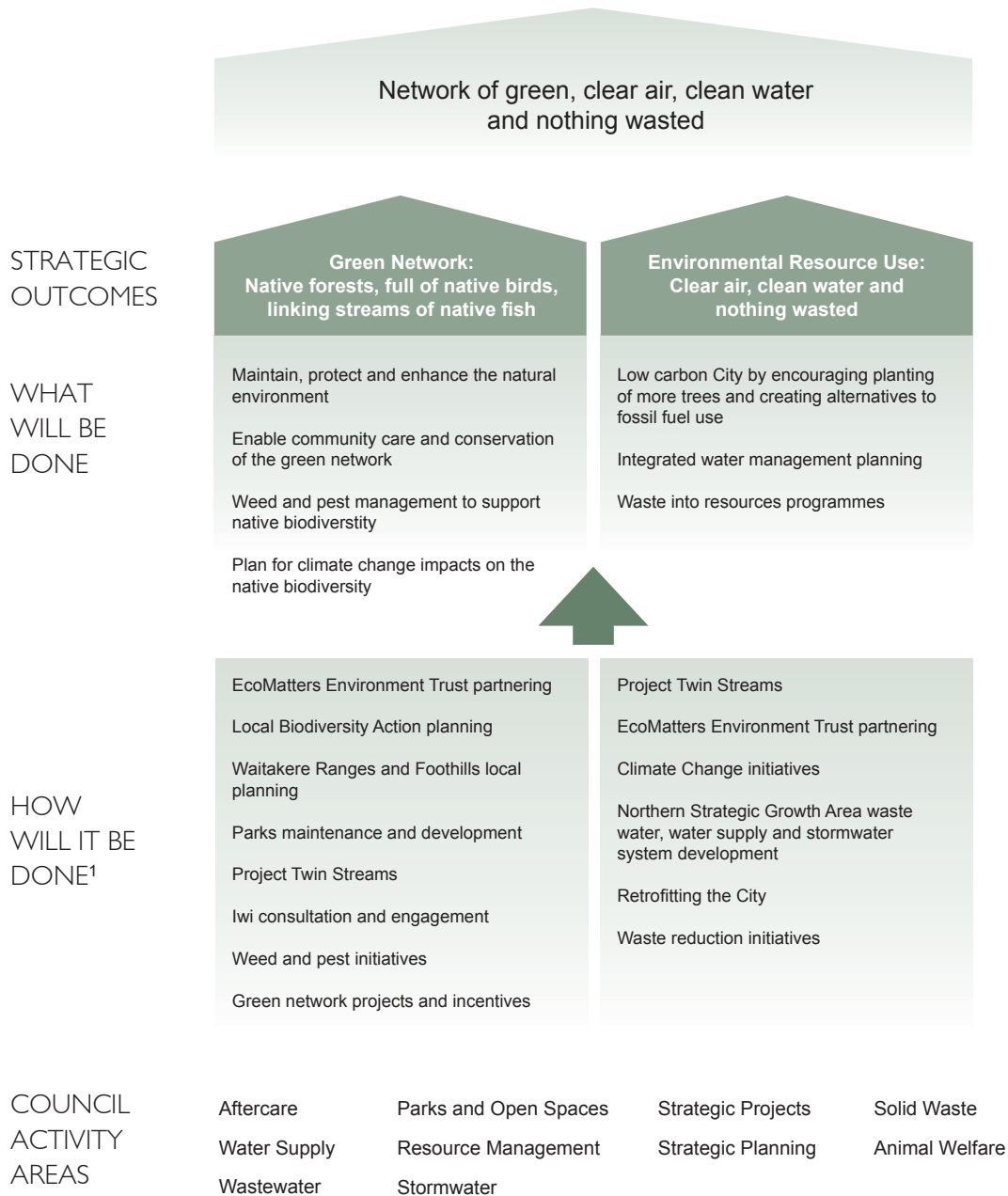
¹ Sample of key projects

STRATEGY 2: ECONOMIC WELLBEING



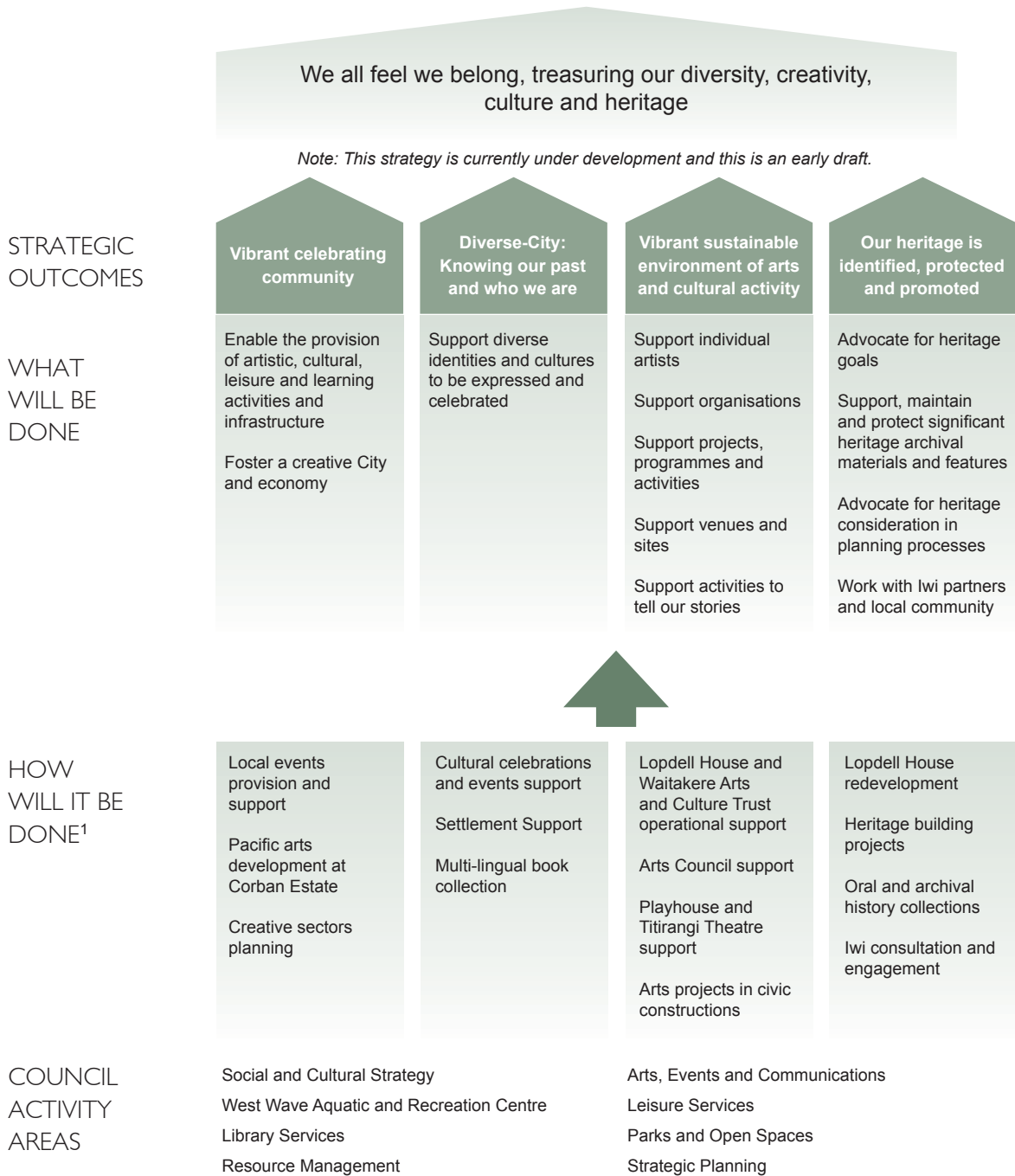
¹ Sample of key projects

STRATEGY 3: ENVIRONMENT



¹ Sample of key projects

STRATEGY 4: CULTURAL WELLBEING



¹ Sample of key projects

STRATEGY 5: GOVERNANCE

A strong democracy, where people feel they can make a difference, they participate and respect diverse and creative views

Note: This strategy will not be progressed in view of the changes to Auckland governance that are proposed.

STRATEGIC OUTCOMES

WHAT WILL BE DONE

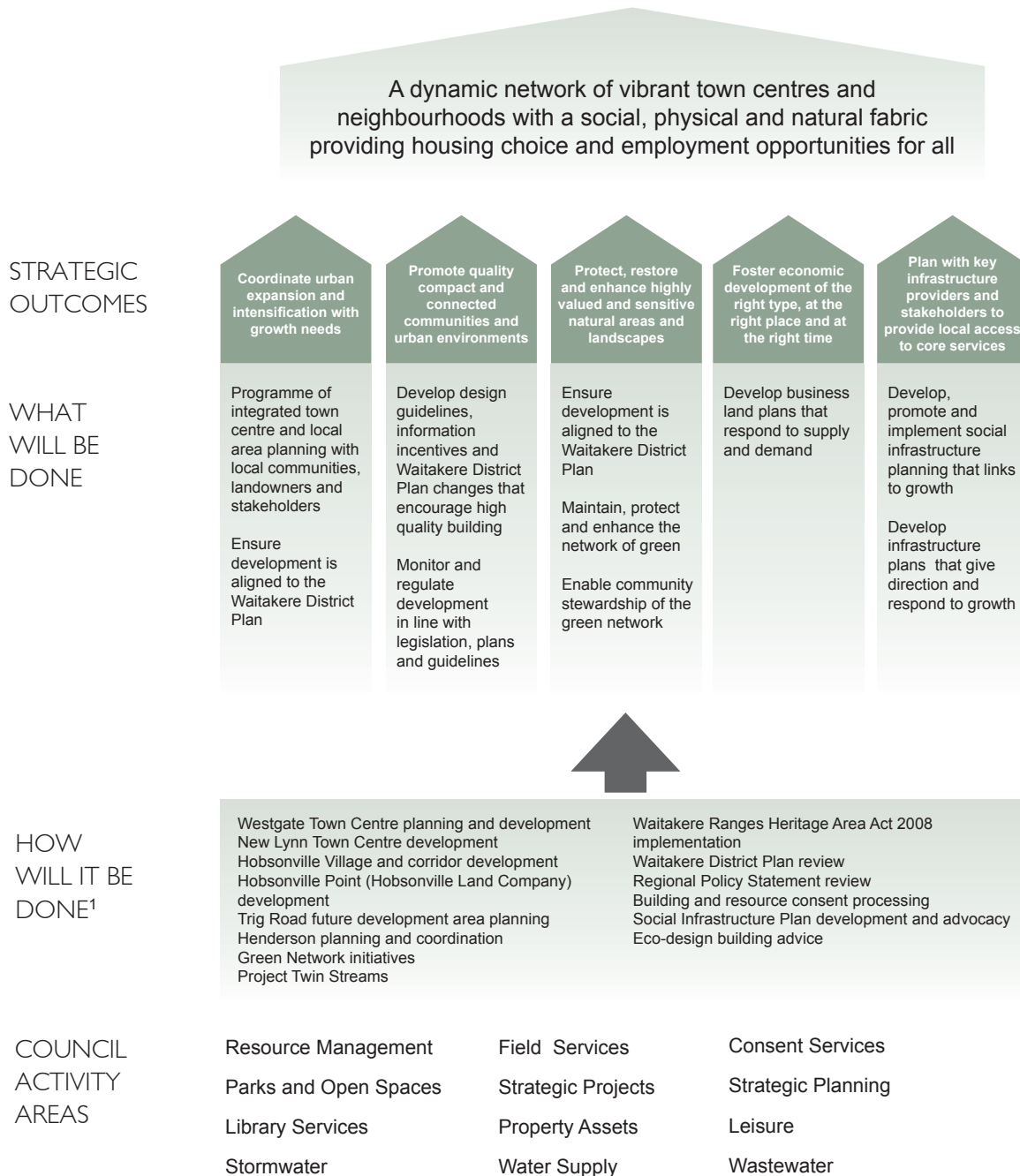
HOW WILL IT BE DONE¹

COUNCIL ACTIVITY AREAS

| STRATEGIC OUTCOMES | Outcome 1 | Outcome 2 | Outcome 3 | Outcome 4 | Outcome 5 |
|--|--|---|--|--|-----------|
| People from all walks of life are well represented and are actively participating in the decision-making process of the City | The Treaty of Waitangi is supported through the Council working effectively with Iwi and Te Taumata Runanga | Council works with community and government agencies on priorities and plans that contribute to the City, region and nation becoming sustainable and successful | Highly responsive and efficient customer services are provided | Council shapes and effectively implements decisions on the Royal Commission on Auckland Governance | |
| Provide multi-opportunities for all residents to engage with Council both face-to-face and via information technology and telecommunications | Te Taumata Runanga actively contributes to the direction and critical business of Council and the region | Identify and measure community outcomes with stakeholders | Conduct regular in depth customer satisfaction surveys | Implement effectively the transition plan for Council | |
| Build trust across diverse communities through listening, meetings and consultation | Council and Te Taumata Runanga work with others to resolve how Mana Whenua can play a meaningful role in regional governance | Contribute to the regional work programme through participation in One Plan and the regional planning, reviews and the Regional Sustainable Development Forum | Improve the effectiveness and efficiency of Council supporting systems and its organisations through setting stretch performance standards, regular review and investment enterprise systems | Leadership and support to the organisation and staff through regular communications from Chief Executive Officer and managers; and informal support and employee assistance programmes | |
| Display visionary leadership in using long-range and strategic planning tools, pertinent research on sustainable futures and forecasts and learning from wise people locally and internationally | | Advocates for the City's priorities and interests within the City, region and government | | Give effect to a risk management plan to ensure business as usual during the transition period | |
| | | Provide comment on Government policy and legislation | | | |
| Waitakere Ethnic Board | Te Taumata Runanga support and integrated planning | Participate in and advocate through regional national planning | Customer Services charter and development programmes | Participate in consultation and planning for changes in regional governance | |
| Waitakere Pacific Board | Iwi consultation and engagement | | Customer surveying performance monitoring | | |
| Council media releases, publications and websites | | | | | |
| Elections and Committee meetings | | | | | |
| Policy consultation | | | | | |
| Arts, Events and Communications | Support Services | Library Services | Strategic Planning | | |

¹ Sample of key projects

STRATEGY 6: GROWTH MANAGEMENT



¹ Sample of key projects

STRATEGY 7: TRANSPORT

A sustainable multi-modal transport system that is integrated with land use and contributes to Waitakere as an eco city

STRATEGIC OUTCOMES

WHAT WILL BE DONE

| Integrated land use / transport planning and increased local employment | Better passenger transport infrastructure and services | Manage travel demand and improve safety for all travel modes | Improve access for pedestrians and cyclists | Improve the environmental sustainability and reduce the energy intensity of the transport sector |
|---|--|---|--|---|
| <p>Focus projects on town centres, transport corridors and growth areas</p> <p>Integrate business location planning and movement of freight</p> <p>Integrate passenger transport planning and movement of people</p> <p>Improve efficiency of movement of people and goods and transport investment in town centres, transport corridors and growth areas</p> | <p>Invest in transport interchanges, bus priority, measures, bus stop infrastructure, and park and ride facilities</p> <p>Advocate for improved services</p> | <p>Reduce distances and number of trips</p> <p>Optimise use of the transport network through land use planning, travel plans, parking management, traffic management and improvements to sustainable modes of travel</p> <p>Implement road safety plans so it is safer for people and goods to travel</p> | <p>Increase walking and cycling network</p> <p>Improve the conditions for walking and cycling through traffic management, urban design safety and maintenance</p> <p>Encourage walking and cycling</p> | <p>Promote low impact design, stormwater management for prevention and mitigation of adverse effects</p> <p>Reduce single occupant vehicle travel and advocate for low emission and fuel efficient vehicles</p> <p>Advocacy, information, provision and trial of technologies</p> |

Demonstrate achievement of desired transport outcomes in the Council's own infrastructure, activities and practices

HOW WILL IT BE DONE¹

| | |
|--|---|
| <p>Freight, Walking and Town Centre Parking plans</p> <p>Northern Strategic Growth Area: Westgate and Hobsonville transport projects</p> <p>Rural Transport Plan</p> <p>New Lynn Transit Oriented Development</p> <p>New Lynn car park buildings</p> <p>Fleet efficiency initiatives</p> <p>Council work place travel planning</p> | <p>Transport network maintenance and renewals</p> <p>Travel demand management planning</p> <p>Walk and cycleway projects</p> <p>School Travel Plans project</p> <p>Safety improvement</p> |
|--|---|

COUNCIL ACTIVITY AREAS

Transport Assets Strategic Planning Parks and Open Spaces Strategic Projects

¹ Sample of key projects



PRIORITIES FOR THE NEXT 10 YEARS

In preparing this long term plan the Council, through a series of workshops, identified the following priority areas for the City's development:

- Compact city development in New Lynn, Henderson and Westgate and differentiating them as green zones through land banking, developing specific sites and working strongly in partnerships
- Business development and attraction through fostering immigrant enterprise, skill building, tourism and being an even more business friendly City
- Improving our social and cultural wellbeing through integrated economic planning, investing in our people and our community, supporting the provision of sustainable housing and social infrastructure, e.g. community facilities and taking a "place making" approach to building community capacity, adaptability and resilience
- Seeking long term alternatives for maintaining current water, roading, parks and community infrastructure, and creating more affordable services
- Looking for creative solutions and keeping a long term focus.

PRIORITY AREAS AND PROJECTS FOR THE NEXT 10 YEARS

Council has identified the following priority areas and projects for the City’s development over the next ten years:

| COUNCIL STRATEGIES, KEY PROGRAMMES AND PROJECTS | | | | | |
|--|---|---|---|--|---|
| Growth Management Strategy | Transportation Strategy | Environment Strategy | Social Strategy | Cultural Wellbeing Strategy | Economic Wellbeing Strategy |
| <ul style="list-style-type: none"> Westgate Town Centre planning and development Hobsonville Village and corridor development Hobsonville Point (Hobsonville Land Company) development Trig Road future development area planning New Lynn Town Centre development Implementing the Waitakere Ranges Heritage Area Act 2008 Henderson planning and coordination Glen Eden land acquisition Regional Policy Statement Review | <ul style="list-style-type: none"> Hobsonville and Massey North/Westgate transport projects New Lynn Transit Oriented Development New Lynn car park buildings Travel demand management planning Cycleway projects School Travel Plans project Waitakere City Transport Strategy review | <ul style="list-style-type: none"> Hobsonville and Massey North/Westgate stormwater, wastewater and water supply development Retrofitting the City initiative Climate Change plans and projects EcoMatters Environment Trust partnering Local Biodiversity Action planning Project Twin Streams Waste reduction initiatives Iwi consultation and engagement | <ul style="list-style-type: none"> Massey North and Ranui library construction Resilient community building in Massey, Ranui, Keiston / Glendene / Span farm Keiston, Massey North and West Harbour community facilities development Glen Eden, Te Rangi Hiroa and Massey Leisure Centre recreation facilities development Wilsher Village redevelopment Social wellbeing advocacy & partnering development Housing for Older Adults renewals Auckland Regional Settlement Support Programme Te Aho Tumanako (Maori wellbeing partnering and planning) | <ul style="list-style-type: none"> Lopdell House operational support and redevelopment Arts and Culture Trust operational support Cultural celebrations and events support Support, maintain and protect significant heritage archival materials and features Advocate for heritage consideration in planning processes | <ul style="list-style-type: none"> Business Investment Marketing Industry and employment areas planning Rugby World Cup 2011 event Waitakere Enterprise activities planning |

PRIORITY AREAS

- 1. Long term alternatives** to maintaining current infrastructure for the three-waters, roading, parks, community infrastructure, and creating more affordable services
- 2. Compact city development** in New Lynn, Henderson and Westgate
- 3. Investing in people** and community to build community capacity, adaptability and resilience
- 4. Business development and attraction**

WINDOW ON WAITAKERE



Waitakere enjoys a spectacular location as the western sector of New Zealand's major metropolitan area, Auckland.

At the City's western edge are the magnificent bush clad Waitakere Ranges and the open wild beaches of the west coast. To the south and east are the Manukau and Waitemata Harbours. The urban area, shaped by post-war expansion, forms a network of villages, town centres and suburbs.

The City's diverse landscape supports orcharding, horticulture and viticulture and quality industrial land.

The original inhabitants of the area were Te Kawerau a Maki and Ngati Whatua. European settlement began in the 1830s. Timber milling, kauri gum digging and flax milling were the earliest industries. Brickworks and pottery industries followed and with more recent population growth many manufacturing and service industries have been established. Since World War II, the number of people living in Waitakere has grown rapidly and links with urban Auckland have strengthened. The first stage of the North Western Motorway to Te Atatu opened in 1952, encouraging suburban growth along the Waitemata Harbour. At the same time, new suburbs grew up around the pioneering settlements of New Lynn, Glen Eden and Henderson and along the Manukau Harbour edge.

Increased suburban residential development occurred during the 1960s to 1980s, as the City attracted young couples and families. West coast settlements and the foothills of the Waitakere Ranges have become attractive places to live, offering an alternative to the more traditional suburban lifestyle.

Now the City faces the challenges of accommodating growth while protecting the unique natural environment. The Council's strategies are designed to promote more diverse and concentrated urban town centres, create more local jobs and to improve the base for public transport services.

Here are a few facts and figures about our City:

- Of the 36,700 hectares the City covers, a third is urban and where most residents live. Waitakere is home to about 201,300 people and by 2019 Waitakere's population is expected to increase to around 236,120 and by 2031 to 271,900.
- Nearly 10 percent of residents are aged 65 or older and 24 percent are under 15 years. The average age of residents is 34. Fifty-nine percent of residents

identify as European, 13 percent as Maori, 15 percent as Pacific Peoples and 16 percent as Asian. More than a third of Waitakere residents (34 percent) were born overseas and the most common languages spoken are English and Samoan.

- The City has about 62,000 households with 68 percent of residents owning homes. The average household size is three people.
- Of the 90,000 Waitakere residents who work, 56 percent work in jobs outside the City. The median personal income of \$26,100 in 2006 was higher than the national average. Waitakere also has a growing number of people living in poverty. More than 30,000 people are in the bottom 20 percent of the most deprived people nationwide.
- Living between the Waitakere Ranges and the wild west coast, two sparkling harbours and Auckland City's central business area, provides the residents with many opportunities for outdoor and big city activities. Top leisure activities include walking and shopping, which can be done close to where residents live. Extensive sport fields, playgrounds and community and recreation facilities are available across the City including the Trusts Stadium and the Westwave Aquatic Centre.

HOW THE ECO CITY HAS DEVELOPED



In 1993 Waitakere declared itself an eco city and was the first Council in New Zealand to adopt Agenda 21 - the programme of action produced at the United Nations Rio Earth Summit in 1992.

Waitakere's vision as an eco city is: A network of resilient, productive and prosperous communities, living in compact towns and neighbourhoods, nourishing the environment and celebrating our diverse and creative lifestyles.

This vision guides decisions and activities and, together with the Council's acknowledgement of the Treaty of Waitangi, is at the heart of aspirations for the City. Working with the community and other key partners to build a future that is sustainable, dynamic and just is at the foundation of this work.

The Council plans its activities at least 10 years ahead and responds to the Waitakere Community Outcomes and priorities.

The work programme and activities to enable this vision are documented in the Long Term Council Community Plan 2009-2019.

LONG TERM HORIZON

The world economy is strongly interlinked and increasingly volatile as it copes with shifts in world demographics, geopolitics, resource availability and environmental changes. The current recession with its impact on local and global credit directly impacts on local people, the local economy and the Council's ability to fund its activities. The Council is looking to limit cost increases for local ratepayers, manage its debt and, along with central government, keep investing in the local economy.

The rapid changes in technology are reshaping the way our society functions. In just 15 years the internet has completely altered the way we do business, communicate, shop and work. Everyone from central government to business is trying to understand what the medium to long term implications and opportunities are for how we work, socialise and learn. Waitakere is working with telecommunication companies and other local authorities to increase our community's access to high speeds of broadband.

Waitakere along with many cities in the world is developing responses to climate change and actions to achieve Waitakere's goals to reduce the City's greenhouse gas emissions. Long term planning, particularly for the City's major infrastructure, is taking account of the predicted increased variations in our weather. This includes stormwater system designs and land use planning. The largest contributor to Waitakere's emissions is transport (44 percent), closely followed by energy use and then solid waste. Waitakere has been focusing on reducing single occupancy car travel, reducing energy consumption, especially electricity consumption, and increasing public awareness of and public debate on climate change.

This is fully documented in The Waitakere City Action Plan on Climate Change and Energy, available through the Council's website.



There is strong evidence that in the future fossil fuels will decline in availability. The steady increase in cost is already resulting in decreased travel and increasing demand on alternative energy sources. It is predicted the price rise will force change in a diverse range of areas including transportation, food production and the way we work. The Council's strategic direction is focused on increasing local access to work, education and recreation through the development of a compact city that reduces the need for travel. The development of an efficient and accessible public transport system enables cost effective travel while decreasing the need for single occupant car use.

The disparity between the rich and poor has continued to grow at a local and global level. Throughout history and around the world inequities are resulting in marginalised communities and creating fertile ground for distrust and disorder. From advocating and enabling access to affordable housing, encouraging more quality jobs in the city to supporting access to skills and information, the Council is strongly aware of the need to ensure all residents benefit from our rapidly developing City.

The Council is working to identify the net impact of these trends and is forging a coherent group of longer term strategies to successfully plan for the future.

ECO CITY: INTO THE FUTURE

Waitakere is founded on eco city principles. The City is managed as a system, recognising all the parts are interconnected, where pressure in one element or place may have consequences elsewhere. At its heart is the notion of sustainability and the interrelationships between social, economic, environmental and cultural wellbeing where current and future citizens can live healthy, safe, productive lives in harmony with nature and the natural richness of Waitakere.

Waitakere has the sea on three sides. One third of the City is urban – the western edge of metropolitan Auckland. Half the City is protected regional parkland managed by the Auckland Regional Council. The balance is a mix of rural land, coastal townships and interlinked natural areas. Around 70 percent of the City is within the nationally significant Waitakere Ranges Heritage Area.

Along with the global issues there are many local issues challenging Waitakere. Like other councils in the Auckland Region, Waitakere is grappling with issues related to a rapidly growing population.

The challenge this brings to the Council includes ensuring the availability of reasonable quality and affordable housing, the infrastructure for residents to enable access to local retail facilities and services, open and green space and employment opportunities.

More than 50 percent of Waitakere's workforce travels out of the City to

work everyday. This has a huge impact on traffic congestion, community and family disconnection and the strength of Waitakere's local economy.

A lack of commercial operations minimises the Council's access to a higher rating base and limits access to funding to achieve Waitakere's vision.

These all present significant, but not insurmountable, obstacles to our goal of becoming a sustainable prosperous City.

In Waitakere progress is already building towards a contained, compact and efficient City offering a distinctive and high quality of life with easy access to the coast and outdoors; a well designed urban form providing close proximity to work and education and economic development based on productivity gains.

A contained City will mean accommodating 95 percent of all residential growth within the existing metropolitan urban limits. Only minor shifts in this boundary, to reinforce the containment of the urban spread, are contemplated before 2020. Implementing the Waitakere Ranges Heritage Area Act 2008 strengthens this urban containment.

A compact city is where the urban form grows "up rather than out". Well planned increases in density is the focus in the major town centres of Henderson, New Lynn and Westgate, followed by a second tier of centres focused on transport nodes – Glen Eden, Te Atatu, Hobsonville and Swanson. Mixed uses of residential, retail and commercial is a sought after feature of all the centres. In such a compact city there will be better access to centres by public transport, walking and cycling and a reduced need to travel to work, school and services. There will be more efficient use of the City infrastructure.

A high quality of life means improved community participation in the life of the City, increased access to health, education

and social services, healthier homes that are cheaper to run, more affordable housing choices and reduced disparity in a diverse, productive and educated community. A significant feature of Waitakere's quality of life will continue to be the ease of access to urban community spaces and assets, the natural areas of bush and beach and the outdoors generally. A key objective is the ability to live and work locally with improved provision of a full range of opportunities for a skilled workforce. This will be achieved by the Council working closely with the many community, commercial and government agencies in collective planning, advocacy and action.

PLANNING AND WORKING TOGETHER

Over the years Waitakere has responded directly to global concerns by committing to and working within international calls for action. In December 2005, the City recommitted to a series of high level principles from the United Nations Rio Earth Summit's Declaration on Environment and Development, (Agenda 21), the Aalborg Charter and the 2003 Sustainable Development Programme of Action for New Zealand. Other commitments include the World Health Organisation's Safe City accreditation, the International Communities for Climate Protection, City for Peace and adopting the International Charter of Human Rights. In 2001, Waitakere City Council declared Waitakere GE free in field and food.

Waitakere has played a leadership role in New Zealand and the Auckland region in many areas including the consideration of sustainability in long term planning. The Council also responds to national and regional planning and as one of eight territorial authorities in the Auckland region has input into the regional planning framework.

In summary the key Auckland regional plans and their relationship to Waitakere are:

| REGIONAL PLANNING | WHAT IT SEEKS TO ACHIEVE | RELATIONSHIP TO WAITAKERE |
|---|--|---|
| Auckland Sustainability Framework | Provides a shared commitment to sustainable development for the Auckland region over the long term. Provides a 100 year vision, eight long term goals, eight shifts in behavior that need to occur in the way the region thinks and does things, some immediate actions and longer term responses as well as indicators to measure progress towards the goals. | Waitakere has committed support to the framework and has reviewed its strategic direction for alignment and contribution. |
| One Plan | Arises out of a partnership between local government, the emerging regional Mana Whenua Forum, and central government. One Plan is a joint plan to deliver on shared regional outcomes for Auckland. Its development is the responsibility of a new collaborative political forum, the Regional Sustainable Development Forum (RSDF) which succeeds the Regional Growth Forum. Like its predecessor, the RSDF is dedicated to the long term sustainable development of the Auckland region, but it has a broader focus and emphasis on implementation. It will be developed in several stages. Version one prioritised the following seven programmes of action to achieve the region's aspirations for sustainable development: Improving Public Transport, Digital Auckland (broadband infrastructure and digital content), Destination Auckland, Auckland Central Business District and Waterfront development, Growth through Skills, and Building Communities (Tamaki redevelopment). | Waitakere has committed support to One Plan's first iteration, incorporating the plan within the long term plan. Waitakere supports the regional effort in the redevelopment of land in town centres located on the Western Rail Line and the redevelopment and development of the land on the Western Ring Route (SH 16, 18 and 20). |
| Auckland Regional Growth Strategy | Sets a vision for the way the region should accommodate population growth and manage its adverse impacts on the environment, infrastructure and communities over the next 50 years. | The Council has committed to redevelop and intensify Waitakere's town centres using a compact city model. |
| Auckland Regional Policy Statement | Sets the direction for growth and outlines policies and methods for the integrated management of the region's natural and physical resources. It is a fundamental resource management and planning document for the Auckland region. | The Auckland Regional Policy Statement guides where and how Waitakere can build, extend and manage the growth of the City. The Council is very actively involved in the consultation process to ensure the needs of Waitakere are supported by regional policy. |
| Auckland Regional Economic Development Strategy | Provides a framework for building alignment, collaboration and a common direction for the many people, communities, businesses and agencies who can make a difference to the quality of the region's economy. It was developed in 2002 using principles of sustainable economic development to achieve positive social, cultural, environmental and economic outcomes. | The Auckland Regional Economic Development Strategy informs the Council's strategic direction and provides support for local outcomes. |
| Auckland Regional Land Transport Strategy | Sets the direction for the Auckland region's transport system for the next 30 years. Important aspects include a greater focus on the integration of transport and land use decisions and the implications of rising energy costs. | Waitakere has had input into the revised strategy via consultation and will contribute technical papers to its development. The next regional transport strategy is likely to inform the future review of Waitakere's local transport strategy. |

THE CITY'S PLANNING RESPONSE



Having considered the long term horizon, regional planning, the eco city direction and the local challenges the following summarises the Council's key responses in developing this long term plan:

- Intensifying and redeveloping the urban and semi-urban centres, especially those close to the rail corridor
- Creating a sustainable and integrated transport network that increases use of public transport
- Reducing travel needs and greenhouse gas emissions by supporting a variety of travel options including walking, biking, public transport and motor vehicles
- Facilitating skills development and promoting lifelong learning
- Facilitating urban intensification and town centre economic development
- Developing a new urban centre at Westgate

- Promoting community focused initiatives towards long term protection of the Waitakere Ranges and the appropriate economic contribution by the foothills, rural and coastal areas of the City
- Ensuring that more than 95 percent of all new residential development takes place within the metropolitan urban limit
- Facilitating strategic partnerships with funders and service providers and advocating on behalf of the City's disadvantaged communities.

The creation of higher density settlements in key town centres is a priority. Increased density means less dependence on cars, a more centralised network of pipes and other essential infrastructure and a considerable lift in the quality and types of services within a suburban town centre.

The Council is aware badly planned increased housing density poses risks. Working with other agencies through the Waitakere Wellbeing Collaboration Project social infrastructure planning focuses on and encourages the provision of good quality social services in line with growth and the changing communities. The town centre plans are being adapted to ensure new housing is high quality, affordable and adaptable to the changing household needs. Council is working with developers to plan for sufficient access to open space and parks that provide the natural heart to communities particularly in Westgate and Hobsonville. Working with economic development agencies and education providers to support the growth of more quality local jobs for the people living in these settlements is a key planning response.

THE COUNCIL'S PARTNERSHIP WITH MAORI



Over the years the Council has developed a number of processes and mechanisms to foster Maori participation in its decision making. The Council is committed to the Treaty of Waitangi and partnership with Maori and to continuing the following processes, mechanisms and services for the timeframe of the long term plan.

TE TAUMATA RUNANGA

Te Taumata Runanga is a Standing Committee of the Council. It consists of two Councillors, representatives of the two iwi claiming mana whenua status within Waitakere and representatives from eight urban Maori and pan-tribal organisations from around the City. The Committee meets monthly to provide a Maori perspective and input into the Council's strategy, plans, policies and operations. The membership of the committee provides a link back to the Maori communities of the City via the 'flax roots' membership of a number of organisations on the Committee.

Te Taumata Runanga has its own strategic work programme, supported by Council staff. The Committee is also represented in a non-voting capacity at hearings and deliberations on the Long Term Council Community Plan and the Annual Plan, with the representative empowered to provide comment on any area of the Council's proposed programme and budgets. The Council is committed to working with Te Taumata Runanga in reviewing the Committee on an ongoing basis. This ensures the Committee maintains and improves its capacity to serve the Maori communities of the City and has effective input into Council decision making. Te Taumata Runanga also provides the Council with direct guidance on ways to improve its key services and responsibilities and improve its engagement with Maori.

TE TAUMATA RUNANGA REPRESENTATIVE ON THE POLICY AND STRATEGY COMMITTEE

Te Taumata Runanga is currently represented on the Council's Policy and Strategy Committee in a full capacity; the representative empowered with voting rights in respect to the Council's decision-making, strategy and policy development. Te Taumata Runanga and the Council took this step as a way to provide Maori with

opportunities to contribute to local government decision making. Following a comprehensive review of the effectiveness of Te Taumata Runanga, the Council has also delegated Te Taumata Runanga the authority to develop and adopt goals, strategies, policies and programmes within its own field of activity. This enables Te Taumata Runanga to develop proactive and innovative policy that supports the Council's effective contribution to the wellbeing of Maori in Waitakere.

PARTNERSHIP RELATIONSHIPS WITH MANA WHENUA

The Council works directly with both iwi, Te Kawerau A Maki and Ngati Whatua, as mana whenua (people with customary and ancestral ties to the area) in Waitakere. The Council's relationship with these iwi groups is represented by a range of mechanisms including Memoranda of Understanding, contracts for professional services and formal consultation processes. The Council also contracts entities representing these

iwi for professional services in relation to resource management matters, and for input into policy, implementation, arts projects and social programmes. This enables iwi to build their own capacity, and the Council to meet its legislative obligations and strategic goals in respect to working with mana whenua. Both of these iwi groups and the Council are committed to reviewing and developing appropriate processes to meet mutual areas of interest, including hapu interests.

MEMORANDA OF UNDERSTANDING

The Council will consider entering into partnership agreements or Memoranda of Understanding with Maori community organisations where such agreements will add value to the Council, the community organisation and the wider Maori community. The Council is currently in discussion with Te Whanau O Waipareira, a major Maori community organisation in Waitakere, regarding a Memoranda of Discussion.

COMMUNITY LIAISON PROCESSES

An important role of the Council's Maori Relationships Unit is to conduct liaison meetings with organisations representing the Maori communities of the City in accordance with demand, in response to requests from particular organisations or as directed by Te Taumata Runanga or the Council.

SPECIFIC CONSULTATION PROCESSES

In consultation with Te Taumata Runanga, the Council holds specific consultation processes with the Maori community. For example, in 2007-2008 the Council held a number of hui with the Maori communities of the City in relation to the Local Body Elections, the Royal Commission on Auckland Governance and the Te Atatu Peninsula Town Centre Master Plan. The Council will undertake further consultation tailored to meet the needs of the Maori communities as required.

SPECIALIST STAFF RESOURCES AND SERVICE PROVISION

There are a number of Council staff whose roles include helping the community participate comfortably in Council processes and make use of Council services. This includes staff in specialist service delivery roles in the Library Service, and the Arts and Culture area; and staff in policy, advisory, liaison, and protocol roles that focus on issues of interest to or affecting the Maori communities of the City. Maori protocol is an integral part of city wide events and civic ceremonial protocols, and is part of the organisation's culture. Maori stories are interpreted in information associated with Council projects.

Other Council services also improve Maori capacity to participate in decision making processes as part of the wider community. For example, the Learning Centres at local libraries enable the wider community, including Maori, to access information and training via the internet.

TE AHO TUMANAKO

Te Aho Tumanako or 'The Thread of Hopes' is a plan currently under development to build investment and collaboration around Maori wellbeing priorities. It will encompass economic, social, environmental and cultural wellbeing from a Maori world view. The development of the plan involves engagement with Maori to identify wellbeing priorities and to align these priorities with the work of the Council and other stakeholders. So far, progress has been made on the Maori Economic Wellbeing Plan, with work on the Maori Social Wellbeing Plan in its early stages.

WHAT THE COUNCIL PLANS TO DO



This section outlines all of the activities of the Council and includes information so the community can see how the Council plans, manages, delivers and funds its activities. All the activities of the Council are underpinned by an activity plan, a key business planning tool, outlining the direction of activity for the first three years of the long term plan.

To ensure the Council continuously reviews and improves its operations across the organisation and for the City, each activity area reviews service delivery methods, undertakes cost reviews and continuously seeks improvement.

This activity planning includes identifying the Levels of Service which customers can expect to receive from an individual activity. The extent to which these Levels

of Service are achieved is measured through performance and targets attached to an individual Level of Service.

Reporting performance against Levels of Service occurs quarterly to the Council and annually to the public via the Annual Report.

STRATEGIC PROJECTS



WHAT WE DO

The Strategic Projects activity initiates or undertakes projects including developing detailed concepts for places and localities and transit oriented development initiatives to a stage where implementation is assured.

Strategic Projects responds to strategic initiatives by:

- translating ideas, policy and strategy into action plans to deliver community outcomes
- forming and developing large scale complex projects
- designing, maintaining and overseeing the Council's major economic development programme within the framework of Waitakere's sustainable development objectives.

The projects and initiatives are often high-risk and unique. They usually implement broader strategic planning and policy direction of the Council such as growth management and sustainable integrated transport.

Strategic Projects:

- develops the projects and undertakes feasibility studies
- undertakes strategic land acquisitions to ensure the Council can deliver on strategies and benefit from early acquisition of land in urban areas where increase in value is expected from planning activity
- plans for the development of specific areas and places within the City

Once implementation is assured, funding strategies are put in place and the project is passed to either a Council entity or the Council's Special Projects section for construction and implementation. The Strategic Projects team facilitates cross-council teams, commissions external advice (ensuring this advice is of a high quality and in keeping with the Council's eco city vision) and develops relationships and partnerships with external business sectors and investors.

Strategic Projects is also responsible for fostering and developing partnerships with external organisations to attract investment and business in the City. These include:

- economic development projects such as broadband advocacy and ICT development
- development of business improvement districts and the business investment marketing strategy.

WHY WE DO IT

Strategic Projects support the implementation of key sustainable development projects intended to promote the overall wellbeing of the community in the present and the future.

The Strategic Projects activity contributes to the following community outcomes, legislation, strategies, policies and plans:

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|--|--|--|
| <ul style="list-style-type: none"> Strong Economy Sustainable and Integrated Transport Sustainable Environment Whaiora Urban and Rural Villages | <ul style="list-style-type: none"> Local Government Act 2002 Local Government (Auckland) Amendment Act 2004 Public Works Act 1981 Resource Management Act 1991 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> Growth Management Strategy Waitakere Information and Access Strategy Economic Wellbeing Strategy Transport Strategy |

THE 10 YEAR HORIZON

KEY ISSUES

The Council has undertaken a large number of initiatives intended to promote urban regeneration and economic development. These projects are long term and may take up to 15 years to be completed.

The City's need for more local employment and intensification along its transport corridors will remain a challenge. Meeting this challenge is necessary to build a resilient and dynamic economy and to promote the social and cultural wellbeing of the residents of the City while minimising the environmental impacts created by human activity.

KEY ACTIONS

The overall work programme involves detailed concept and development planning for sites and localities, property negotiations and acquisitions, advocacy, partnership development, business case development, project evaluation and working with investors and developers. The group will also:

- work in close collaboration with other Council units, sections and entities (Waitakere Enterprise, Waitakere Properties Limited)
- ensure programmes and project strategy and delivery are integrated
- develop business cases to demonstrate that the capital expenditure will be recovered.

KEY PROGRAMME COSTS

| PROGRAMME | COST |
|--|-------------|
| Business improvement districts | \$281,500 |
| Wilsher Village redevelopment (Net Council Contribution) | \$5,040,714 |
| Old New Lynn Hotel | \$1,804,596 |
| Hobsonville Marine Precinct | \$967,000 |

LEVELS OF SERVICE AND PERFORMANCE MEASURES

The following summarises the major new initiatives to be undertaken within this activity that are critical to the Council achieving the community outcomes and strategic outcomes over the long term plan period and beyond.

Town centres are appropriately developed:

- A number of parking capital works plans are in place to support the development of town centres. This includes the development of two car parking buildings to be completed in 2010-2012 and 2011-2013. These are catalyst developments that will promote the redevelopment and regeneration of the town centre.
- A Business Improvement District is in place in Te Atatu Peninsula and is planned for Glen Eden commencing in 2009/2010.

Housing for Older Adults is well maintained:

- The Wilsher Village Housing for Older Adults will be upgraded by 2014/2015. Resource consents for the redevelopment are to be lodged shortly.

Hobsonville Marine Precinct is developed:

- Funding is included to progress the development of a marine Precinct at the former Hobsonville airbase. Any further development will be consulted upon through next years annual plan process.

Old New Lynn Hotel Site:

- The Council is considering options for the development of the old New Lynn Hotel site and has provided funding for a potential development to occur.

ASSUMPTIONS

The following assumptions have been made in relation to this activity plan.

| PROJECT | ASSUMPTION/BASIS | IMPACT |
|---|---|--|
| Town centre business development and improvements: <ul style="list-style-type: none"> • Joint venture partners can be secured and private capital will help fund the investment and development • The Council achieves a return on its weighted average cost of capital | This project is at an early stage and these are working assumptions | If the project is found to be not viable it will not proceed |

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|

STRATEGIC PROJECTS**OPERATING EXPENDITURE**

| | | | | | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Operating expenditure | 2,190 | 1,994 | 1,753 | 1,825 | 1,764 | 1,963 | 2,591 | 2,632 | 2,683 | 2,728 | 2,812 |
| Less depreciation | (1) | 0 | 0 | (160) | (160) | (320) | (1,019) | (1,019) | (1,019) | (1,019) | (1,049) |
| NET OPERATING EXPENDITURE | 2,189 | 1,994 | 1,753 | 1,665 | 1,604 | 1,643 | 1,572 | 1,613 | 1,664 | 1,709 | 1,763 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Rates (Recovery to Rates) | 2,189 | 1,879 | 1,635 | 784 | 617 | 0 | 1 | 1 | 0 | 0 | 1 |
| Te Atatu BID Targeted Rate | 0 | 70 | 72 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Glen Eden BID Targeted Rate | 0 | 45 | 46 | 48 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Operating Revenue | 0 | 0 | 0 | 833 | 987 | 1,643 | 1,571 | 1,612 | 1,664 | 1,709 | 1,762 |
| TOTAL | 2,189 | 1,994 | 1,753 | 1,665 | 1,604 | 1,643 | 1,572 | 1,613 | 1,664 | 1,709 | 1,763 |

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|--------------------|---------------|---------------|---------------|---------------|---------------|--------------|--------------|----------|----------|----------|----------|
| Strategic Projects | 64,472 | 26,648 | 14,249 | 10,664 | 16,341 | 5,609 | 7,964 | 0 | 0 | 0 | 0 |
| TOTAL | 64,472 | 26,648 | 14,249 | 10,664 | 16,341 | 5,609 | 7,964 | 0 | 0 | 0 | 0 |

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|---------------|---------------|---------------|---------------|---------------|--------------|--------------|----------|----------|----------|----------|
| Loan | 63,397 | 26,648 | 7,770 | (652) | 8,051 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other External Recoveries | 0 | 0 | 6,479 | 11,316 | 8,290 | 5,609 | 7,964 | 0 | 0 | 0 | 0 |
| Development Contributions | 1,075 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 64,472 | 26,648 | 14,249 | 10,664 | 16,341 | 5,609 | 7,964 | 0 | 0 | 0 | 0 |

SOCIAL AND CULTURAL STRATEGY



WHAT WE DO

Waitakere City Council has a strong focus on collaboration with its communities, non-governmental organisations (NGOs), central, regional and local government colleagues and partners to achieve its desired outcomes for social and cultural wellbeing in the City.

The Social and Cultural Strategy activity includes:

- developing policy and strategy
- providing strategic analysis, advice and advocacy
- developing and maintaining strategic relationships and partnerships focused on social and cultural wellbeing issues.

As part of the activities, the Safe Waitakere team works to develop plans, policies, partnerships, projects and programmes that deliver community safety outcomes in the City in accordance with local and national strategies.

WHY WE DO IT

The Council takes a holistic approach to sustainable development drawn from the principles of Agenda 21. The Local Government Act 2002 also mandates Councils to promote social and cultural wellbeing.

The Council's Social and Cultural Strategy activity makes a contribution to the following community outcomes, legislation, strategies, policies and plans:

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|---|---|--|
| <ul style="list-style-type: none"> • Urban and Rural Villages • Strong Communities • Toiora • Whaiora • Working Together | <ul style="list-style-type: none"> • Local Government Act 2002 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Social Strategy • Cultural Wellbeing Strategy <p><i>Other</i></p> <ul style="list-style-type: none"> • New Zealand Housing Strategy • Agenda 21 • New Zealand Sustainable Development Programme of Action • Auckland Sustainability Framework • Te Rito New Zealand Family Violence Prevention Strategy • Auckland Region Settlement Strategy |

THE 10 YEAR HORIZON

KEY ISSUES

The critical issues for the Social and Cultural Strategy activity over the next 10 years are:

- working in an uncertain and changing environment
- sustaining and strengthening relationships, both internally and externally, with key stakeholders and agencies and directly with our communities
- managing a change of focus to a place based way of working, while continuing to sustain citywide collaborative initiatives
- ensuring social wellbeing and development is addressed in regional processes
- the global economic crisis which will require both high level strategic planning and local, grassroots activity to ensure that those worst affected are supported.

KEY ACTIONS

The following key actions will be undertaken:

- Strengthen relationships between Council activities, particularly around Social and Cultural Strategy issues
- Implement the Social Strategy and Cultural Wellbeing Strategy, through action plans such as:
 - Affordable and Sustainable Housing Plan
 - Waitakere Pacific Plan
 - Disability Plan
 - Arts and Cultural Plan
 - Events Plan
 - Library Development Plan
 - Heritage Plan
 - Youth Plan
 - Locality based plans

These will guide the Council when making decisions about timing and prioritising investment and future work programmes

- Strengthen relationships with key stakeholders including:
 - Te Taumata Runanga (the Council's Maori Standing Committee)
 - Waitakere Pacific Board
 - Community Waitakere
 - Te Whanau ō Waipareira
 - Waitakere Ethnic Board
- Partner with key community stakeholders to support the achievement of community aspirations and solutions to community issues that cannot be resolved by the Council alone. The Council has committed to partnering and shared work programmes with the following groups and agencies:
 - Community Waitakere - shared work programme
 - Waitakere Pacific Board (WPB) - shared work programme, coordination and project management, implementation of Waitakere Pacific Plan
 - Waitakere Ethnic Board (WEB) - shared work programme
 - Ministry of Pacific Island Affairs - shared work programme
 - Waitemata Police District - community safety initiatives
- Undertake locality based projects, focused on community capacity building. Projects have strong community leadership and enable grassroots community development and support capacity building within the community.

Key programmed projects are:

- Massey Matters - suburban development
- Tatou West Harbour - neighbourhood development
- Span Farm/Glendene/Kelston - suburban development
- Ranui Action Project - community development (the Council has fund holder role)
- Undertake strategic community safety programmes:
- Undertake sustainable and affordable housing initiatives including developing a housing impact assessment tool, assessing Waitakere housing stock and assessing council owned land that could potentially be used to provide affordable housing
- Undertake disability initiatives identified in the draft Waitakere Disability Plan. The draft plan identifies a number of initiatives that can be taken to progress the New Zealand Disability Strategy by the Council and at community levels
- Continue youth development programmes.

KEY PROGRAMME COSTS

Key programme costs over the 2009-2019 period are:

| PROGRAMME | COST |
|---|-------------|
| Community Waitakere shared work programme | \$1,948,968 |
| Managing strategic partnerships (Waitakere Pacific Board) | \$615,659 |
| Waitakere Pacific Board coordination and project management | \$727,957 |
| Managing strategic partnerships (Waitakere Ethnic Board) | \$615,659 |
| Locality projects | \$2,577,306 |
| Community safety programmes | \$2,014,884 |
| Sustainable and affordable housing initiatives | \$272,255 |

LEVELS OF SERVICE AND PERFORMANCE MEASURES

SOCIAL AND CULTURAL STRATEGY ACTIVITIES

Resident social and cultural wellbeing is enhanced

This activity will develop and implement a range of strategies and plans focusing on significant social and cultural issues facing Waitakere.

Work collaboratively with others to promote social and cultural wellbeing

This activity will work with a range of organisations to promote social and cultural wellbeing of residents. This work often involves the development of a partnering agreement. The activity will involve reviewing partnering agreements with Waitakere Pacific Board by 30 June 2012, Community Waitakere by 30 June 2012 and the Ministry of Pacific Island Affairs by 30 June 2010. All shared work programmes will be reviewed and updated annually.

SAFE WAITAKERE

Safe Waitakere funding from external sources, namely the Ministry of Health (MOH) and the Ministry of Justice (MOJ), is secured by contractual agreements between the Council and the relevant ministry. The contracts run for either three or five years which reflects the planning cycles. At the outset of each contract the service deliverables are agreed and formalised.

An exception is the Family Violence portfolio which is fully funded by the Council. The performance measures and deliverables associated with this project are still in development and are being led by the Mayoral Task Force on Family Violence.

| PROJECT | CONTRACT TERM | ANNUAL LEVEL OF FUNDING | FUNDING SOURCE | COMMENTS |
|------------------|----------------|-------------------------|----------------|--|
| CAYAD | 3 Years | \$175,800 | MOH | <ul style="list-style-type: none"> Contract expires June 2011 Renewal is anticipated for a further 3 year term |
| Crime prevention | 5 Years | \$58,000 | MOJ | <ul style="list-style-type: none"> Contract expires June 2012 Renewal is anticipated for a further 5 year term |
| SWAP | 3 Years | \$98,533 | MOH | <ul style="list-style-type: none"> Contract expires June 2010 Renewal is anticipated for a further 3 year term |
| SWIP | 3 Years | \$285,000 | MOH | <ul style="list-style-type: none"> Contract expires June 2011 Renewal is anticipated for a further 3 year term |
| Family violence | Council funded | \$105,000 | WCC | <ul style="list-style-type: none"> Funding supports activities generated through the Mayoral Task Force |

FUNDING STATEMENT

The Social and Cultural Strategy activity is funded from two sources - rates and central government. The majority of Social and Cultural Strategy activity is rates funded, with the exception of Safe Waitakere, the Ranui Action Project and the Wellbeing Collaboration Project, which have central government funding.

The majority of Safe Waitakere is externally funded, with the exception of Family Violence Prevention and Community Safety programmes (Maori Wardens, Pacific Wardens and Neighbourhood Support) which are rates funded. Central government funding is primarily directed to funding for community safety initiatives such as crime prevention, injury prevention, youth and drugs and alcohol harm minimisation. These contracts are for three year terms except for crime prevention which is five years.

MANAGING THE IMPACT OF COUNCIL ACTIVITIES

The Social and Cultural Strategy activity has no significant negative effects on the social, cultural, environmental or economic wellbeing of the Waitakere community.

ASSUMPTIONS AND UNCERTAINTIES

The following assumptions have been made in relation to this activity plan:

| ASSUMPTION | BASIS | IMPACT |
|---|--|-----------------------------------|
| Project funding is likely to continue for Ministry of Health and Ministry of Justice funded contracts | Historically this has occurred and projects are delivering on contractual requirements | Sustainable external funding base |

ACTIVITY COST

| Details | 2008/2009 | 2009/2010 | 2010/2011 | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 |
|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Budget | LTCCP | LTCCP | LTCCP | LTCCP | LTCCP | LTCCP | LTCCP | LTCCP | LTCCP | LTCCP |
| | (\$000's) | (\$000's) | (\$000's) | (\$000's) | (\$000's) | (\$000's) | (\$000's) | (\$000's) | (\$000's) | (\$000's) | (\$000's) |

SOCIAL AND CULTURAL STRATEGY

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Operating expenditure | 4,828 | 6,053 | 5,261 | 5,228 | 5,137 | 5,256 | 5,380 | 5,513 | 5,502 | 5,646 | 5,807 |
| Less depreciation | (3) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| NET OPERATING EXPENDITURE | 4,825 | 6,053 | 5,261 | 5,228 | 5,137 | 5,256 | 5,380 | 5,513 | 5,502 | 5,646 | 5,807 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Rates (Recovery to Rates) | 4,006 | 5,148 | 4,326 | 4,423 | 4,312 | 4,414 | 4,520 | 4,633 | 4,601 | 4,724 | 4,862 |
| Grants and Subsidies | 819 | 905 | 935 | 805 | 825 | 842 | 860 | 880 | 901 | 922 | 945 |
| TOTAL | 4,825 | 6,053 | 5,261 | 5,228 | 5,137 | 5,256 | 5,380 | 5,513 | 5,502 | 5,646 | 5,807 |

STRATEGIC PLANNING



WHAT WE DO

The Strategic Planning activity supports and advises the Council by developing and coordinating strategies, plans and projects that will advance Waitakere's sustainable development. The activity is engaged in policy advice, partnering and advocacy, strategic planning and guidance and coordination of operational programmes. All projects and most actions undertaken by this activity are delivered in conjunction with other directorates of the Council.

Strategic Planning incorporates the following teams:

Strategic Framework and Research

The Strategic Framework and Research team includes the coordination and development of the Council's long term sustainability approach; the development and delivery of Waitakere's Community Outcomes; taking a city-wide view of the Council's performance and response to a range of issues; the maintenance of the Council's population and research information and market and related strategic research.

Environment Strategy

The Environment Strategy team includes advocating for strategic and environmental sustainability; implementing the Council's Environment Strategy; the Council's response to wider regional and national initiatives including biodiversity, waste, climate change and energy efficiency. Another key focus is corporate sustainability which includes the Council taking a lead role in addressing issues of and developing corporate responses to climate change.

Sustainable Management and Urban Design and Development Sustainable Management focuses on long term resource management planning policies such as the Waitakere Growth Management Strategy which provides a framework for accommodating the anticipated population and employment growth in the City to 2021 and beyond. Implementing aspects of the Waitakere Ranges Heritage Area Act 2008 is also a key area of emphasis. This also includes monitoring and reporting on national and regional planning documents which could or do impact on the operations of the Council.

Urban Design and Development is responsible for developing urban concept plans for urban growth areas, town centres and corridors identified in the Growth Management Strategy. The team provides internal and external advice to developers on urban design, outlining the Council's key sustainability objectives and practices for the built environment, supporting urban policy and urban development and ensuring that the Council's Growth Management Strategy is effectively implemented throughout the organisation.

Economic Development Strategy

Economic Development Strategy develops and identifies the tasks for implementation of the Council's Economic Wellbeing Strategy. This provides the Council with an economic development framework for the Council's work programme including the Strategic Projects activity and Waitakere Enterprise and the development of financial and economic policies required under the Local Government Act (2002), which are key elements of the Council's economic responsiveness.

They contribute to:

Transport Strategy

The Transport Strategy team develops transport strategy and plans to

advance the City's interests in regional and national transport developments and linking transport with sustainable land use. This covers travel demand management, walking and cycling, passenger transport, roads and state highways. The purpose of the team's strategic advice is to guide the development of a well funded and well governed transport system that meets environmental objectives, improves community liveability and supports the delivery of more local jobs and services.

Strategic Governance

Strategic Governance focuses on the regional vision and direction instruments such as the Auckland Sustainability Framework (a 100 year perspective), the One Plan (5 - 20 years) and their links to other regional strategies and programmes. These long-term regional instruments integrate and impact regional strategies and plans, the Council's strategies and the Long Term Council Community Plan.

Strategic Governance enables an overview of the wider regional work programme and advice and support to the Council in its membership of the Regional Sustainable Development Forum (the steward of the Auckland Sustainability Framework and responsible for the One Plan). Key outputs include the Council's Governance Strategy and coordination of the Council's work on the Royal Commission on Auckland Governance.

WHY WE DO IT

The Strategic Planning activity contributes to the following community outcomes, legislation and strategies, policies and plans.

| COMMUNITY OUTCOMES | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|--|--|--|
| <ul style="list-style-type: none"> • Green Network • Strong Communities • Strong Economy • Sustainable and Integrated Transport • Sustainable Environment • Urban and Rural Villages • Whaiora • Working Together • Waioira | <ul style="list-style-type: none"> • Local Government Act 2002 • Local Government (Auckland) Amendment Act 2004 • Resource Management Act 1991 • Waitakere Ranges Heritage Area Act 2008 • Land Transport Management Act 2003 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Social Strategy • Economic Wellbeing Strategy • Environment Strategy • Cultural Wellbeing Strategy • Governance Strategy • Growth Management Strategy • Transport Strategy |

THE 10 YEAR HORIZON

KEY ISSUES

STRATEGIC FRAMEWORK AND RESEARCH

The Council's responsiveness to community outcomes will be influenced by current financial constraints.

ENVIRONMENT STRATEGY

Key issues identified in the Environment Strategy include improving the sustainability of homes and lifestyles, climate change and the Council's commitment to environmental education and zero waste. The Council's corporate sustainability initiatives will continue to be key issues as will biodiversity loss and pressure on the natural environment.

SUSTAINABLE MANAGEMENT AND URBAN DESIGN AND DEVELOPMENT

The Auckland Regional Policy Statement is being reviewed and the Council is required to give effect to this policy in its planning. Therefore, any changes need to be implemented through the Waitakere District Plan. The Waitakere District Plan review will begin in 2011 with the review of the policy sections. Significant changes to these sections impact on Resource Management and Consents activities. Future land use planning will continue to occur, particularly for future urban areas.

ECONOMIC DEVELOPMENT STRATEGY

In the current economic environment the development and strengthening of the Waitakere business base to improve the economic resilience of the City to change and to support new business growth areas is a key matter. The City's ability to attract new business and new employment is fundamental to achieving economic targets.

TRANSPORT STRATEGY

Regionally and nationally significant changes in transport strategy are likely to occur between 2009-2019. These include a stronger regional focus on Travel Demand Management, electrification of the rail network and regional petrol taxes. The development and completion of concept plans for town centres will be a significant driver for this activity. Achievement of the National Transport Strategy targets will be an ongoing focus of this activity.

STRATEGIC GOVERNANCE

The Royal Commission on Regional Governance is due to report on 31 March 2009. This review could have significant and long term implications for the Council.

KEY ACTIONS

There are a range of strategic initiatives, business as usual and continuous improvement initiatives within the current activity plan. The key strategic initiatives are outlined below.

STRATEGIC FRAMEWORK AND RESEARCH

The community outcomes will need to be reviewed in 2010 and again in 2016. These outcomes contribute towards the development of the Council's strategic direction and the LTCCP 2012, 2015 and 2018. The further focus is on the development of a robust population and employment model for long term planning, as well as ensuring Council customers are delivered a robust market research programme which reports on the Council's performance across all activities.

ENVIRONMENT STRATEGY

Key actions for Environment Strategy include:

- implementation of the Local Biodiversity Action Plan and five new biodiversity initiatives
- retrofitting the City for household sustainability (in partnership with central government, non-government organisations and local industry)
- reducing corporate greenhouse gas emissions, energy and water use
- minimising the City's generation of waste.

SUSTAINABLE MANAGEMENT AND URBAN DESIGN AND DEVELOPMENT

The development of a series of Local Area Plans for areas within the Waitakere Ranges Heritage Area is planned. A significant piece of work includes the review and development of the policy sections in the current District Plan. The ongoing development and implementation of town centre urban concept plans and reviews and updates of the Growth Management Strategy are also planned. The Urban Design and Development team will ensure that Plan Changes 13, 14, 15, 17 and 18 are implemented as intended.

ECONOMIC DEVELOPMENT STRATEGY

The key action is a continued programme to develop and support Waitakere business, primarily through Waitakere Enterprise. Other actions include supporting the development of NorSGA business areas, rural economic development and promoting the City's profile. The implementation of the Business Location Plan, the review of the Auckland Regional Economic Development Strategy and its implications for the Council and the implementation of the Economic Wellbeing Strategy will be key undertakings.

TRANSPORT STRATEGY

An ongoing programme of work on travel demand management, including parking plans and freight plans will continue. Participation by the team to ensure land use and transport integration will continue to be a focus. An update and review of the Transport Strategy will occur over the period of the LTCCP 2009-2019 as major national and regional transport strategies are released.

STRATEGIC GOVERNANCE

The major focus of the activity will be responding to the findings of the Royal Commission on Auckland Governance. Strategic Governance will also focus on developing subsequent versions of One Plan and on ensuring the Council works in accordance with Auckland Sustainability Framework.

KEY PROGRAMME COSTS

Key programme cost over the 2009-2019 period are:

| PROGRAMME | COST |
|---|---------------|
| Total activity cost (opex and capex) | \$100,608,824 |
| Waitakere Enterprise - project ongoing | \$12,514,668 |
| Climate change - project capital | \$1,337,225 |
| Henderson planning and coordination | \$806,142 |
| NorSGA planning and consultation | \$617,960 |
| Westgate town centre | \$461,143 |
| New Lynn planning and coordination | \$292,040 |
| Waitakere Ranges and Foothills protection | \$2,238,355 |

LEVELS OF SERVICE AND PERFORMANCE MEASURES

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--------------------------------------|--|---|-----------------------|---|------|------|---|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Green Network | Growth is sustainably managed | Number of concept plans completed per year | 1 | 2 | 1 | 1 | 4 |
| Strong Communities | | | | | | | |
| Strong Economy | Growth is sustainably managed | Number of concept plans completed per year | 1 | 2 | 1 | 1 | 4 |
| Sustainable and Integrated Transport | | | | | | | |
| Sustainable Environment | Growth is sustainably managed | Number of Local Area Plans started per year | 0 | 2 | 2 | 2 | 8 |
| Toiora | | | | | | | |
| Urban and Rural Villages | Community involvement in setting direction of the City | Progress on community outcomes | | New set of community outcomes developed by 2010 | | | Two new community outcomes processes undertaken |
| Whaiora | | | | | | | |
| Nga Manukura-Maori Leadership | | | | | | | |
| Working Together | | | | | | | |

Level of service - Strategic direction on environment, growth, economic development, transport and governance.

Measure - This activity is responsible for developing the organisations strategic direction. Strategies on economic wellbeing and growth management are likely to be adopted before 30 June 2009. There will be a review of the Waitakere Transport Strategy and a Governance Strategy is being developed.

Specific parking plans for the three major town centres (New Lynn, Henderson and Westgate) are being developed by the Transport Strategy activity. These are likely to be implemented in the 2009/2010 financial year.

FUNDING STATEMENT

All activities within the Strategic Planning area are funded by rates. The New Zealand Transport Agency provides a small contribution to the Transport Strategy activity.

Some costs in Sustainable Management and Urban Design and Development will be recovered in the future. For example, advice to external parties on urban design has been provided free of charge. In the future revenue will be collected through provision of expert advice on consent applications.

The funding model for the Retrofit the City project is still being developed. The intention is to have a collaborative funding model that includes businesses and central government agencies.

MANAGING THE IMPACT OF COUNCIL ACTIVITIES

The Strategic Planning activity has no significant negative effects on the social, cultural, environmental or economic wellbeing of the Waitakere community.

ASSUMPTIONS AND UNCERTAINTIES

The following assumptions have been made in relation to this activity plan:

| ASSUMPTION | BASIS | IMPACT |
|---|---|--|
| There will be no change to community outcomes processes | Department of Internal Affairs interim review suggests continuing with community outcomes subject to consultation with Local Government New Zealand | Removal of the requirement for community outcomes would impact on how the community is involved in contributing to the strategic direction of the Council |
| The Auckland Regional Policy Statement will have some changes in emphasis | New environmental issues have emerged since the last policy was developed and the means of addressing old issues may have changed | Significant changes to the objectives and policy focus areas would have major implications for our own District Plan |
| All community areas in the Waitakere Ranges Heritage Area will want a Local Area Plan and they will require some form of land use planning assessment | The Council has agreed to develop Local Area Plans at a rate of two per year | Implementation of Local Area Plans could have a range of impacts across the Council depending on content and scope |
| The policies and focus areas of the District Plan will change through the review process | New environmental issues have emerged since the last policy was developed and the means of addressing old issues may have changed | Significant changes to the objectives and policy focus areas would have major implications for Waitakere's District Plan. This would impact on a range of Council activities |
| The new Regional Land Transport Strategy will have a stronger focus on travel demand management | Draft Regional Land Transport Strategy confirms this intent | Supported by the Council's programme of travel demand management initiatives |

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| STRATEGIC PLANNING | | | | | | | | | | | |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Operating expenditure | 9,562 | 9,370 | 8,996 | 9,778 | 9,926 | 10,203 | 9,944 | 10,600 | 10,358 | 10,590 | 10,924 |
| Less Depreciation | (7) | 0 | (119) | (119) | (119) | (119) | (119) | (119) | (119) | (119) | (119) |
| NET OPERATING EXPENDITURE | 9,555 | 9,370 | 8,877 | 9,659 | 9,807 | 10,084 | 9,825 | 10,481 | 10,239 | 10,471 | 10,805 |
| NET OPERATING EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Rates (Recovery to Rates) | 9,474 | 9,123 | 8,694 | 9,473 | 9,640 | 9,834 | 9,629 | 10,287 | 10,061 | 10,262 | 10,583 |
| Operating Revenue | 81 | 247 | 183 | 186 | 167 | 250 | 196 | 194 | 178 | 209 | 222 |
| TOTAL | 9,555 | 9,370 | 8,877 | 9,659 | 9,807 | 10,084 | 9,825 | 10,481 | 10,239 | 10,471 | 10,805 |
| CAPITAL EXPENDITURE | | | | | | | | | | | |
| Strategic Planning | 2,200 | 1,764 | 129 | 132 | 135 | 138 | 141 | 144 | 148 | 151 | 155 |
| TOTAL | 2,200 | 1,764 | 129 | 132 | 135 | 138 | 141 | 144 | 148 | 151 | 155 |
| CAPITAL EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Loan | 2,200 | 1,764 | 129 | 132 | 135 | 138 | 141 | 144 | 148 | 151 | 155 |
| TOTAL | 2,200 | 1,764 | 129 | 132 | 135 | 138 | 141 | 144 | 148 | 151 | 155 |

WATER SUPPLY



WHAT WE DO

Most of Waitakere (97.5 percent of population) has a reticulated water supply service except for some properties in rural areas. Watercare Services Limited supplies the bulk of water from dams and reservoirs, after it has been treated to drinking water standards.

Water supply activities incorporate management and operation of a distribution network designed to provide a safe and adequate supply. The activities also include supporting rural on-site water supply as well as providing advice and coordinating several local water agenda groups.

The City network supplies all customers through water meters installed at a property boundary. Domestic water meters are read six monthly while larger commercial customer meters are read and billed either monthly or every two months.

Under the Local Government Act 2002 councils must retain ownership of public water supply assets. Water is bought in bulk from Watercare, with EcoWater managing the water distribution network for Waitakere. The Council also has a responsibility to consider alternative future water supply sources in the face of potential climate change and increasing population demands.

The Council works on:

- reducing water use (and cost to residents) via water conservation measures such as encouraging the use of domestic water saving devices

- managing the water supply network efficiently to minimise wastage from leaks
- ensuring actions to implement water demand savings take into account the principles of social equity
- ensuring actions acknowledge the principles of the Treaty of Waitangi and respect the cultural and spiritual values Maori hold about water
- encouraging efficient development of new infrastructure/networks and effective management of existing networks.

The Council works in partnership with others in the region in future planning and forecasting of bulk water supply, infrastructure and implementing regional water demand management initiatives.

WHY WE DO IT

The Council undertakes these activities because they contribute to the following community outcomes.

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|---|--|---|
| <ul style="list-style-type: none"> • Green Network • Sustainable Environment • Whaiora • Strong Communities • Strong Economy • Urban and Rural Villages | <ul style="list-style-type: none"> • Local Government Act 2002 • Health Act 1956 • Health (Drinking Water) Amendment Act 2007 • Resource Management Act 1991 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Water Cycle Strategy • Growth Management Strategy • Environment Strategy • District Plan • Water and Sanitary Services Assessment <p><i>Other</i></p> <ul style="list-style-type: none"> • Auckland Regional Policy Statement • Auckland Regional Plan: Air, Land, Water Plan • Three Waters Vision and Draft Strategic Plan |

THE 10 YEAR HORIZON

KEY ISSUES

GROWTH

Infill growth will require the ongoing upgrading of the existing water supply network. Growth in new developments such as the Northern Strategic Growth Area requires new infrastructure involving the developers, the Council and Watercare Services Limited.

MANAGING CLIMATE CHANGE AND FUTURE WATER DEMAND

Reducing customers' water use in the City will delay the timing of new bulk water services (including new sources) and components of the Council's water supply upgrading works. The Council adopted a target of a 25 percent per capita domestic water use by 2025 as part of the Water and Sanitary Services Assessment carried out in 2005.

EFFICIENT MANAGEMENT OF THE WATER SUPPLY NETWORK

This involves the ongoing assessment of asset condition, timely repair, renewal and upgrading of all components of the water supply system, continued telemetry monitoring to reduce water loss, active leak detection and pressure management and ensuring service levels to customers are maintained or improved.

INCREASING WATER QUALITY STANDARDS AND REQUIREMENTS

New drinking water standards are being introduced on a regular basis (about every three years at present). Furthermore, the Health (Drinking Water) Amendment Act 2007 introduced new requirements for water suppliers to meet drinking water standards and address risks to the water supply. Meeting these requirements will be a challenge for water suppliers now and in the future.

KEY ACTIONS

Key elements of the 10 year work programme that support the achievement of the community outcomes and levels of service are:

- repair, renewal and upgrading of the water supply network, in particular valves and hydrants where there is a backlog of works
- drinking water quality improvements
- capital works in the growth areas, in particular the Northern Strategic Growth Area
- demand management plan initiatives
- pressure management and water loss controls.

KEY PROGRAMME COSTS

Key programme costs over the 2009-2019 period are:

| PROGRAMMES | 2009/2010 \$000'S | 2010/2011 \$000'S | 2011/2012 \$000'S | 2012/2013 \$000'S | 2013/2014 \$000'S | 2014/2015 \$000'S | 2015/2016 \$000'S | 2016/2017 \$000'S | 2017/2018 \$000'S | 2018/2019 \$000'S |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Water supply operations and maintenance | 2,813 | 3,099 | 3,352 | 3,681 | 3,978 | 4,342 | 4,666 | 5,081 | 5,451 | 5,956 |
| Demand management programme | 656 | 676 | 694 | 713 | 735 | 756 | 782 | 805 | 830 | 857 |
| Valve and hydrant replacements | 300 | 309 | 318 | 326 | 337 | 347 | 359 | 370 | 382 | 395 |
| Water main renewals | 3,136 | 3,295 | 3,457 | 3,627 | 3,829 | 4,031 | 4,270 | 4,511 | 4,770 | 5,063 |
| Miscellaneous renewals including water meters, pumps, pipe bridges | 403 | 396 | 407 | 414 | 417 | 437 | 443 | 465 | 478 | 494 |
| Water network upgrade programme | 750 | 773 | 791 | 816 | 842 | 866 | 898 | 925 | 954 | 987 |
| Drinking water quality improvements including Health (Drinking Water) Amendment Act 2007 compliance costs | 700 | 412 | 423 | 217 | 224 | 231 | 239 | 246 | 254 | 263 |
| NorSGA capex | 2,088 | 2,035 | 1,523 | 1,213 | 1,492 | 549 | 0 | 0 | 0 | 0 |
| State Highway 16 and 18 Hobsonville | 218 | 136 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

LEVELS OF SERVICE AND PERFORMANCE MEASURES

The Council will continue to provide water supply services at the current levels but with additional emphasis on drinking water quality standards and public health risk, in response to the Health (Drinking Water) Amendment Act 2007. Four new performance measures have been introduced, two relating to water quality and two to supply.

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|---|---|--|-----------------------|--|--|--|--|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Green Network Sustainable Environment Whaiora Strong Communities Strong Economy Urban and Rural Villages | Safe, reliable and clean drinking water is provided to customers | Compliance with the Ministry of Health's Drinking Water Standards ¹ | 'Aa' grading | 'a' grading for all water distribution zones | 'a' grading for all water distribution zones | 'a' grading for all water distribution zones | 'a' grading for all water distribution zones |
| | | Number of water quality complaints per 1000 connections | 5.5 per 1000 | Less than 5 per 1000 | Less than 4.5 per 1000 | Less than 4 per 1000 | Less than 3.0 per 1000 |
| | | Number of major faults in the water reticulation network per 1000 connections per year | 10.6 per 1000 | Less than 12 faults per 1000 | Less than 12 faults per 1000 | Less than 12 faults per 1000 | Less than 12 faults per 1000 |
| | Water is conserved and used efficiently | Average domestic metered water use (litres) per person | 162 l/p/day | 165 l/p/day | 162 l/p/day | 159 l/p/day | 138 l/p/day |
| Amount of water loss (litres per connection) from the water supply system | | 64 l/c/day | Less than 75 l/c/day | Less than 75 l/c/day | Less than 75 l/c/day | Less than 75 l/c/day | |
| | Water network condition is maintained efficiently with no significant long term deterioration | Percentage of the water supply network rated very good to average condition | 96 percent | 95 percent | 95 percent | 95 percent | 95 percent |

¹ Based on 2008 standards

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--|--|---|-----------------------|----------------------------|---------------------------------|---------------------------------|---------------------------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Green Network Sustainable Environment Whaiora Strong Communities Strong Economy Urban and Rural Villages (CONTINUED) | Water network disruptions and failures are responded to promptly | Percentage of major faults in the water reticulation responded to within two hours | 98% | 98% | 98% | 98% | 98% |
| | | Percentage of water supply restorations within six hours ² | 98% | 98% | 98% | 9% | 98% |
| | | Percentage of urgent water quality complaints responded to within two hours | 95% ³ | 95% | 95% | 95% | 95% |
| | Adequate water pressure is provided for all customers | Percentage of customers not receiving sufficient water pressure during peak demand ⁴ | 0.6% | Less than 1% | Less than 1% | Less than 1% | Less than 1% |
| | | Percentage of customers satisfied with their water pressure | New measure | Baseline to be established | Baseline maintained or improved | Baseline maintained or improved | Baseline maintained or improved |
| | Hydrant flows and pressures meet Fire Service standard | Percentage of hydrant tests at critical locations meeting Fire Service standard | 95% | 95% | 95% | 95% | 96% |

² Based on a major water main break

³ Estimated

⁴ Estimated as those properties receiving water pressure less than 250 kPa for more than 30 minutes during peak demand

ASSET UTILISATION AND MANAGEMENT

ASSETS SUPPORTING THE DELIVERY OF THE ACTIVITIES

| ASSET CATEGORY | NUMBER | LIFE CYCLE (YEARS) |
|--|----------|--------------------|
| Water mains | 1,315 km | 40-80 |
| Valves | 12,002 | 25-60 |
| Fire hydrants | 6,682 | 70 |
| Water meters | 64,876 | 25-35 |
| Reservoirs | 11 | 25-80 |
| Pumping stations | 11 | 15-80 |
| Pipe bridges | 72 | 60 |
| Drinking water quality sample stations | 73 | 40 |
| Telemetry and control systems | 103 | 15 |
| Connections | 65,034 | 70 |

A condition assessment exercise demonstrates that in general the water supply assets are in average to above average condition, with less than two percent considered to be in very poor condition. The poor to very poor assets are found mainly in Glen Eden, New Lynn and Henderson, the older parts of the City where initial design and construction standards were limited and water mains were laid with no bedding material. The newer subdivisions (1990s onwards) have been designed and built to a higher standard.

ASSET DEMAND FORECAST AND LEVELS OF SERVICE

Watercare Services Limited supplies bulk water to Waitakere. It is Council's responsibility to advise Watercare Services of its future demand. Population growth is the key factor in determining the City's future water requirement.

In alignment with the Regional Growth Strategy, Waitakere has undertaken to contain urban growth (approximately 78 percent) within the metropolitan urban limit to enable greater urban sustainability and efficiency. The Council also plans intensification and consolidation of residential and business growth around the key subregional centres of Henderson, New Lynn and Westgate. Growth will also take place along the major transport corridors such as the rail corridor, Great North Road and Lincoln Road and the smaller town and neighbourhood centres. Limited growth (17 percent) will take place in future urban growth areas which lie outside the current metropolitan urban limit, including the Northern Strategic Growth Area. Even with more efficient water use, additional water supply sources will be needed to cope with growth.

As the bulk supplier of water, Watercare Services must also plan for growth based on the forecast demands of the six councils. The existing Waikato Water Treatment Plant has adequate capacity to meet demand up to 2018. Considerations for the future include increasing the capacity of the Waikato Water Treatment Plant and a new source at Riverhead in Rodney. The Council is working with Watercare Services to ensure Waitakere residents and businesses continue to be supplied within the capacity of the water from the local Waitakere dam sources.

In anticipation of a growth in future demand, the Council has actively pursued sustainable solutions for water supply. The Council has the lowest domestic water use per capita in the Auckland area at 162 litres per person per day for 2007/2008. However, more than 71 percent of Waitakere's water supply is used in households. Most of this water consumption is translated directly into wastewater, making households a key target for water savings.

The Council's demand management strategy is to effectively manage current and future water usage within the capacity of the Waitakere dams. The key objective is to reduce the average water use by 25 percent per person to 125 litres domestic use by 2025 through measures such as:

- ensuring all new developments are sustainable, using water-efficient appliances and re-using rain water in toilets and laundries. This includes possible regulation to include the compulsory use of rain tanks
- encouraging retrofitting of rain tanks and collecting rainwater for toilet flushing, laundry and outdoor use. This includes subsidy for the purchase of rain barrels by householders and promotion of the use of water-efficient appliances for the laundry, kitchen, bathroom and toilet in existing dwellings (e.g., water-efficient showers and dual flushing toilets)
- continuing with water loss reduction programmes and pressure management. Approximately 11 percent of water is lost from the network due to leaks and maintenance activities such as flushing. The actual volume of water lost per connection is very low by world standards and the best in the Auckland region, but the Council aims to reduce this further
- water use reduction audits for large customer operations in conjunction with enhanced water education programmes. Commercial, school and/or industrial users use 12 percent of Waitakere's water. Waitakere provides a water auditing service for large operations (industry, schools, commerce, agriculture and horticulture) with savings of 20-40 percent being common. Some audits have identified water savings of more than 60 percent. The Council is currently running a Water Wise-up free water audit service for domestic users with Ecomatters Environment Trust
- investigating alternative sources of water for agriculture and irrigation of parks and sports fields
- continuing to pursue the introduction of user-pays charging for wastewater as a means of reducing demand.

ADDITIONAL ASSET CAPACITY TO BE DELIVERED

The Council is proposing network upgrading works totalling \$750,000 per annum to provide for growth and to ensure levels of service are maintained. These works include projects to meet New Zealand Fire Service requirements that ensure the network can deliver fire flows from hydrants. The Council envisages its staff will continue to design, project manage and supervise upgrading works according to the current procurement method and all physical works will be tendered in accordance with the Council's procurement policies. The work will be funded from a combination of loan funding, development contributions or by developers.

In the Northern Strategic Growth Area and other growth areas, both the Council and developers will install infrastructure. Work the Council undertakes will be publicly tendered. All infrastructure in new growth areas is generally funded by developers or through development contributions, although some projects may require loan funding.

MAINTENANCE, RENEWAL AND REPLACEMENT PROGRAMMES

Maintenance work will predominantly be carried out under the existing term maintenance contract for water supply, wastewater and stormwater services. The five year contract started in July 2007 and has a further possible extension of three years plus two years. The contract requires 24 hour a day stand-by emergency and maintenance throughout the year to guarantee continuity of the three water services. A separate contract covers all new water supply connections. Most renewal works will be tendered in accordance with the Council's procurement policies. Some minor renewal work and most valve and hydrant renewal work, will be carried out as a variation to the term maintenance contract.

PREVENTIVE MAINTENANCE

Preventive management includes routine inspections, condition assessments, leak detection tests and cleaning. Preventive maintenance is carried out according to a life cycle plan for each asset type (pipes, hydrants, valves, meters, reservoirs, pump stations etc.) and renewals are built into the life cycle plan.

WATER QUALITY

Drinking water quality maintenance work includes responding to water quality complaints, a backflow prevention programme and a proactive flushing programme to improve water quality. To maintain compliance with the Ministry of Health's Drinking Water Standards for New Zealand 2008 (DWSNZ) and to maintain an "Aa" grading for the water supply system, there is a comprehensive water quality testing programme of sampling the mains water supply, testing and reporting.

COST OF OPERATIONS

Water supply maintenance costs are influenced by climatic conditions. The number of water main faults varies between 600 and 900 each year. During long dry summer periods clay soils shrink resulting in a high number of failures. To improve water quality, a proactive programme of flushing watermains in problem areas has been implemented.

Additional costs are also anticipated to meet new requirements outlined in the Health (Drinking Water) Amendment Act 2007. Costs of labour, materials, fuel and energy continue to rise, contributing to increased operational costs. Climatic change will potentially have an adverse effect on the costs of future operations.

FUNDING STATEMENT

As the City grows and more development occurs there will be increased demand for additional pipelines and connections which will be funded by loans and development contributions where appropriate.

| ACTIVITY | SOURCE OF FUNDING | | | |
|--|--------------------------|-------|------|--------------|
| | DEVELOPMENT CONTRIBUTION | LOANS | FEES | USER CHARGES |
| Maintenance and operations | | | | 100% |
| Connections | | | 100% | |
| Depreciation and renewals | | | | 100% |
| Capital for improvement | 28% | 72% | | |
| Capital for servicing new subdivisions | 100% | | | |

MANAGING THE IMPACT OF COUNCIL ACTIVITIES

The Water Supply activity could have the following negative effects on the social, cultural, environmental or economic wellbeing of the Waitakere community. Where negative effects could occur, the Council will undertake actions to avoid or mitigate the impacts.

| NEGATIVE EFFECT ON COMMUNITY WELLBEING | HOW THE EFFECT ARISES | MITIGATION/AVOIDANCE STRATEGY |
|---|--|--|
| Contamination of natural waterways | Discharge of chlorinated or sediment laden water into a natural water body | Operations and maintenance procedures for appropriate discharge of water e.g. discharging water on land, filtering of water prior to discharge |
| Public health and safety compromised | Water supply contaminated by poor work practices, backflow incident or other water quality incident | Public Health Risk Management Plan, backflow prevention programme, water quality testing programmes, security and water-tightness of reservoirs |
| Traffic/property disruption from watermain construction works | The installation of new water infrastructure can cause disruption when there is excavation in private properties and in road reserve areas | Trenchless technologies are used for pipelines where appropriate, that reduce the extent of excavation. Construction specifications ensure all work areas are reinstated to the original state. Public are informed regarding disruption to their immediate areas prior to any construction commencing |

ASSUMPTIONS AND UNCERTAINTIES

The following key assumptions have been made in relation to this activity plan:

| ASSUMPTION | BASIS | IMPACT |
|--|---|---|
| Bulk water charges will be in line with Watercare's 2008 funding plan | Bulk water charges will be based on Watercare's 2008 funding plan as this is the best information available | Changes to Watercare's funding plan (which is based on their opex and capex programmes) can significantly affect water pricing as bulk water charges account for 46 percent of opex costs |
| Drinking water standards and requirements will not be significantly changed from those in 2008 | The Health (Drinking Water) Amendment Act 2007 and proposed Drinking Water Standards 2008 are very current | Increased drinking water standards can impact both Watercare and Council expenditure, and hence water price |

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| WATER SUPPLY | | | | | | | | | | | |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Operating expenditure | 17,916 | 18,607 | 20,700 | 22,377 | 24,261 | 26,318 | 28,633 | 31,158 | 32,824 | 34,266 | 35,408 |
| Interest Allocated | 1,388 | 1,495 | 1,973 | 2,293 | 2,563 | 2,786 | 2,966 | 3,070 | 3,142 | 3,192 | 3,207 |
| Less Depreciation | (3,682) | (3,743) | (4,003) | (4,244) | (4,486) | (4,755) | (5,004) | (5,323) | (5,647) | (5,993) | (6,369) |
| NET OPERATING EXPENDITURE | 15,622 | 16,359 | 18,670 | 20,426 | 22,338 | 24,349 | 26,595 | 28,905 | 30,319 | 31,465 | 32,246 |
| NET OPERATING EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Operating Revenue | 20,981 | 22,870 | 24,949 | 27,138 | 29,487 | 32,220 | 35,061 | 38,370 | 41,808 | 45,589 | 49,748 |
| TOTAL | 20,981 | 22,870 | 24,949 | 27,138 | 29,487 | 32,220 | 35,061 | 38,370 | 41,808 | 45,589 | 49,748 |
| CAPITAL EXPENDITURE | | | | | | | | | | | |
| Water Supply | 6,645 | 9,382 | 7,994 | 7,580 | 7,236 | 7,769 | 7,111 | 6,884 | 7,242 | 7,583 | 7,962 |
| TOTAL | 6,645 | 9,382 | 7,994 | 7,580 | 7,236 | 7,769 | 7,111 | 6,884 | 7,242 | 7,583 | 7,962 |
| CAPITAL EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Loan | 2,866 | 5,111 | 3,885 | 3,257 | 2,194 | 2,446 | 1,486 | 965 | 1,050 | 217 | 214 |
| Development Contributions | 292 | 79 | 108 | 141 | 675 | 740 | 811 | 846 | 846 | 1,737 | 1,807 |
| Depreciation Reserve | 3,487 | 4,192 | 4,001 | 4,182 | 4,367 | 4,583 | 4,814 | 5,073 | 5,346 | 5,629 | 5,941 |
| TOTAL | 6,645 | 9,382 | 7,994 | 7,580 | 7,236 | 7,769 | 7,111 | 6,884 | 7,242 | 7,583 | 7,962 |

The water supply activity is a self-funding account. The above revenue is used to fund operating costs of water supply, water billing and a share of support services.

Any excess surplus after funding the above, is used specifically to repay water supply debt.

WASTEWATER



WHAT WE DO

The Council provides 90 percent of Waitakere properties with a wastewater service. The network collects wastewater from 58,629 properties (including residential, industrial and commercial properties and institutions).

The wastewater system is designed to safely convey wastewater from properties connected to the network to the bulk wastewater system owned and operated by Watercare Services Limited, including the main Western Interceptor. All wastewater is pumped to the Mangere Wastewater Treatment Plant, also managed by Watercare Services Limited, for treatment and disposal. Those remaining properties in rural areas (about 6000 households) rely on on-site treatment and disposal systems. In support of these systems the Council provides advice, coordinates several local water agenda groups and provides a three yearly pump out service for septic tank systems. The property owner retains ownership and maintenance of the system.

The Council also takes an overview of all wastewater services in the City (both public and private) which involves identifying potential health and environmental

risks associated with wastewater disposal and ensuring these risks are managed within acceptable levels.

The Council has adopted a key strategy to reduce wastewater overflows by 50 percent by 2025 and actively pursues alternatives to conventional wastewater infrastructure. These include feasibility studies relating to mini and local treatment facilities, storage tanks at known overflow points, piping materials that lessen renewal costs and education on water conservation and wastewater disposal.

WHY WE DO IT

Wastewater management is essential to ensure public health and to minimise the adverse environmental impact of wastewater overflows and the consequences of contamination of properties, streams and parks.

The wastewater activity makes a contribution to the following community outcomes, legislation, strategies, policies and plans:

| COMMUNITY OUTCOMES | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|--|--|---|
| <ul style="list-style-type: none"> • Green Network • Sustainable Environment and Whaiora • Strong Communities • Strong Economy • Urban and Rural Villages | <ul style="list-style-type: none"> • Auckland Metropolitan Drainage Act 1961 • Local Government Act 2002 • Health Act 1956 • Resource Management Act 1991 • Building Act 2004 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Water Cycle Strategy • Growth Management Strategy • Water and Sanitary Services Assessment <p><i>Other</i></p> <ul style="list-style-type: none"> • Auckland Regional Policy Statement • Auckland Regional Plan: Air, Land, Water Plan • Auckland Regional Plan: Coastal District Plan |

THE 10 YEAR HORIZON

KEY ISSUES

GROWTH

- Population growth will require ongoing upgrading of the wastewater network
- Growth in new development areas such as the Northern Strategic Growth Area requires new infrastructure involving developers, the Council, and Watercare Services Limited
- The Western Interceptor line will reach its capacity and the Council will need to address this problem in future planning.

IMPACT OF STORMWATER

- The wastewater network is under the most stress after periods of high rainfall when stormwater enters the wastewater network and markedly increases flows. Continued and enhanced programmes to address inflow and infiltration of stormwater into both private and public components of the wastewater network is essential if the number and extent of wet weather overflows is to be reduced.

EFFICIENT MANAGEMENT

- Managing the network involves the ongoing assessment of asset condition, the timely repair, renewal and upgrading of all components of the wastewater system, and continued initiatives to reduce the number of wastewater overflows.

ENVIRONMENTAL STANDARDS

- The likely introduction of higher environmental standards within the next 10 years will impact on the cost of wastewater servicing. This may result in increased wastewater charges via Watercare Services Limited because of higher treatment and disposal costs.
- The Council will need to focus on reducing the amount of wastewater piped to the Mangere Wastewater Treatment Plant to reduce ratepayers' costs.

WASTEWATER CHARGING

- Currently the Council does not charge for wastewater on a user-pays basis. It is envisaged charging based on water use will be introduced within the next 10 years.

KEY ACTIONS

The key elements of the 10 year work programme that support the achievement of the community outcomes and levels of service are:

- renewal and upgrading of the wastewater network to meet growth and service level requirements
- programmes to reduce the number of wastewater overflows
- inflow and infiltration programmes to reduce wet weather flows and overflows
- capital works in the growth areas, in particular the Northern Strategic Growth Area
- planning for future capacity of the Western Interceptor
- continuation of three yearly pump out of septic tank systems in rural areas
- introduction of wastewater charging on a user pays basis.

KEY PROGRAMME COSTS

Key programme costs over the 2009-2019 period are:

| PROGRAMMES | 2009/2010 \$000S | 2010/2011 \$000S | 2011/2012 \$000S | 2012/2013 \$000S | 2013/2014 \$000S | 2014/2015 \$000S | 2015/2016 \$000S | 2016/2017 \$000S | 2017/2018 \$000S | 2018/2019 \$000S |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Wastewater maintenance and operations | 2,555 | 2,762 | 3,010 | 3,255 | 3,545 | 3,833 | 4,168 | 4,505 | 4,869 | 5,268 |
| Rural septic tank management | 753 | 780 | 805 | 829 | 860 | 888 | 923 | 954 | 988 | 1,025 |
| Sewer renewals | 1,777 | 1,861 | 1,947 | 2,144 | 2,254 | 2,363 | 2,492 | 2,620 | 2,760 | 2,912 |
| Sewer renewals - infiltration and inflow programme | 1,916 | 2,060 | 2,118 | 2,175 | 2,247 | 2,312 | 2,393 | 2,467 | 2,546 | 2,630 |
| Miscellaneous renewals including manholes, pipe bridges, pump stations | 2,098 | 2,020 | 2,123 | 1,957 | 1,973 | 2,073 | 2,020 | 2,135 | 2,260 | 2,395 |
| Wastewater overflow reduction programmes | 518 | 560 | 548 | 582 | 612 | 717 | 822 | 691 | 662 | 684 |

KEY PROGRAMME COSTS (*CONTINUED*)

| PROGRAMMES | 2009/2010 \$000'S | 2010/2011 \$000'S | 2011/2012 \$000'S | 2012/2013 \$000'S | 2013/2014 \$000'S | 2014/2015 \$000'S | 2015/2016 \$000'S | 2016/2017 \$000'S | 2017/2018 \$000'S | 2018/2019 \$000'S |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Wastewater network upgrade programme | 1,379 | 2,392 | 2,313 | 2,080 | 2,105 | 2,003 | 2,446 | 2,595 | 2,262 | 2,408 |
| Flow gauging and network modelling | 386 | 397 | 408 | 419 | 433 | 446 | 461 | 476 | 491 | 507 |
| Monitoring and compliance | 60 | 62 | 64 | 65 | 67 | 69 | 72 | 74 | 76 | 79 |
| Infiltration - inflow and peak flow reduction investigations | 884 | 910 | 935 | 950 | 970 | 987 | 1,010 | 1,040 | 1,074 | 1,109 |
| NorSGA capital expenditure | 601 | 2,540 | 2,754 | 2,222 | 2,122 | 1,043 | 1,028 | 0 | 0 | 0 |
| State Highway 16 and 18 Hobsonville | 80 | 41 | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

LEVELS OF SERVICE AND PERFORMANCE MEASURES

The Council will continue to provide wastewater services in accordance with the current levels of service, but with the additional emphasis on measures to reduce the number of overflows. This includes accelerating the programmes for flushing, videoing, root cutting, repair and renewal work. One new performance measure has been introduced to monitor the Council's three yearly pump out programme for rural on-site septic tank systems.

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|---|--|---|-----------------------|--------|------|------|-----------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Green Network Sustainable Environment Whaiora Strong Communities Strong Economy Urban and Rural Villages (<i>CONTINUED</i>) | Ensure that there are no breaches of the Resource Management Act | Resource consents are obtained for the wastewater network | 100% | 100% | 100% | 100% | 100% p.a. |
| | | Number of justified abatement notices or enforcement proceedings by the Auckland Regional Council | 0 | 0 | 0 | 0 | 0 p.a. |

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|---|---|---|---------------------------|-----------------------------------|-------------------------------------|-----------------------------------|---------------------------------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Green Network Sustainable Environment Whaiora Strong Communities Strong Economy | Ensure reliability of wastewater systems | Number of blockages and overflows in the wastewater network | 16.2 per 1,000 properties | Less than 14 per 1,000 properties | Less than 13.5 per 1,000 properties | Less than 13 per 1,000 properties | Less than 8 per 1,000 properties p.a. |
| | | Percentage of septic tank pump out programme completed ¹ | 33% | 33% p.a. | 33% p.a. | 33% p.a. | 33% p.a. |
| Urban and Rural Villages | Ensure public health and safety through prompt incident response | Percentage of wastewater overflows responded to within two hours | 99% | 98% | 98% | 98% | 98% p.a. |
| | | Percentage of blockages cleared within six hours | 98% | 95% | 95% | 95% | 95% p.a. |
| | | Percentage of health related complaints responded to within 2 working days ² | 100% | 100% | 100% | 100% | 100% p.a. |
| | Wastewater network condition is maintained efficiently with no significant long term deterioration | Percentage of the wastewater network rated very good to average condition | 90% | 90% | 90% | 90% | 90% p.a. |
| | Reduce the adverse effects of wastewater overflows on public health and the environment, particularly streams | Number of overflows from the wastewater network ³ | 954 | Reduced to less than 875 | Reduced to less than 850 | Reduced to less than 825 | Reduced to less than 650 p.a. |

¹ This is a three year programme

² Applies to on-site wastewater treatment

³ Targets based on achieving a 50% reduction between 2005 and 2025

ASSET UTILISATION AND MANAGEMENT

ASSETS SUPPORTING THE DELIVERY OF THE ACTIVITIES

| ASSET CATEGORY | NUMBER | LIFE CYCLE (YEARS) |
|---|-----------|--------------------|
| Pipelines | 1,051 kms | 60-100 |
| Manholes and dry chambers | 24,069 | 80 |
| Pumping stations | 51 | 12-100 |
| Pipe bridges (wastewater pipes crossing streams or depressions in the ground) | 492 | 60 |
| Connections | 59,597 | 80 |

Condition and capacity affect the ability of the asset to meet service levels and therefore to maintain service. Wastewater assets are analysed for capacity using network models and considered for replacement on the basis of condition, cost, risk and consequence issues. Renewal programmes are based on a prioritised list and aimed at maintaining current levels of service and avoiding substandard performance.

Overall the majority of the wastewater network (83 percent) is considered to be in a satisfactory condition however 17 percent of the network is in a poor or very poor condition. The worst catchments are New Lynn, South Lynn, West Lynn, Glen Eden (south) and Henderson Valley, the older parts of the City where initial design and construction standards were limited.

All pumping stations are managed to ensure zero overflows, for example:

- 24 hour dry weather storage at each station
- Telemetry monitoring with alarms to cell phones and pagers
- Duty and standby pump at major stations.

ASSET DEMAND FORECAST AND LEVELS OF SERVICE

Future wastewater demand and the ability of Waitakere to provide an acceptable level of service for wastewater will be affected by:

- population growth and the associated network expansion
- water consumption patterns (influenced by climate change and demand management)
- climate change in relation to rainfall changes influencing wet weather flows
- stricter legislative requirements in protecting the receiving environment
- the degree of control of infiltration and inflow (stormwater entering the wastewater system)
- long term development plans of the bulk wastewater provider - Watercare Services Limited
- higher community expectations and environmental standards in terms of number of overflows and associated effects on public health and the environment.

Population projections are the main factor in determining future demand. In alignment with the regional growth strategy, Waitakere's policy is to restrict the majority of growth (approximately 78 percent) to within the City's metropolitan urban limit. Containing urban sprawl is an important objective, which creates efficiencies and enables greater urban sustainability. Henderson, New Lynn and Westgate have been identified as areas where the Council will intensify residential and business growth. Growth will also take place along the major transport corridors such as the rail spine, Great North Road and Lincoln Road and the smaller town and neighbourhood centres. Limited growth (17 percent of total growth) will take place in "future urban growth areas" which lie outside the current metropolitan urban limit, including that in the Northern Strategic Growth Area.

Climate change may lead to higher temperatures which will influence water consumption patterns and wastewater flows. It is also expected to influence rainwater patterns which will impact peak (wet weather) flows due to infiltration and inflow of stormwater into the wastewater network. The Council intends to meet future demand by reducing wastewater flows in reticulated areas and improving the management of on-site wastewater systems in rural areas. This will involve measures such as:

- inflow and infiltration programmes (including carrying out a five yearly cycle of inspections to identify properties with faulty or illegal wastewater connections)
- implementing new technology such as holding tanks, infiltration proof wastewater systems and real time control of wastewater networks
- promoting wastewater recycling and reuse systems.

In new growth areas the Council will promote the use of new wastewater systems with low infiltration rates and community based wastewater recycling systems. Reticulated wastewater services in growth areas will be connected to the Watercare wastewater network.

In addition, education is required to increase community awareness of health and safety issues relating to wastewater overflows, cleanliness of streams and the receiving environment. This will help reduce peak flows and wastewater volumes by eliminating illegal connections and allowing implementation of higher building standards through new and updated bylaws and improved regulatory processes.

The Council will continue to provide wastewater services in accordance with the levels of service with a high emphasis on reducing wastewater flows.

The Council has recognised the most efficient and effective method of wastewater services provision is through regional cooperation and planning. Thus the Council will continue to work closely with the other stakeholders in the Auckland water industry.

Budget rationalisation to achieve an affordable rate increase has resulted in a significant reduction to the proposed sewer renewals budget for infiltration control over the LTCCP period and reductions in other budgets. This means it is unlikely the Council's strategic target to reduce wastewater overflows will be met, additional charges from Watercare Services Limited due to higher wastewater flows and volumes and a possible risk of non-compliance with Auckland Regional Council network discharge consents from 1 July 2010.

ADDITIONAL ASSET CAPACITY TO BE DELIVERED

The Council proposes network upgrading works of about \$1.8 million per annum to provide for growth and to ensure levels of service are maintained. Inflow and infiltration programmes totalling \$3.3 million per annum are aimed at reducing peak wet weather flows to provide spare capacity for growth. The Council also envisages the current procurement methods continue whereby the design, project management and supervision of upgrading works is carried out by Council staff and all physical works are tendered in accordance with the Council's procurement policies. The work will be funded from a combination of loan funding, development contributions or by developers.

In the Northern Strategic Growth Area and in other growth areas, both the Council and developers will install infrastructure. Work undertaken by the Council will be publicly tendered. All infrastructure in new growth areas is generally funded by developers directly or through development contributions, although some projects may require loan funding.

MAINTENANCE, RENEWAL AND REPLACEMENT PROGRAMMES

Maintenance work will predominantly be carried out under the existing Term Maintenance Contract for Water Supply, Wastewater and Stormwater Services. The five year contract started in July 2007 and has a further possible extension of three years plus two years. The contract requires 24 hour a day stand-by and maintenance throughout the year to guarantee continuity of the three water services. A separate contract covers all new wastewater connections. Most renewal works will be tendered in accordance with the Council's procurement policies. Some minor renewal work including manhole renewal work will be carried out as a variation to the term maintenance contract.

PREVENTIVE MAINTENANCE

Planned or preventive maintenance is designed to minimise health and safety risks associated with wastewater pump stations and other key network components.

Preventive management includes routine inspections, condition assessments, CCTV inspections, flushing and so on. It is carried out according to a life cycle plan for each asset type (pipes, manholes, pipe bridges, pump stations etc). Renewals are built into the life cycle plan.

RENEWALS AND REPAIRS

Service requests regarding sewer blockages and overflows have increased by more than 20 percent in the past four years. This increase is due to a combination of growth, age of pipes, asset deterioration, blockages and the need for inspections, videoing and flushing.

An ongoing programme for inflow and infiltration initiatives, including network rehabilitation works, will provide benefits. Where sewers have been replaced as part of this programme, flow measurements so far have shown that peak wet weather flows have been reduced by up to 50 percent and the dry weather flow has increased by 40 percent. Budget rationalisation to achieve an affordable rate increase has resulted in a significant reduction to the proposed infiltration sewer renewals budget over the LTCCP period. This will impact the rate of progress in achieving reductions in infiltration and inflow rates and longer term, will result in reduced levels of service, increased maintenance costs and overall asset deterioration.

COST OF OPERATIONS

Wastewater maintenance costs are influenced by the number of wastewater overflows and the increasing level of response required. The main reasons for a sewer overflow are fat, tree roots and foreign objects.

The Council has committed to reducing the number of wastewater overflows by 50 percent by 2025 and a significant programme is required to achieve this goal.

Operational costs will continue to be influenced by the inflow and infiltration programmes (which generate manhole and pipeline repair work etc) and new programmes to reduce the number of overflows. Costs of labour, materials, fuel and energy continue to rise, contributing to increased operational costs.

FUNDING STATEMENT

Charges for wastewater costs in urban areas are levied on ratepayers as part of the general rate calculation on the land value of the property. Rural sewage costs (including septic tank pump outs) are funded from rates at a uniform charge.

Apart from upgrading works funded by the Council, asset creation is generally by subdivision occurring, whereby the newly created assets are constructed to Council standards and vested with the Council.

As the City grows, there will be increased demand for additional pipelines and connections. These are funded by loans and development contributions where appropriate. As more new subdivisions come on stream, more funding will become available from development contributions.

| ACTIVITY | SOURCE OF FUNDING | | | |
|--|--------------------------|-------|-------|--------------|
| | DEVELOPMENT CONTRIBUTION | LOANS | FEEES | USER CHARGES |
| Maintenance and operations | | | | 100% |
| Connections | | | 100% | |
| Depreciation and renewals | | | | 100% |
| Capital for improvement | 60% | 40% | | |
| Capital for servicing new subdivisions | 100% | | | |

As a result of the Assessment of Water and Sanitary Services (WASSA) completed in 2005, the Council remains committed to the introduction of user pays wastewater charging based on 80 percent of water use (when this is legally viable) and also an inspection regime for on-site wastewater systems in rural areas.

MANAGING THE IMPACT OF COUNCIL ACTIVITIES

The Wastewater activity could have the following negative effects on the social, cultural, environmental or economic wellbeing of the Waitakere community. Where negative effects could occur, the Council will undertake actions to avoid or mitigate the impacts.

| NEGATIVE EFFECT ON WELLBEING | HOW THE EFFECT ARISES | MITIGATION/AVOIDANCE STRATEGY |
|--|--|--|
| <p>Contamination of natural waterways</p> <p>Decreased amenity, recreation and aesthetic value of open space areas</p> | <p>Overflow or exfiltration from wastewater network or failure of on-site wastewater system entering a natural waterway</p> | <p>Emergency overflow response and clean up procedures</p> <p>Effective preventative maintenance programme, in particular regular inspection and clearing of known blockage points</p> <p>Implementation of renewal and capital upgrade programme to ensure adequate capacity for dry weather flows</p> <p>Implementation of inflow and infiltration programme to inspect private drainage and remedy faults</p> <p>Three year pump out of septic tanks and inspection of on-site wastewater systems and field drainage at time of pump out</p> <p>Continued education and advice regarding the wastewater system and best practice management for on-site systems through brochures and newsletters</p> |
| <p>Public health effects</p> | <p>Exposure to raw wastewater at discharge site</p> <p>Swimming in wastewater contaminated waterway</p> <p>Consumption of shellfish from areas impacted by wastewater discharges</p> | <p>Emergency overflow response and clean up procedures including public signage</p> <p>Emergency septic tank pump out service for on-site wastewater management systems</p> <p>Water quality testing and beach water testing programmes</p> |
| <p>Negative cultural impact</p> | <p>Discharge of wastewater into areas used for food supply or areas that have cultural significance</p> | <p>Emergency overflow response and clean up procedures</p> <p>Implementation of inflow and infiltration programme to inspect private drainage and remedy faults</p> <p>Implementation of renewal and capital upgrade programme to ensure adequate capacity for dry weather flows</p> |

ASSUMPTIONS AND UNCERTAINTIES

The following key assumptions have been made in relation to this activity plan:

| ASSUMPTION | BASIS | IMPACT |
|--|--|--|
| Bulk wastewater charges will be in line with Watercare's 2008 funding plan | Bulk wastewater charges will be based on Watercare's 2008 funding plan as this is the best information available | Changes to Watercare's funding plan (based on their opex and capex programmes) can significantly affect wastewater costs as bulk wastewater charges account for two thirds of opex costs |

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|

WASTEWATER**OPERATING EXPENDITURE**

| | | | | | | | | | | | |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Operating expenditure | 8,386 | 8,770 | 9,295 | 9,779 | 10,358 | 10,853 | 11,472 | 12,124 | 12,814 | 13,591 | 14,211 |
| Watercare Services | | | | | | | | | | | |
| Limited | 16,060 | 16,390 | 17,578 | 18,660 | 20,339 | 20,949 | 21,787 | 23,748 | 25,411 | 27,697 | 30,190 |
| Interest Allocated | 3,355 | 3,978 | 4,777 | 5,667 | 6,627 | 7,451 | 8,072 | 8,399 | 8,388 | 8,088 | 7,514 |
| Less Depreciation | (5,250) | (5,344) | (5,584) | (5,823) | (6,063) | (6,355) | (6,621) | (6,943) | (7,255) | (7,588) | (7,947) |
| NET OPERATING EXPENDITURE | 22,551 | 23,794 | 26,066 | 28,283 | 31,261 | 32,898 | 34,710 | 37,328 | 39,358 | 41,788 | 43,968 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Wastewater Targeted | | | | | | | | | | | |
| Rates | 21,985 | 23,247 | 25,501 | 27,702 | 30,655 | 32,243 | 33,997 | 36,544 | 38,508 | 40,873 | 43,013 |
| Operating Revenue | 566 | 547 | 565 | 581 | 606 | 655 | 713 | 784 | 850 | 915 | 955 |
| TOTAL | 22,551 | 23,794 | 26,066 | 28,283 | 31,261 | 32,898 | 34,710 | 37,328 | 39,358 | 41,788 | 43,968 |

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Wastewater | 12,428 | 11,389 | 13,349 | 13,418 | 12,545 | 12,676 | 11,863 | 12,688 | 11,871 | 11,851 | 12,375 |
| TOTAL | 12,428 | 11,389 | 13,349 | 13,418 | 12,545 | 12,676 | 11,863 | 12,688 | 11,871 | 11,851 | 12,375 |

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Loan | 4,641 | 4,257 | 6,176 | 5,793 | 3,932 | 3,687 | 2,337 | 2,854 | 1,914 | 396 | 455 |
| Depreciation Reserve | 4,015 | 6,514 | 6,321 | 6,517 | 6,597 | 6,777 | 7,103 | 7,306 | 7,429 | 7,672 | 7,986 |
| Development Contributions | 3,772 | 618 | 852 | 1,108 | 2,016 | 2,212 | 2,423 | 2,528 | 2,528 | 3,783 | 3,934 |
| TOTAL | 12,428 | 11,389 | 13,349 | 13,418 | 12,545 | 12,676 | 11,863 | 12,688 | 11,871 | 11,851 | 12,375 |

STORMWATER



WHAT WE DO

The Council manages stormwater for the City including streams, watercourses and a piped system. While some of Waitakere's urban areas have a fully piped stormwater service, others have a combination of pipe systems and open watercourses. Only one third of properties have a piped stormwater connection.

The key stormwater activities are managing and operating a primary and secondary stormwater system. The primary system of pipes, culverts and channels is designed to collect and discharge stormwater resulting from moderate rainfall. The secondary stormwater system of overland flow paths through private property and along roadways is designed to convey excess floodwater when the primary stormwater system is overloaded.

Stormwater is discharged into either the Waitemata or Manukau harbours. West Coast catchments such as Piha discharge directly to the Tasman Sea, while a small catchment discharges to the Kumeu River which ultimately discharges to the Kaipara Harbour. In rural areas and many of the older areas of the City where a stormwater system is not provided, individual properties discharge stormwater to soak pits or the road side.

Activities also involve managing and operating stormwater treatment and detention devices to minimise the impact of stormwater discharges on the City's streams, beaches, harbours and surrounding habitats. The Council also enhances and protects the open streams in Waitakere by surveying their quality and surrounding habitat, riparian planting, erosion control, creation and protection of fish passage and other works.

The main outcome of the 2005 Water and Sanitary Services Assessment (a requirement of the Local Government Act 2002) for stormwater was a commitment to reduce flooding of properties and improve the quality of streams, lakes and harbours. We do this by:

- rejuvenating the quality of the stream network through projects such as Project Twin Streams
- identifying and maintaining overland flow paths

- restoring stream banks (such as Project Twin Streams) to provide more sustainable solutions for mitigating the flood hazards.
- investigating flooding using innovative sustainable solutions to solve historical problems.

While stormwater management has concentrated mainly on investigating flooding complaints, preventing property and road flooding and erosion control, the current emphasis is on more sustainable solutions such as managing flooding and the effects of stormwater discharges on the receiving environment. The Council has actively pursued alternatives to assist stormwater management and is now implementing sustainable solutions and Low Impact Design (LID) techniques such as rainwater tanks, rain gardens and swales to contain the peak flows without major upgrading of the piped network.

WHY WE DO IT

Waitakere has a wealth of ocean beaches, harbours, estuaries, wetlands, lakes and streams which provide many benefits to the people of the City and beyond, including sporting and recreation facilities and an enriched quality of life. Water is of special value to Tangata Whenua and waterways and their margins provide habitat for much native wildlife.

The Council's stormwater activities make a contribution to the following community outcomes, legislation, strategies and policies and plans:

| COMMUNITY OUTCOMES | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|--|---|---|
| <ul style="list-style-type: none"> • Green Network • Sustainable Environment • Strong Communities • Strong Economy • Urban and Rural Villages | <ul style="list-style-type: none"> • Local Government Act 2002 • Local Government (Auckland) Amendment Act 2004 • Resource Management Act 1991 • Waitakere Ranges Heritage Areas Act 2008 • Hauraki Gulf Maritime Park Act 2000 • Building Act 2004 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Water Cycle Strategy • Growth Management Strategy • District Plan • Environment Strategy • Comprehensive Urban Stormwater Management Action Plan and Strategy • Integrated Catchment Management Plans • Water and Sanitary Services Assessment <p><i>Other</i></p> <ul style="list-style-type: none"> • Auckland Regional Policy Statement • Auckland Regional Plan: Air, Land, Water Plan • Auckland Regional Plan: Coastal |

THE 10 YEAR HORIZON

KEY ISSUES

GROWTH

Growth in infill and new developments such as the Northern Strategic Growth Area will require new approaches to stormwater management such as incorporating Low Impact Design and involving the developers and the Council.

CLIMATE CHANGE

Issues arising from an increasing frequency of high intensity rainfall events and rising sea levels will require attention.

IMPROVING STREAM CORRIDORS

Continuation of Project Twin Streams and improving other stream corridors in the City is likely to include using more planning controls in the future.

EFFICIENT MANAGEMENT OF THE PRIMARY STORMWATER SYSTEM

Ongoing assessment of asset condition, timely repair, renewal and upgrading of all components of the stormwater system, including stormwater quality facilities such as wetlands and ponds will be required.

OVERLAND FLOW PATHS

The secondary stormwater system of overland flow paths will be increasingly important, particularly with climate changes predicted to result in a greater frequency of high intensity rainfall. Modelling of stormwater flows will assist in identifying overland flow paths.

STORMWATER QUALITY

Within the next 10 years the Auckland Regional Council is likely to introduce new environmental standards (or objectives) that will impact on the cost of stormwater services.

STORMWATER PLANNING

Future planning for stormwater will be more integrated, with all four community wellbeings: social, economic, cultural and environmental. An Integrated Water Resource Management Plan is proposed for the Project Twin Streams catchment.

KEY ACTIONS

Key elements of the 10 year work programme to support the achievement of the community outcomes and levels of service are:

- renewing and upgrading the stormwater network, including stormwater treatment facilities, to meet condition and deterioration modelling, growth and service level requirements
- stream improvement works including water quality improvement programmes such as Project Twin Streams
- stormwater modelling and catchment planning including promotion of Low Impact Design
- capital works in growing areas, particularly the Northern Strategic Growth Area
- new stormwater treatment facilities
- development and implementation of enhanced Low Impact Design guidelines and standards
- continued investigations of flooding problems and implementation of innovative, sustainable stormwater solutions to prevent flooding of habitable properties
- continued use and development of stream flood warning protection systems
- preventing pollution by identifying and remedying illegal discharges to streams

KEY PROGRAMMES

Key programme costs over the 2009-2019 period are:

| PROGRAMMES | 2009/2010 \$000'S | 2010/2011 \$000'S | 2011/2012 \$000'S | 2012/2013 \$000'S | 2013/2014 \$000'S | 2014/2015 \$000'S | 2015/2016 \$000'S | 2016/2017 \$000'S | 2017/2018 \$000'S | 2018/2019 \$000'S |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Stormwater maintenance and operations | 1,602 | 1,684 | 1,769 | 1,850 | 1,928 | 2,023 | 2,183 | 2,323 | 2,472 | 2,635 |
| Stormwater network renewal programme | 1,733 | 1,812 | 1,891 | 1,975 | 2,078 | 2,177 | 2,295 | 2,413 | 2,522 | 2,659 |
| Stormwater treatment facilities renewal | 244 | 272 | 301 | 331 | 409 | 444 | 483 | 523 | 540 | 584 |
| Miscellaneous renewals including inlets and outlets and manholes | 316 | 263 | 272 | 279 | 289 | 297 | 307 | 317 | 327 | 338 |

KEY PROGRAMMES (*CONTINUED*)

Key programme costs over the 2009-2019 period are:

| PROGRAMMES | 2009/2010 \$000'S | 2010/2011 \$000'S | 2011/2012 \$000'S | 2012/2013 \$000'S | 2013/2014 \$000'S | 2014/2015 \$000'S | 2015/2016 \$000'S | 2016/2017 \$000'S | 2017/2018 \$000'S | 2018/2019 \$000'S |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Stormwater modelling | 650 | 670 | 688 | 707 | 730 | 751 | 778 | 802 | 827 | 855 |
| Stormwater network upgrade programme | 1,500 | 1,545 | 1,588 | 1,631 | 1,685 | 1,734 | 1,795 | 1,850 | 1,910 | 1,973 |
| Project Twin Streams | 4,733 | 3,335 | 1,973 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stormwater Strategy - stream upgrading programme | 330 | 355 | 365 | 457 | 500 | 514 | 652 | 796 | 821 | 848 |
| NorSGA capital expenditure | 7,144 | 6,441 | 5,854 | 6,488 | 8,934 | 1,142 | 0 | 0 | 0 | 0 |
| State Highway 16 and 18 Hobsonville | 275 | 258 | 53 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Stormwater catchment planning | 606 | 624 | 642 | 659 | 681 | 700 | 725 | 748 | 771 | 797 |
| Stormwater quality treatment | 800 | 824 | 847 | 870 | 899 | 925 | 957 | 987 | 1,018 | 1,052 |

LEVELS OF SERVICE AND PERFORMANCE MEASURES

The Council will continue to provide stormwater services in accordance with the current levels of service.

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|---|---|--|-----------------------|--------------|--------------|--------------|-------------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Green Network Sustainable Environment Strong Communities Strong Economy Urban and Rural Villages (CONTINUED) | Ensure that there are no breaches of the Resource Management Act (1991) | Resource consents are obtained for the stormwater network | 100% | 100% | 100% | 100% | 100% p.a. |
| | | Number of justified abatement notices or enforcement proceedings | 0 | 0 | 0 | 0 | 0 p.a. |
| | Stormwater network condition is maintained efficiently, with no significant long term deterioration | Percentage of the stormwater network rated very good to average condition | 97% | 95% | 95% | 95% | 95% p.a. |
| | Environmental protection of streams | Percentage of sites monitored rated good, very good or excellent in accordance with the IBI index ¹ | New measure | At least 50% | At least 50% | At least 50% | At least 50% p.a. |
| | | Number of native bird species ² | 10 | ≥ 10 | ≥ 10 | ≥ 10 | ≥ 10 p.a. |
| | Treatment of stormwater runoff from urban areas | Percentage of urban area with stormwater treatment | 16% | 16% | 18% | 20% | Up to 30% in 2019 |

¹ This is a new measure. IBI stands for Index of Biotic Integrity. 13 streams in Waitakere will be measured for scores on this index. The targets are estimated

² Survey is undertaken in Project Twin Streams (PTS) stream corridors and citywide stream corridors. Future targets include 4 or more species in PTS corridors and 6 species in citywide stream corridors

LEVELS OF SERVICE AND PERFORMANCE MEASURES (CONTINUED)

The Council will continue to provide stormwater services in accordance with the current levels of service.

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--------------------------|-----------------------------------|--|-------------------------|---------------|---------------|---------------|--------------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Green Network | Response to flood call outs | Percentage of flood callouts responded to within 3 hours ³ | 100% | 90% | 90% | 90% | 90% p.a. |
| Sustainable Environment | | | | | | | |
| Strong Communities | Properties are free from flooding | Total number of habitable floor flooding incidents per 1,000 properties per annum ⁴ | Not currently available | Less than 0.5 | Less than 0.5 | Less than 0.5 | Less than 0.5 p.a. |
| Strong Economy | | | | | | | |
| Urban and Rural Villages | | | | | | | |

³ Target applies to storms up to 1 in 1 year event

⁴ Target applies to storms up to 1 in 2 year event. Only includes properties within the stormwater serviced area

Notes: Proposed Levels of Service 2009-2019

Very Good to Average condition from condition analysis monitoring, CCTV inspections and modelling of stormwater network as defined in the International Infrastructure Asset Management Manual.

ASSET UTILISATION AND MANAGEMENT

ASSETS SUPPORTING THE DELIVERY OF THE ACTIVITIES

Major stormwater pipe construction, when new subdivision roads required drainage systems, started in the 1960s then gradually declined until the last 15 to 20 years when there was a marked increase. During the intervening years, increased development within the City, particularly residential development, brought a rise in flooding problems. Waitakere is identifying solutions through the catchment management plan programme and progressively addressing flooding problems on a priority basis.

Components:

- Pipes and culverts
- Manholes and other inspection chambers
- Cesspits
- Inlet and outlet structures
- Wetlands, detention ponds and stormwater quality devices
- Monitoring equipment
- Streams and watercourses
- Monitored overland flowpaths.

Main condition and performance problems:

- Blockages of overland flow paths by temporary or permanent obstructions
- Blocked catch pits and surface inlets (from plastic bottles and other debris)
- Poorly designed inlet and outlet structures causing erosion around outlets and at streams
- Undersized pipe systems and increasing infill housing exacerbating capacity problems with the stormwater reticulation
- Steep grades, stream erosion and landslides
- Joint problems with flush joint concrete pipes and no record of the class of pipe used
- Stormwater quality issues due to increased development roading, traffic, old zinc roofs and from old horticultural land
- Maintenance and capacity problems where berm drains were used to collect residential stormwater.

The majority of stormwater assets are considered to be in a good to average condition, because of younger pipes. The worst catchments are Titirangi, Rewarewa, New Lynn East, Wairau Creek and Glen Eden, the older parts of the City, where initial design and construction standards were limited. The new subdivisions (1990s onwards) have full stormwater reticulation that is generally in excellent condition with minimal performance problems.

The Waitakere Ranges and coastal and rural areas have minimal stormwater reticulation. More recent development there and in particular the increase in impermeable surfaces have led to localised flooding and instability. Onsite wastewater management systems such as septic tanks are affecting the quality of local stormwater runoff and stream water (See Wastewater).

In the rural areas and in many of the older areas of the City where a stormwater system is not provided, soak pits have not been well maintained and often are sources of minor flooding problems and complaints from residents.

| ASSET CATEGORY | NUMBER | LIFE CYCLE (YEARS) |
|--|------------------|--------------------|
| Length of reticulation | 828 km | 30-100 |
| Manholes and dry chambers | 21,475 | 80 |
| Wetlands, detention ponds & treatment systems | 111 | 50 |
| Swales, rain gardens, permeable paving, sand filters, stream bank improvements | (Included above) | 5-50 |
| Cesspits, inlet and outlet structures | 6,767 | 80 |
| Connections | 24,282 | 80 |
| Stream flood alarms and repeaters / Telemetry | 6 | 10 |

ASSET DEMAND FORECAST AND LEVELS OF SERVICE

A major focus of the Council's future demand management approach is on preventing further flooding, environmental and ecological deterioration, stream erosion and loss of habitat and meeting expected levels of service through careful design of new development and its stormwater management systems.

STORMWATER QUANTITY

Mitigating property flooding is a main priority for managing future stormwater quantity. Council will achieve this by:

- Building new and upgraded stormwater infrastructure, both piped and overland flow systems, to carry the increased stormwater runoff generated by new and infill development
- Promoting source or on site control to reduce the quantity of stormwater; for example on-site detention of peak flows, on-site storage and re-use (rainwater tanks), and discharge to the ground (soakage pits/aquifer discharge)
- Implementing a work programme to mitigate the adverse effects of stormwater.

Climate changes are likely to lead to more intensive rainfalls with longer dry periods. The annual rainfall volume is also expected to increase. Climate change predictions are considered in new infrastructure designs to ensure current levels of protection are not eroded.

STORMWATER QUALITY

The Auckland Regional Policy Statement sets the strategic direction for sustainable stormwater management, including preserving significant estuaries, coastal wetlands, lakes and ponds and minimising the effects of natural hazards on human life, property and the environment. The policy statement emphasises the need to improve the water quality of stormwater receiving environments, and to anticipate and minimise the problems associated with population growth.

The Auckland Regional Council's (ARC) Air, Land and Water Plan requires territorial authorities to prevent or minimise adverse effects to the environment when managing their networks. To help achieve this, the Council prepares catchment management plans to identify quality options that suit the community and support the application of network discharge consents for the City's stormwater network.

To manage future demand, stormwater planning will focus on projects that deliver the highest benefits per dollar spent. The Council aims to reduce the effects of stormwater quality discharges on the environment through source control measures and targeted stormwater treatment in sensitive environments receiving high contaminant loads. Various measures are required to achieve this aim:

- Increase coverage of stormwater treatment devices for the existing urban area from approximately 15 percent to 30 percent by 2019, and require all new development to provide stormwater quality treatment
- Implement Low Impact Design for greenfield areas, along with source control to minimise the expensive end of the catchment solutions
- Retrofit stormwater quality devices in brownfield areas and augment devices in new subdivisions as opportunities arise
- Enhance public education and develop demonstration sites to better inform the community of the need for stormwater treatment, low impact development and stream protection measures
- Effectively manage the wastewater network and on-site wastewater management systems to improve stream water quality. (see Wastewater)
- Collaborate with the ARC to enhance environmental monitoring, data capture and risk analysis to enable accurate cost benefits to be determined. Further studies are needed to identify and quantify sources of other contaminants and their effects on local aquatic life.

ADDITIONAL ASSET CAPACITY TO BE DELIVERED

Network upgrading works costing approximately \$1.50 million per annum are proposed to provide for growth and ensure levels of service are maintained. In addition the Council proposes about \$800,000 per annum expenditure on stormwater quality treatment devices and \$330,000 per annum on stream upgrading (separate from Project Twin Streams expenditure).

The Council envisages continuing the current procurement methods whereby Council staff carry out the design, project management and supervision of upgrading works and all physical works are tendered in accordance with the Council's procurement policies. The work will be funded from a combination of Loan Funding and Development Contributions or by developers.

In the Northern Strategic Growth Area and in other growth areas, the Council and developers will install infrastructure. Work the Council undertakes will be publicly tendered. Infrastructure in new growth areas is generally funded by developers directly or through development contributions, although some projects may require loan funding.

MAINTENANCE, RENEWAL AND REPLACEMENT PROGRAMMES

The effective management of stormwater runoff is necessary to protect the health and safety of the community, minimise property damage and protect the natural environment. In an urban area this is best achieved when the costs associated with maintaining high standards of the stormwater system can be spread over a wider population base, keeping costs to the community affordable.

Most maintenance work will be carried out under the existing Term Maintenance Contract for Water Supply, Wastewater and Stormwater Services. The five year contract commenced in July 2007, and has a further possible extension of three years plus two years. The contract requires 24 hour a day stand-by and maintenance throughout the year to guarantee continuity of the three water services. A separate contract covers all new stormwater connections. Most renewal works will be tendered in accordance with Council's procurement policies. Some minor renewal work, including manhole and stormwater treatment device renewal work, will be carried out as a variation to the Term Maintenance Contract.

PREVENTIVE MAINTENANCE

Planned or preventive maintenance is designed to ensure efficient operation of the stormwater network, minimise health and safety risks associated with the piped network, stormwater ponds and monitor the other key network components.

The stormwater piped network is inspected systematically to establish condition and priorities for urgent repairs and renewals. The following preventive maintenance programmes are in place:

- Ongoing CCTV inspection programme of approximately 17km of pipeline per year
- Manhole inspection programme to collect data on structural condition and to address any problems noted
- Trouble spot maintenance on known critical culverts prone to blockage which can cause flooding during rain events
- Stormwater inlet and outlet inspections to collect data on structural condition and identify the effects on the erosion of the downstream watercourses
- Ongoing maintenance inspections of stormwater treatment facilities
- Three monthly flood alarm inspections (and maintenance) of the Opanuku Stream alarms located in Candia Road, Border Road and Vintage Drive
- Stream channel clearing programmes to clear debris and remove trees likely to cause flooding during rain, to control minor erosion likely to affect houses, garages or bridges or cause environmental damage by releasing large amounts of silt into the stream.

COST OF OPERATIONS

Stormwater maintenance costs are influenced by the number of storm events which occur during the year and the level of response required. Maintenance of stormwater treatment devices also influences operational costs. The cost of labour, materials, fuel and energy continue to rise, contributing to increased operational costs.

FUNDING STATEMENT

Charges for stormwater costs are levied on ratepayers as part of the general rate calculated on the land value of the property.

As the City grows, there will be increased demand for additional pipelines and connections. These are funded by Loans and Development Contributions where appropriate.

| ACTIVITY | SOURCE OF FUNDING | | | |
|--|---------------------------|-------|------|--------------|
| | DEVELOPMENT CONTRIBUTION* | LOANS | FEES | USER CHARGES |
| Maintenance & operations | | | | 100% |
| Connections | | | 100% | |
| Depreciation and renewals | | | | 100% |
| Capital for improvement | 36% | 64% | | |
| Capital for servicing new subdivisions | 100% | | | |

*In addition, the Auckland Regional Council offers a subsidy towards the cost of the Council preparing Integrated Catchment Management Plans. This subsidy is approximately \$200,000 per year for the next few years ending FY 2016. This is a decreasing subsidy amount.

MANAGING IMPACTS OF COUNCIL ACTIVITIES

The Stormwater activity could have the following negative effects on the on the social, cultural, environmental or economic wellbeing of the Waitakere community. Where negative effects could occur, Council will undertake actions to avoid or mitigate the impacts.

| NEGATIVE EFFECT ON COMMUNITY WELLBEING | HOW THE EFFECT ARISES | MITIGATION / AVOIDANCE STRATEGY |
|---|---|--|
| Disposal of contaminated material from the de-silting of stormwater treatment ponds | Stormwater treatment ponds are designed to capture contaminated sediments to prevent them being released into streams and the coastal area | De-silting operation specifies the contaminated material is tested to determine the level of contamination and to be disposed of at a landfill that is licensed to accept contaminated material |
| Reduction of the water table due to installation of stormwater drainage systems | Installation of stormwater drainage systems can reduce the amount of stormwater retained within the ground | Engineering standards in place to regulate the construction of new stormwater infrastructure. Stormwater policy to protect existing open streams and watercourses |
| Traffic / private property disruption from stormwater construction works | Installation of new stormwater infrastructure can cause disruption when there is excavation in private properties and in road reserve areas | Trenchless technologies are used for pipelines where appropriate, that reduce the extent of excavation. Construction specifications ensure all work areas are reinstated to the original state. Public are informed about disruption to their immediate areas prior to any construction commencing |

ASSUMPTIONS AND UNCERTAINTIES

The following assumptions have been made in relation to this activity:

| ASSUMPTION | BASIS | IMPACT |
|--|---|---|
| Stormwater quality requirements (set by the ARC) will not change | Standards of the Air Land and Water Plan | Standards will impact stormwater capital expenditure |
| District Plan rules will remain largely the same | Impermeable areas will not increase beyond District Plan requirements | District Plan changes which allow increased permeable areas will ultimately increase stormwater costs |

UNCERTAINTIES

The plan and forecasts are subject to the following uncertainties:

- Varying climatic conditions can affect maintenance costs. More high intensity rainfall events may result in additional flooding overflow response costs and root growth may cause blockages in the stormwater network
- Introducing additional effective stormwater treatment devices will result in higher capital costs (and potentially higher maintenance costs) to provide the level of treatment ARC requires.

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| STORMWATER | | | | | | | | | | | |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Operating expenditure | 7,457 | 8,032 | 8,343 | 8,668 | 9,646 | 10,094 | 10,563 | 10,582 | 11,097 | 11,628 | 12,463 |
| Interest Allocated | 2,766 | 3,280 | 3,939 | 4,673 | 5,465 | 6,143 | 6,656 | 6,925 | 6,916 | 6,669 | 6,196 |
| Less Depreciation | (5,008) | (5,280) | (5,495) | (5,677) | (5,880) | (6,126) | (6,383) | (6,712) | (7,006) | (7,306) | (7,887) |
| NET OPERATING EXPENDITURE | 5,215 | 6,032 | 6,787 | 7,664 | 9,231 | 10,111 | 10,836 | 10,795 | 11,007 | 10,991 | 10,772 |
| NET OPERATING EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Rates (Recovery to Rates) | 4,314 | 5,386 | 6,211 | 7,142 | 8,784 | 9,647 | 10,393 | 10,334 | 10,556 | 10,523 | 10,285 |
| Operating Revenue | 901 | 646 | 576 | 522 | 447 | 464 | 443 | 461 | 451 | 468 | 487 |
| TOTAL | 5,215 | 6,032 | 6,787 | 7,664 | 9,231 | 10,111 | 10,836 | 10,795 | 11,007 | 10,991 | 10,772 |
| CAPITAL EXPENDITURE | | | | | | | | | | | |
| Stormwater | 21,481 | 27,595 | 17,442 | 15,027 | 13,732 | 16,540 | 9,007 | 8,326 | 8,803 | 9,091 | 9,472 |
| TOTAL | 21,481 | 27,595 | 17,442 | 15,027 | 13,732 | 16,540 | 9,007 | 8,326 | 8,803 | 9,091 | 9,472 |
| CAPITAL EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Loan | 8,744 | 14,345 | 11,349 | 10,058 | 10,354 | 12,899 | 1,653 | (873) | 0 | 0 | 0 |
| Development Contributions | 1,333 | 305 | 412 | 532 | 793 | 865 | 4,437 | 6,113 | 5,550 | 5,702 | 5,891 |
| Depreciation Reserve | 1,616 | 2,293 | 2,346 | 2,464 | 2,585 | 2,776 | 2,917 | 3,086 | 3,253 | 3,389 | 3,581 |
| Other External Recoveries | 9,788 | 10,652 | 3,335 | 1,973 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 21,481 | 27,595 | 17,442 | 15,027 | 13,732 | 16,540 | 9,007 | 8,326 | 8,803 | 9,091 | 9,472 |

PARKS AND OPEN SPACES



WHAT WE DO

Since its formation in 1989 the Council has acquired an extensive network of parks and open spaces and is now responsible for the management of more than 578 individual reserves in excess of 1274 hectares. This includes a large number of esplanade reserves around the coastline and along major streams. The Auckland Regional Council has 27 parks in Waitakere totalling 17,345 hectares which further enhance this network.

The parks and open space activity involves:

- Planning and policy for parks and open space
- Provision, development and maintenance of the Green Network e.g. plantings and street trees
- Community interaction and support
- Professional, expert advice, information and input
- Provision, development and maintenance of recreation facilities e.g. sportsfields, playgrounds walkways and toilets
- Provision of land for town centres and citywide, local and neighbourhood parks.

WHY WE DO IT

Parks and open spaces support the Council's eco city vision and delivery, enhancing the community's quality of life and creating identity in local neighbourhoods. Parks play an important role in the image of the City and the quality of life for its residents. The provision of quality open space for active sports and quiet areas for passive use contributes significantly to the wellbeing of the City.

Parks and Open Spaces contributes to the following community outcomes, legislation and strategies, policies and plans:

| COMMUNITY OUTCOMES | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|--|--|---|
| <ul style="list-style-type: none"> • Green Network • Whaiora (Environmental protection) • Strong Communities • Toiora (Healthy Lifestyles) | <ul style="list-style-type: none"> • Reserves Act 1977 • Resource Management Act 1991 • Local Government Act 2002 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • District Plan • Environment Strategy • Social Strategy • Growth Management Strategy • Parks and Open Space Strategy and Action Plan <p><i>Other</i></p> <ul style="list-style-type: none"> • Regional Parks Strategy |

THE 10 YEAR HORIZON

KEY ISSUES

Some of the critical issues in Parks and Open Space involve local and international changes that may influence and guide the activity over the next 10 years, growth, climate change, monitoring and data information and best practice in maintenance.

There are reductions to the planned renewal budgets which will impact on replacement programmes. It is anticipated over the next two to three years all assets will remain operational but in some cases at a reduced level e.g. quality of play items. After this initial two to three years a number of assets will need to be fully replaced and if not, removed or closed as the need to carry out major replacement works increases. This will change the current service levels.

GROWTH

A number of key growth areas identified within Waitakere will require the provision and maintenance of additional parks and open space land and infrastructure. These growth areas are starting to be developed now and the intensity of development over the coming five to 10 years will put a great deal of pressure on the activity as a whole.

Other key issues are related to sustainability and climate change, ensuring our parks and open spaces are resilient into the future.

KEY ACTIONS

- Ensure the appropriate open spaces are provided in new green field development to avoid any need of retrofitting in the future. This will predominantly be in the Northern Strategic Growth Area where three District Plan changes are underway and could see significant expansion in the north of the City
- Focus on areas of intensification to provide appropriate open space and facilities for a growing and intensifying population. This will include some land purchases and further development of open spaces
- Focus on walkways and cycleways as the highly utilised assets and on a programme to extend and link the walkway and cycleway network through parks and open spaces
- Focus works on building equity in areas which have less provision than others
- Reallocation of playground assets through the renewal programme will improve equity of key assets throughout the City and address the cost implications of both development and maintenance.

The key elements of the 10 year work programme that support achievement of the community outcomes and levels of service are:

- Acquisition of land to maintain the capacity of projected growth for the City
- Provision of infrastructure assets on new land and within existing park land to provide for increased growth
- Provision of natural assets such as trees, gardens and revegetation on new land and within existing park land
- Renewal of existing infrastructure assets in parks
- Upgrade of existing infrastructure assets at the time of renewal to respond to capacity requirements
- Continuation of programmes related to planning for open space and associated consultation with the community
- Implementation of sustainability initiatives such as the sustainable park programme
- Continuation of improvements to data collection/management and monitoring.

KEY PROGRAMME COSTS

Key programme costs over the 2009-2019 period are:

| PROGRAMMES | AREA | 2009/2010 | 2010/2011 | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 |
|---|----------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Operations including maintenance excluding depreciation | Parks Assets | \$12,579,599 | \$13,297,207 | \$13,856,562 | \$14,798,282 | \$15,981,619 | \$17,265,030 | \$18,211,838 | \$19,443,686 | \$20,521,796 | \$21,322,694 |
| | Parks Planning | \$906,638 | \$927,588 | \$988,903 | \$985,926 | \$1,009,406 | \$1,014,168 | \$1,066,717 | \$1,075,437 | \$1,127,491 | \$1,134,134 |
| | Parks Assets | \$20,001,399 | \$7,403,817 | \$9,511,103 | \$14,199,704 | \$23,053,954 | \$14,506,437 | \$8,717,496 | \$42,635,486 | \$15,062,420 | \$11,079,978 |
| Capital expenditure including renewals | Parks Planning | \$203,500 | \$215,479 | \$221,080 | \$227,267 | \$233,620 | \$240,392 | \$247,602 | \$254,040 | \$259,620 | \$265,597 |

MAJOR PROJECTS/PROGRAMMES (as included in the Summary of Key Costs)

| PROGRAMMES | AREA | 2009/2010 | 2010/2011 | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 |
|----------------------|-----------------------------------|-----------|-------------|-------------|-----------|-----------|-------------|-------------|-------------|-----------|-------------|
| Major Asset Upgrades | Buildings upgrades | \$996,600 | \$856,864 | \$1,003,323 | \$963,219 | \$797,550 | \$1,006,080 | \$966,123 | \$1,027,584 | \$933,638 | \$743,545 |
| | Play facilities upgrades | \$796,400 | \$757,682 | \$922,190 | \$770,097 | \$614,455 | \$881,513 | \$922,644 | \$889,381 | \$862,956 | \$1,173,075 |
| | Sports fields upgrades | \$911,400 | \$916,559 | \$1,027,653 | \$780,753 | \$689,459 | \$776,960 | \$1,037,797 | \$652,116 | \$991,897 | \$912,434 |
| | Structures upgrade | \$887,100 | \$1,103,170 | \$1,138,616 | \$809,134 | \$842,933 | \$983,651 | \$1,029,741 | \$1,034,512 | \$839,727 | \$1,100,259 |
| | Royal Reserve development | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$98,366 | \$1,297,426 | \$0 | \$0 |
| Projects | Native revegetation programme | \$101,000 | \$104,131 | \$106,838 | \$109,827 | \$112,898 | \$116,170 | \$119,655 | \$122,766 | \$125,462 | \$128,351 |
| | Parrs Park North East development | \$45,000 | \$762,940 | \$669,587 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| | | | | | | | | | | | |

LEVELS OF SERVICE AND PERFORMANCE MEASURES

The Council will continue to provide stormwater services in accordance with the current levels of service.

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/20/08 PERFORMANCE | TARGET | | | |
|--|--|--|------------------------|----------------------------|---------------------------------|---------------------------------|---------------------------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Green Network Whaiora Strong Communities Toiora | Open space and facilities are accessible, of high quality and meet community demand | Percentage of residents satisfied with | | | | | |
| | | The variety of parks | 73% | ≥ 75% | ≥ 75% | ≥ 75% | ≥ 75% p.a. |
| | | The location and accessibility of parks | 73% | ≥ 75% | ≥ 75% | ≥ 75% | ≥ 75% |
| | | The overall quality of parks | New measure | Baseline to be established | Baseline maintained or improved | Baseline maintained or improved | Baseline maintained or improved |
| | | Percentage of requests for service completed within contract timeline | 96% | 95% | 95% | 95% | 95% p.a. |
| | Open spaces and facilities are safe for users | Percentage of people who believe that parks are safe to visit and walk around in | 75.7 | 75% | 75% | 75% | 75% p.a. |
| | | Percentage of playgrounds that comply with playground safety standards | 100% | 100% | 100% | 100% | 100% p.a. |
| | Access to open spaces and facilities is fair and affordable | % of people who use parks on a regular basis | New measure | Baseline to be established | Baseline maintained or improved | Baseline maintained or improved | Baseline maintained or improved |
| | Parks and open spaces are managed to minimise adverse effects and to improve the natural environment | Number of eco-sourced native plants planted in the city each year | 229,288 | ≥ 100,00 | ≥ 100,00 | ≥ 80,000 | ≥ 560,000 between 2012-19 |

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|---|---|---|-----------------------|---------|---------|---------|--------------------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Green Network Whaiora | Community involvement in parks projects | Number of clean ups undertaken by the community | 198 | ≥ 150 | ≥150 | ≥ 150 | ≥ 1050 between 2012-19 |
| Strong Communities Toiora (CONTINUED) | | Number of people working with the Council in Green Network projects | 17,082 | ≥ 5,000 | ≥ 2,000 | ≥ 2,000 | ≥ 14,000 between 2012-19 |
| | | Number of completed Reserve Management Plans | 32 | 35 | 36 | 37 | 44 |

ASSET UTILISATION AND MANAGEMENT

ASSETS SUPPORTING THE DELIVERY OF THE ACTIVITIES

Key assets provided by the Parks and Open Space activity are:

- Land
- Infrastructure assets such as buildings, furniture, lights, walkways, cycleways, vehicle accessways, car parks and drainage
- Natural infrastructure assets such as revegetation, planting trees and gardens.

ASSET DEMAND FORECAST AND LEVELS OF SERVICE

The population of Waitakere is rapidly increasing. To meet the projected growth, work is required in existing open spaces and facilities and new areas must be acquired.

Growth within existing urban areas will alter demand in several ways. Intensification of the urban area through infill housing will reduce private open space and increase demand on public open space.

The proposed low impact design and higher densities in urban areas will require a high quality environment and additional green assets such as rain gardens, street trees and additional open spaces. This intensification will also alter the types of open spaces required and how people use them. For example, open spaces within intensified mixed use town centres will be different to those in more suburban settings. A reduction in private open space will increase demand on public open space. Waitakere's ethnic and age demographics are expected to continue to change which could impact on how open spaces are used; for example, a reduced demand for active contact sports and increased demand for walking and other passive uses.

Recent District Plan changes for the north of the City will release significant amounts of greenfield development and will in turn require open space for recreation as well as stormwater facilities. Additional open space land and assets will require maintenance and renewals in future years.

ADDITIONAL ASSET CAPACITY

Population growth will require a significant amount of new land and assets for parks and increased resources to manage these new areas (e.g. maintenance and renewal costs). With higher densities expected in this new growth the average cost of park maintenance is likely to be higher.

Low impact design and sustainable practices are likely to promote infrastructure responses such as swales and rain gardens within development. Responsibility for maintaining these areas will probably lie with the Parks and Open Space team, requiring more resources.

Intensification of the existing areas will require additional investment on new assets and facilities within existing open space Including:

- expanding current playgrounds as demand increases and also providing more playgrounds in growth nodes (e.g. 400m walking distances rather than 800m)
- extending the walkway network. Surveys show that walkways are the most used asset in parks and with the aging population they will likely become more important.

All changes to capacity and demand have been documented and are attributed to growth.

MAINTENANCE, RENEWAL AND REPLACEMENT PROGRAMMES

Although there are reductions in renewals, maintenance works will continue at the same or near the same levels of service. Maintenance work will continue to be carried out under the long term maintenance contracts for Parks and Open Space services. Some changes will be introduced to passive mown areas where areas will revert to natural meadows and in some cases it is planned to investigate the option of leasing areas for grazing or production of hay.

All renewal programmes have been reduced over the 10 years of the LTCCP which will impact on the current service levels. It is anticipated that over the next two to three years all assets will remain operational but in some cases at a reduced level. The major impact will be felt after this initial period where items will be closed or removed.

In summary the impact on the major asset groups will be as follows:

- Car park - more potholes and patching and long term deterioration of the sub base with car parks in long term returning to a metal state which will require additional maintenance
- Toilets - it is not planned to carry out any major or full replacements and focus will be on extending the life of the existing block. In some cases as the block deteriorates and becomes unmanageable the block will be closed
- Playgrounds - renewal of playgrounds will be affected with play items not being replaced at the same quality
- Sports fields - will be the first where there will be a noticeable change as the surface of the sand field becomes increasing contaminated and is not replaced. Play hours will reduce and complaints from clubs and users increase
- Structures - another major area where a number of items will not receive the required replacement. Seawalls will not be renewed when they need replacement works. Although some of the assets will receive some work to extend their lives they will in the near future require full replacement.

FUNDING STATEMENT

The creation of new parks for growth is primarily funded through Financial Contributions. Reserve development and parks infrastructure work is mostly funded through Development Contributions.

Asset creation increases maintenance costs as these are not covered by developers. However, there is some contribution from the increased land rating base in new growth developments.

A number of funding strategies could be developed over the next 10 years which may minimise the Council's rate and loan requirement. These include corporate sponsorships, partnerships, naming rights, and volunteerism. The continuous improvement plan highlights further development of partnerships and volunteerism in particular.

The following table shows a summary of the budget split between rates, loans, development contributions and financial contributions.

| ACTIVITY | SOURCE OF FUNDING | | | | |
|--|--------------------------|-------------------------|-------|------|-------|
| | DEVELOPMENT CONTRIBUTION | FINANCIAL CONTRIBUTIONS | LOANS | FEES | RATES |
| Maintenance and operations | | | | | 100% |
| Land | | 100% | | | |
| Depreciation and renewals | | | 100% | | |
| Capital for non growth areas | | | 100% | | |
| Capital for servicing new subdivisions | 100% | | | | |

MANAGING IMPACTS OF COUNCIL ACTIVITIES

The Parks activity could have the following negative effects on the on the social, cultural, environmental or economic wellbeing of the Waitakere community. Where negative effects could occur, Council will undertake actions to avoid or mitigate the impacts.

| NEGATIVE EFFECT ON COMMUNITY WELLBEING | HOW THE EFFECT ARISES | MITIGATION / AVOIDANCE STRATEGY |
|--|--|--|
| Community concern about effect of spraying on public and environment | Lack of knowledge about spraying and effects of spraying | Ensure contractors suitably qualified for spraying |
| Possible health effects from spray exposure | Varying tolerances to chemical sprays | Maintain up to date spray register Publicly notify spraying locations and dates |

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|

PARKS AND OPEN SPACES

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Parks and Green Assets | 16,779 | 17,516 | 18,633 | 19,696 | 21,421 | 23,521 | 25,041 | 26,287 | 28,281 | 30,074 | 30,887 |
| Parks Planning | 2,153 | 2,123 | 1,167 | 1,234 | 1,237 | 1,266 | 1,276 | 1,335 | 1,350 | 1,408 | 1,422 |
| Interest Allocated | 2,860 | 3,390 | 4,070 | 4,829 | 5,647 | 6,348 | 6,877 | 7,156 | 7,147 | 6,890 | 6,403 |
| Less Depreciation | (4,361) | (4,559) | (4,937) | (5,410) | (6,163) | (7,051) | (7,253) | (7,517) | (8,242) | (8,920) | (8,894) |
| NET OPERATING EXPENDITURE | 17,431 | 18,470 | 18,933 | 20,349 | 22,142 | 24,084 | 25,941 | 27,261 | 28,536 | 29,452 | 29,818 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Rates (Recovery to Rates) | 16,986 | 17,861 | 18,289 | 19,674 | 21,433 | 23,340 | 25,156 | 26,435 | 27,667 | 28,539 | 28,859 |
| Operating Revenue | 236 | 386 | 399 | 408 | 418 | 428 | 439 | 450 | 461 | 472 | 484 |
| NZTA Subsidy | 209 | 223 | 245 | 267 | 291 | 316 | 346 | 376 | 408 | 441 | 475 |
| TOTAL | 17,431 | 18,470 | 18,933 | 20,349 | 22,142 | 24,084 | 25,941 | 27,261 | 28,536 | 29,452 | 29,818 |

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|-----------------------|---------------|---------------|--------------|--------------|---------------|---------------|---------------|--------------|---------------|---------------|---------------|
| Parks and Open Spaces | 27,086 | 31,044 | 7,404 | 9,511 | 14,200 | 23,054 | 14,506 | 8,717 | 42,635 | 15,062 | 11,080 |
| Parks Planning | 877 | 384 | 215 | 221 | 227 | 234 | 240 | 248 | 254 | 260 | 266 |
| TOTAL | 27,963 | 31,428 | 7,619 | 9,732 | 14,427 | 23,288 | 14,746 | 8,965 | 42,889 | 15,322 | 11,346 |

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|---------------|---------------|--------------|--------------|---------------|---------------|---------------|--------------|---------------|---------------|---------------|
| Loan | 19,594 | 27,637 | 3,865 | 5,332 | 2,393 | 4,043 | 8,548 | 2,634 | 7,022 | 7,460 | 4,112 |
| Depreciation Reserve | 5,095 | 54 | 56 | 57 | 59 | 60 | 62 | 64 | 66 | 67 | 69 |
| Land Subdivision | | | | | | | | | | | |
| Reserve Fund | 3,099 | 2,714 | 2,273 | 2,489 | 2,813 | 2,970 | 2,898 | 2,799 | 2,336 | 2,102 | 2,097 |
| Development Contributions | 175 | 1,023 | 1,425 | 1,854 | 2,459 | 2,698 | 2,955 | 3,083 | 3,083 | 3,226 | 3,355 |
| Vested Assets | 0 | 0 | 0 | 0 | 6,703 | 13,517 | 283 | 385 | 30,382 | 2,467 | 1,713 |
| TOTAL | 27,963 | 31,428 | 7,619 | 9,732 | 14,427 | 23,288 | 14,746 | 8,965 | 42,889 | 15,322 | 11,346 |

TRANSPORT ASSETS



WHAT WE DO

The Council's core transport services are fundamental to Waitakere's sustainable development and essential to enhancing the City's economy and accessibility. Transport Assets is responsible for the overall process and management of the infrastructure. The team applies strategies, sets policies and procedures and prepares and controls the transport assets works programme and budget. The team is also responsible for project managing the new capital, renewal and maintenance works.

Transport Assets works in conjunction with a number of other Council departments to ensure prosperous and diverse town centres are serviced by efficient and sustainable transport networks.

Transport Assets incorporates the following activities:

- Planning transportation needs and network development asset management
- Operating and managing the transport systems
- Asset management and roading network maintenance
- Assets condition monitoring and deteriorating modelling
- Infrastructure development
- Monitoring and approving infrastructure development
- Customer services - responding to requests

- Developing policies and processes
- Renewal and maintenance programmes
- Regulatory and consents compliance
- Community based road safety coordination

WHY WE DO IT

The Council undertakes these activities because the provision of an integrated, safe, responsive and sustainable transport network is fundamental to achieving the eco city vision. The Council also undertakes the activities to ensure safe streets, access to the network and contribution to the following community outcomes, legislation, strategies, policies and plans:

| COMMUNITY OUTCOMES | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|---|---|--|
| <ul style="list-style-type: none"> • Sustainable and Integrated Transport • Urban and Rural Villages • Strong Economy • Sustainable Environment • Whaiora • Green Network | <ul style="list-style-type: none"> • Local Government Act 2002 • Land Transport Management Act 2003 • Resource Management Act 1991 • Transport Act 1962 • Health and Safety in Employment Act 1992 • Public Works Act • New Zealand Transport Agency (NZTA) Requirements • Local Government (Auckland) Amendment Act 2004 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Transport Strategy • Growth Management Strategy |

THE 10 YEAR HORIZON

KEY ISSUES

The significant issues and challenges the Council faces in delivering the community outcomes related to the transport activity over the next 10 years are as follows:

SUSTAINABILITY

- Improving existing transport infrastructure - areas where old transport infrastructure requires significant renewal through recycling existing roading material and using energy efficient initiatives
- The Council must address issues of traffic congestion and the pressure of growth

ECONOMIC ISSUES

- Long term cumulative effects of new infrastructure on maintenance and renewal budgets must be taken into account in project selection
- Prices tendered for construction and maintenance contracts are escalating and significantly affecting affordability of objectives within timelines
- Supply and costs of imported material including oil, steel, bitumen

STAFFING

- Limited availability of professional, affordable staff with the diverse knowledge required to achieve the Council's multi-modal transport objectives

DECISION MAKING

- Many of the decisions regarding transport affect the region as a whole. The Council must liaise with the Auckland Regional Transport Authority (ARTA) and New Zealand Transport Agency (NZTA) in key areas of transport policy and implementation and sometimes the decision making is beyond the Council's control

ARTA has identified the following strategic focus areas for transport programmes:

- Greater focus on regional arterials
- Greater focus on safety engineering for streets and roads
- Optimising the use of the existing transport system to move people and goods
- Strong focus on transport investments that are supportive of the RGS and integrated transport and land use planning
- Completing the key elements of the strategic road, passenger transport, and walking and cycling networks.

Transport projects will also be assessed in relation to the Government Policy Statement on Land Transport Funding 2009/2010-2018/2019 which sets out the government's desired outcomes and funding priorities.

KEY ACTIONS

To ensure transport assets are reliable, safe and sustainable, and to deliver the required levels of service to the community, the anticipated work programme for the next 10 years includes:

- Expected operational work
- Determining the nature, incidence and cost of unplanned maintenance (responsive) currently undertaken
- Planned inspections and preventive maintenance
- Planned maintenance and renewal work requirements
- Setting asset management policies and undertaking system studies
- Managing assets to desired levels
- Network upgrade and improvements (including planned road renewals/rehabilitation/reconstruction, road safety programme, density of town centres and growth corridor projects, travel demand management, facility upgrade, passenger transport, development contributions and integrated network strategies capital expenditures)
- Ensuring roading projects are designed to consider safety, all modes of travel, land use, storm water and outcomes sought
- Maintaining and managing freight routes
- Providing for passenger transport network – increased provision for bus interchanges, park and ride facilities, bus stop infrastructure
- Database management and network modelling
- Network performance monitoring
- Network intergration.

KEY PROGRAMME COSTS

Key programme costs over the 2009-2019 period are:

| PROGRAMME | COST |
|---|------------------------|
| OPERATIONS AND MAINTENANCE ACTIVITIES | |
| Activity operating (administration) | \$27,072,407 |
| Activity maintenance costs | \$142,643,000 |
| Community based road safety (Opex) | \$9,021,000 |
| Asset management (Opex) | \$1,222,000 |
| Total operating and maintenance expenditure (Opex) | \$179,958,407 |
| CAPITAL AND RENEWAL ACTIVITIES | |
| Network safety improvements | \$26,156,674 |
| Network capacity improvements | \$ 8,556,749 |
| Growth corridor improvements (NorSGA) | \$137,134,131 |
| New Lynn TOD | \$103,860,252 |
| Travel demand management | \$9,033,064 |
| Cycleways | \$9,774,088 |
| Contribution to developers | \$3,006,215 |
| Street light improvements | \$5,385,648 |
| Flood damage management (slips repairs) | \$10,367,372 |
| Forward design | \$5,986,653 |
| Facility upgrade | \$17,673,197 |
| Sealed Road renewals | \$179,673,419 |
| Drainage system renewals | \$13,809,129 |
| Traffic facility renewals | \$8,377,828 |
| Bridges and structure renewals | \$11,769,885 |
| Footpath and vehicle crossing renewals | \$14,772,593 |
| Street light renewals | \$13,464,120 |
| Public transport (bus stops and shelters) | \$7,318,013 |
| Road reconstruction | \$22,378,439 |
| Bend treatment | \$2,244,020 |
| Huia seawall renewal | \$1,540,158 |
| Total capital expenditure (Capex) | \$612,281,648 |
| Network upgrades and improvements | \$341,000,000 |
| Renewals | \$271,000,000 |
| Operating costs including depreciation | \$220,000,000 |
| Interest costs | \$221,000,000 |
| Maintenance | \$143,000,000 |
| Total transport activity costs | \$1,196,000,000 |

LEVELS OF SERVICE AND PERFORMANCE MEASURES

The current levels of service for Transport Asset activities are based on meeting statutory requirements, customer needs and expectations and community outcomes.

The current levels of service have been reviewed and a number of modifications and additions identified. The following table describes the proposed levels of service, contribution to the community outcomes, the associated performance measures and targets for each core value over the next three years, and a target for year 10.

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|---|---|---|---|---|---|---|---|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Sustainable and Integrated Transport Urban and Rural Villages Strong Economy Sustainable Environment | A rapid and satisfactory response to network issues and problem | Percentage of customers are satisfied with their experience in relation to request for services | 85% | 90% | 90% | 95% | 95% p.a. |
| | | Percentage of request for combined services completed within 21 days | 90% | 92% | 92% | 92% | 94% p.a. |
| Whaiora Green Network | Reduction of accidents through the safety improvements projects | Percentage of safety projects completed per year | 80% | 90% | 90% | 90% | 95% p.a. |
| The network is in good condition and is fit for purpose | Percentage residents satisfied with quality of | | | | | | |
| | Roads | New measure | Baseline maintained or improved (90% estimated) | Baseline maintained or improved (90% estimated) | Baseline maintained or improved (90% estimated) | Baseline maintained or improved (90% estimated) | Baseline maintained or improved (90% estimated) |
| | Footpaths | New measure | Baseline maintained or improved (90% estimated) | Baseline maintained or improved (90% estimated) | Baseline maintained or improved (90% estimated) | Baseline maintained or improved (90% estimated) | Baseline maintained or improved (90% estimated) |
| | Bus shelters | New measure | Baseline maintained or improved (90% estimated) | Baseline maintained or improved (90% estimated) | Baseline maintained or improved (90% estimated) | Baseline maintained or improved (90% estimated) | Baseline maintained or improved (90% estimated) |
| | Streetlights | New measure | Baseline maintained or improved (75% estimated) | Baseline maintained or improved (75% estimated) | Baseline maintained or improved (75% estimated) | Baseline maintained or improved (75% estimated) | Baseline maintained or improved (75% estimated) |

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--------------------------------------|--|--|-----------------------|---|---|---|---|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Sustainable and Integrated Transport | The network is in good condition and is fit for purpose | Percentage of the network rated as being in a very good to average condition | 96% ¹ | 95% | 95% | 95% | 95% p.a. |
| | | | 90% ² | 90% | 92% | 94% | 96% p.a. |
| Urban and Rural Villages | The roading network moves people and services effectively | Percentage of vehicles with speed >20km/hour on arterial routes ³ | 80% | 85% | 85% | 85% | 85% p.a. |
| Strong Economy | | Percentage of vehicles with average speed 15km/hr in town centres | 80% | 85% | 85% | 85% | 85% p.a. |
| Sustainable Environment | | Percentage of road users who are satisfied travel times are predictable | New measure | Baseline maintained or improved (80% estimated) | Baseline maintained or improved (80% estimated) | Baseline maintained or improved (80% estimated) | Baseline maintained or improved (80% estimated) |
| Whaiora | | | | | | | |
| Green Network | The transport network supports sustainable transport modes | Percentage of bus stops with quality shelters ⁴ | 23% | 26% | 30% | 33% | 49% by 2019 |
| | | Kilometres of dedicated cycle routes ⁵ | 14.35km | 17.65km | 25.88km | 26.28km | 33.64km |
| | | Percentage of new footpath constructed per year | 80% | 80% | 85% | 90% | 95% p.a. |

- 1 This is a combined measure of the condition rating of footpaths and roads
- 2 This is a combined measure of the condition rating of bridges, signs, road marking, traffic signals, bus shelters, kerb and channel and drainage
- 3 A sample of main roads (arterial & collectors) will be surveyed annually using travel time between two points on sections of these routes.
- 4 Targets based on construction of 20 new shelters per annum and 16 redevelopments per year
- 5 Current and future performance includes Project Twin Streams cycleways and relates to those considered part of the regional cycleway network

ASSET UTILISATION AND MANAGEMENT

ASSETS SUPPORTING THE DELIVERY OF THE ACTIVITIES

Transport Assets manages the following Council assets to support service delivery.

| ASSET | QUANTITY |
|--|-----------------|
| Pavement | 784.24km |
| Cycleways | 16km |
| Footpaths | 876.6km |
| Drainage - surface water channels | 903.8km |
| Drainage - catchpits | 8,879 |
| Drainage - culverts | 106km |
| Drainage - subsoil | 811.4km |
| Drainage - inlets | 605 |
| Structures - retaining walls | 24.06km |
| Structures - bridges | 72 |
| Structure - fences | 15.5km |
| Public transport - bus bays | 100 |
| Public transport - bus shelters | 214 |
| Public transport - priority signals | 4 |
| Street lighting - lanterns | 12,164 |
| Street lighting - brackets | 12,164 |
| Street lighting - poles | 5,905 |
| Traffic facilities - marking | 2,215km |
| Traffic facilities - RPM | 21,000 |
| Traffic facilities - roundabouts | 46 |
| Traffic facilities - signs | 16,522 |
| Traffic facilities edge marker posts | 2,000 |
| Traffic facilities - railings | 15.96km |
| Traffic facilities - crossings | 154 |
| Traffic facilities - signals | 51 |
| Car parks parking bays and park and ride | 61,670 m2 |
| Transport assets value (31 May 2007 excludes land) | \$630 million |
| Transport assets book value (31 May 2007) | \$442 million |
| Transport assets depreciation (31 May 2007) | \$11.4 million |
| Land value | \$500.7 million |

ASSET DEMAND FORECAST AND LEVEL OF SERVICE

Ongoing increases in travel demand cannot be economically or environmentally sustained just by increasing road capacity for private vehicle use. This would result in more traffic, more private vehicle use and more kilometres travelled, all of which have significant effects on the environment.

The Council's strategy is to enhance public transport, cycling and walking rather than increasing road capacity. However, quality infrastructure and services are required to attract motorists to change transport modes. Factors influencing the future growth and demand for transport services include:

- Population and employment growth/decline
- Waitakere's vision for the eco city and its strategic direction, including regional transport strategies and initiatives
- Legislative requirements - change in policy direction with the NZ Transport Strategy 2008 and the Government Policy Statement 2008 for funding and project targets
- Government vision for sustainable economic, social, cultural and environmental wellbeing
- Impact of climate change
- Changes in technology
- Fuel prices
- Changing customer behaviour and expectations
- Planning controls
- Parking strategies and improvement in public transport.

DEMAND MANAGEMENT

The Council's Travel Demand Management (TDM) strategy encourages alternative transport options. This requires smart planning of the City's form, land use and transport infrastructure and promotion of more sustainable travel choices. TDM measures include:

- reducing the need for travel by intensification of town centres along transport nodes and the rail corridor, including a focus on business location and complementary land use
- supporting the extension of the metropolitan urban limit in the northwest to provide local jobs and to establish sustainable transport solutions at Westgate, Hobsonville and Hobsonville Village
- planning with developers for local services and facilities that meet the needs of the local catchment
- advocating for quality community facilities in Waitakere
- promoting and facilitating internet and broadband services, implementing a business location and freight strategy and encouraging working from home and flexible work hours
- initiating travel plans for schools, tertiary organisations, workplaces and communities
- implementing the policies of the Waitakere City Walking and Cycling Strategy 2003
- advocating for the introduction of congestion charges and pricing controls (parking and road pricing)
- ensuring footpaths are maintained and renewed to quality standards
- seeking to improve and promote passenger transport as an alternative to motor vehicles
- communicating travel demand management plans to the public, including formal and informal car pooling arrangements
- supporting carpooling and other measures such as high occupancy vehicle lanes to raise average vehicle occupancy.

Transport demand is based on traffic counting and transportation modelling outputs. The Council rigorously maintains a Citywide traffic counting programme and demand forecasting is a component of planning for all major transport infrastructure. A number of areas aligned with the Regional Growth Strategy and Waitakere's planned developments have been identified for future growth and will require significant funding in the 10 year forecasts including Birdwood, Red Hills, the Hobsonville Peninsula and the Westgate/Hobsonville corridor.

The additional growth and development will have an impact on traffic demand in relation to land use. The Council expects to manage travel demand in the following ways.

ROAD CAPACITY

In locations where the need for vehicle capacity is outweighed by other factors such as safety and environmental impact, the Council will adopt design, construction and maintenance approaches that discourage vehicle demand. For Transport Assets operations this means:

- leaving some roads within the Waitakere Ranges unsealed in recognition that improved road surfaces would encourage increased visitor numbers and put pressure on a fragile eco system
- providing slow streets treatment such as speed humps and chicanes in local roads to improve safety and discourage through traffic
- ensuring road treatments in town centres prioritise access and safety of pedestrians ahead of vehicle capacity and vehicle operating speeds. The target 15km/h minimum average travel speed in town centres is 5 km/h less than main routes.

Proposed roading projects generally provide for improvements in safety, walking, cycling or bus movement rather than increase capacity for motor vehicles. There are new roads in the proposed Northern Strategic Growth Area development which provide capacity for the new growth areas. In addition, there are some road projects which increase capacity of a road to redirect traffic from a town centre (such as the Henderson bypass and Clark Street extension).

WALKING AND CYCLING

Provision of better facilities for pedestrians and cyclists in the transport network makes it safer to use walking and cycling travel modes, particularly for short trips. The key programmes for delivery are:

- Implementing the walking and cycling strategy to provide a network of off-road and on-road cycle routes connecting communities to town centres and public transport facilities
- Implementing the school travel plan programme which focuses on providing safer walking environments around schools and reducing car use for trips to and from school.

PUBLIC TRANSPORT – BUSES

The Council has no responsibility for providing buses or determining bus routes (ARTA facilitates these) but the Council's Transport Strategy section advocates for better bus services for Waitakere. The Transport Assets section is responsible for construction, renewal and maintenance of infrastructure that supports bus services. This includes:

- local facilities such as bus stop signs, timetable cases (for which ARTA provide timetable information) and bus shelters
- on-road facilities such as bus lanes and signal optimisation to prioritise bus movements
- footpaths to bus stops.

PUBLIC TRANSPORT – RAIL AND FERRIES

Provision of rail and ferry services and supporting station and terminal infrastructure is ARTA's responsibility. The Council provides improvements in the immediate surroundings of the stations and terminals to make them more accessible, including:

- Upgrading station precincts to improve safety and access for walking and cycling to the stations
- Providing park and ride facilities.

ADDITIONAL ASSET CAPACITY

The impacts of future demand and growth will be wide ranging including:

- The need for increased investment in public transport, walking, cycling and TDM programmes
- The need for new services to meet demands from growth areas
- Increasing the length of the network to meet demands from new growth areas, and the consequential provision for maintenance and infrastructure renewal
- Increasing costs as expectations for higher standards evolve for street furniture, street lighting, bus shelters, cycleways and safety.

Major projects required to provide additional capacity in the future growth areas (over the next 10 years) include:

- Northern Strategic Growth Area new transport network (about 90 percent of the capital works provides additional capacity)
- New Lynn Transport Oriented Development (about 70 percent of the capital works provides additional capacity and the remainder sustains levels of service)
- land purchase and construction (100 percent of the costs provide additional capacity)
- corridor improvement projects - to alleviate capacity constraints, reduce traffic congestion, and improve safety, such as additional traffic lanes or major intersection works including traffic signal installations
- public transport hubs precinct improvements
- collaboration with developers - typically to improve the existing roading network in conjunction with subdivision development.

Most new and/or upgrading projects are ranked according to how well they realise the objectives of national and regional land transport strategy objectives. Projects are measured according to their seriousness, urgency and efficiency by user benefit to cost ratios. Depending upon the rating of these factors, works are either funded by New Zealand Transport Agency (NZTA) and the Council, or by the Council alone.

MAINTENANCE, RENEWAL AND REPLACEMENT PROGRAMMES

MAINTENANCE DECISION-MAKING PROCESSES

The maintenance function comprises managing and monitoring the performance of maintenance contracts. It also involves attending to customer service requests and monitoring and reporting on the efficiency of the network. The transport network is operated and maintained on a day-to-day basis to achieve the optimum use of assets.

The transport operations team carries out random audits of works performed under the contract covering quality, safety, responsiveness and cost aspects. Separate financial or technical audits are also carried out. The activities fall into the following categories:

- Operations activities, including asset management, network monitoring and inspections, to ensure the assets achieve their service potential
- Maintenance activities to ensure the assets operate to their service potential over their useful life. Routine annual maintenance is carried out on a predetermined schedule to sustain the levels of service e.g. regular road inspection for and treatment of potholes. Reactive or responsive maintenance is carried out in response to requests for service. The call centre receives about 600 road related calls a month such as repairs to street lights, potholes, road surfaces and signs
- Renewals that improves the existing assets to restore it to its original design life.

At present the prioritisation of works is based on a combination of asset condition, engineering judgement regarding the urgency for replacement, expected life cycle, safety and environmental risks. The Council will continue to maintain current levels of maintenance, road safety programmes and renewal expenditures to make sure the network is reliable, safe and sustainable and delivers the required levels of service to the community.

The New Zealand Transport Agency subsidises some roading related activities at various percentages that varies between 43 percent for maintenance and renewal works to 53 percent for Capital works and 75 percent for community focused activities. The Council will fund the balance.

MANAGING THE IMPACTS OF COUNCIL ACTIVITIES

The Transport Assets activity could have the following negative effects on the social, cultural, environmental or economic wellbeing of the Waitakere community. Where negative effects could occur, the Council will undertake actions to avoid or mitigate the impacts.

| NEGATIVE EFFECT ON COMMUNITY WELLBEING | HOW THE EFFECT ARISES | MITIGATION / AVOIDANCE STRATEGY |
|---|---|---|
| Travel disruption | Roading construction and maintenance work resulting in congestion | Communicate possible disruptions to users Ensure contractors complete work on time |
| Increasing traffic volumes and consequential impacts (such as increased traffic noise, accidents and potentially reduced air quality) | Increase in roading network as a result of growth | Regular traffic counts to update the asset management register database (RAMM) Enforcement bylaws and policies to comply with vehicle standards and emission requirements Annual renewal and maintenance programmes to sustain the network's current service potential Safety improvement and upgrading to provide a safe and sustainable network Continuing safety promotion and education to improve user behaviour |

ASSUMPTIONS AND UNCERTAINTIES

The following assumptions have been made in relation to this activity.

| ASSUMPTION | BASIS | IMPACT |
|---|--|--|
| External revenue will remain at historical levels (including funding framework) | No changes are expected in the short to medium term other than those already accounted for regarding sponsorship from NZTA for the road safety programme | Significant impact on budget is possible |

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|

TRANSPORT AND ROADS**OPERATING EXPENDITURE**

| | | | | | | | | | | | |
|-----------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Operating expenditure | 23,424 | 25,142 | 27,115 | 29,388 | 32,045 | 33,860 | 36,450 | 38,912 | 40,665 | 42,441 | 44,179 |
| Interest Allocated | 10,597 | 12,562 | 15,085 | 17,896 | 20,929 | 23,528 | 25,491 | 26,522 | 26,488 | 25,540 | 23,729 |
| Less Depreciation | (11,422) | (12,240) | (13,440) | (14,716) | (16,455) | (17,519) | (19,430) | (21,018) | (21,777) | (22,705) | (23,453) |

NET OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| NET OPERATING EXPENDITURE | 22,599 | 25,464 | 28,760 | 32,568 | 36,519 | 39,869 | 42,511 | 44,416 | 45,376 | 45,276 | 44,455 |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Rates (Recovery to Rates) | 16,565 | 18,976 | 21,904 | 25,265 | 28,838 | 31,825 | 34,163 | 35,675 | 36,179 | 35,697 | 34,433 |
| Petrol Tax | 1,134 | 1,160 | 1,194 | 1,228 | 1,258 | 1,287 | 1,315 | 1,345 | 1,377 | 1,410 | 1,441 |
| NZTA Subsidy | 4,389 | 4,704 | 5,020 | 5,414 | 5,746 | 6,065 | 6,326 | 6,672 | 7,079 | 7,410 | 7,806 |
| Operating Revenue | 511 | 624 | 642 | 661 | 677 | 692 | 707 | 724 | 741 | 759 | 775 |

| | | | | | | | | | | | |
|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| TOTAL | 22,599 | 25,464 | 28,760 | 32,568 | 36,519 | 39,869 | 42,511 | 44,416 | 45,376 | 45,276 | 44,455 |
|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|---------------------|---------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|
| Transport and Roads | 130,114 | 144,543 | 111,781 | 83,251 | 83,937 | 59,572 | 47,210 | 40,218 | 41,431 | 44,433 | 45,839 |
|---------------------|---------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|

| | | | | | | | | | | | |
|--------------|----------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| TOTAL | 130,114 | 144,543 | 111,781 | 83,251 | 83,937 | 59,572 | 47,210 | 40,218 | 41,431 | 44,433 | 45,839 |
|--------------|----------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Loan | 70,724 | 93,681 | 56,562 | 28,345 | 32,621 | 12,898 | 1,793 | 0 | 0 | 0 | 0 |
| NZTA Subsidy | 42,942 | 34,201 | 38,343 | 18,468 | 24,782 | 17,814 | 14,384 | 15,393 | 15,927 | 17,234 | 17,701 |
| Development Contributions | 5,268 | 6,960 | 5,740 | 7,466 | 11,339 | 12,438 | 13,619 | 6,235 | 5,923 | 6,337 | 5,988 |
| Depreciation Reserve | 11,180 | 9,201 | 10,310 | 14,230 | 15,195 | 16,422 | 17,414 | 18,590 | 19,581 | 20,862 | 22,150 |
| Other External Recoveries | 0 | 500 | 826 | 14,742 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | |
|--------------|----------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| TOTAL | 130,114 | 144,543 | 111,781 | 83,251 | 83,937 | 59,572 | 47,210 | 40,218 | 41,431 | 44,433 | 45,839 |
|--------------|----------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|

PROPERTY ASSETS



WHAT WE DO

Property Assets is responsible for maintaining building assets such as office buildings, library and community facilities, cultural and heritage sites and the Housing for Older Adult villages.

Where there are long or medium term property requirements, it is economical for the Council to own or lease a building. The Council owns or leases buildings and property for administrative, community, strategic, heritage and investment purposes. These properties require active management, asset protection and appropriate maintenance.

Property Assets responsibilities include operational, capital and renewals works, but exclude major redevelopment or new building projects. If a department of the Council constructs a major development Property Assets is then responsible for its upkeep.

Property Assets undertakes the following:

- Maintaining the Council's building and property facilities in a healthy and safe condition over the anticipated life of the asset, including grounds maintenance where necessary
- Negotiating leases for Council occupation and the Council's properties to other parties
- Ensuring tenancy properties are maintained and serviced according to contractual obligations
- Ensuring building warrants of fitness and compliance schedules are in full accordance with the regulatory obligations.

WHY WE DO IT

The Council undertakes the Property activity to serve the Council's accommodation needs for delivery of key services. The Council also provides community facilities to encourage strong communities, to allow people to be involved in cultural, social and recreational activities and provides healthy and affordable housing for older adults.

The Property activity makes a contribution to the following community outcomes, legislation, strategies, policies and plans:

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|--|--|--|
| <ul style="list-style-type: none"> • Strong Communities • Strong Economy • Urban and Rural Villages • Vibrant Arts and Culture | <ul style="list-style-type: none"> • Local Government Act 2002 • Resource Management Act 1991 • Building Act 2004 • Health and Safety in Employment Act 1992 • Fire Services Act 1975 • Residential Tenancies Act 1986 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Growth Management Strategy • Social Housing Policy • Community Leasing Policy • Heritage Strategy and individual Conservation Plans for Heritage Properties • Leisure Strategy • Libraries Strategy • District Plan <p><i>Other</i></p> <ul style="list-style-type: none"> • Regional Growth Strategy |

THE 10 YEAR HORIZON

KEY ISSUES

The significant challenges the Council faces in delivering the Property Assets activity over the next 10 years are:

- the long term cumulative effect of lifecycle management of each property on maintenance and renewal budgets
- limited availability of professional staff with the diverse knowledge required to achieve the Council's objectives
- prices tendered for renewal and maintenance contracts for all buildings are escalating and affecting affordability of objectives within timelines
- pressure of growth on the Council
- development of detailed life cycle management plans for individual properties
- demand and costs of energy supply
- affordability of borrowings and impact on levels of service
- health and safety and compliance with legislation.

SERVICE DELIVERY

No further changes to current services are proposed. Work is currently underway on reviewing the options for the Property Assets team and potential efficiency gains through centralisation.

SERVICE LEVELS

The recommendation is to review the existing service level documentation to ensure the commitment to health and safety and customer service meets the Council's needs.

SERVICE ENVIRONMENT

COMMERCIAL PROPERTIES

Some properties are bought to meet the Council's strategic needs or future Council service provision. Others are intentionally mixed use (commercial and community use) providing for an expanded community use and a commercial return that reduces the burden of cost on the ratepayer.

The two pure investment properties are a legacy of past Councils and presently provide an economic benefit to the Council.

Any commercially let property will compete for tenants in the property market. Cost and debt recovery procedures are prudently managed on a best practice basis.

COMMUNITY BENEFIT

Ultimately most of the property portfolio exists for expanding community services or is held for the Council's internal needs such as administration and storage.

LEGISLATIVE REQUIREMENTS

Changes to the Building Act will increase the time, project management and construction costs of the renewals and capital works programmes.

The increased interpretation of environmental legislation may have an impact over the next 10 years but it is difficult to estimate future changes and the effect on costs.

HEALTH AND SAFETY

Every year Occupational, Safety and Health's continuous improvement requirement adds incrementally to the cost of delivering a fully compliant property to customers. It is intended that this increase will be absorbed through more efficient maintenance delivery but the response maintenance budgets will eventually come under pressure.

SERVICE COST RECOVERY

Buildings used for community purposes are managed on a prudent cost control basis. Income generation is generally of secondary importance and in most cases these buildings represent a net cost to the Council. Rentals for Housing for Older Adults are intended to be increased to 70 percent of market rental from 1 July 2009 to cover the costs of Housing for Older Adults upgrades.

Commercial properties are managed on the basis of bottom line profit where net revenue is income minus actual expenses.

KEY ACTIONS

- Seismic assessment of historical buildings to ensure compliance with legislation and Council policy
- Transition of building types where the controlling business unit proposes a change of use
- Re-evaluation of maintenance schedules against asset significance and community demand
- Preventive maintenance programmes to reduce total operational spend through controlled management of resource
- Development of a system for data integrity and operational expenditure capture.

SUMMARY OF KEY PROGRAMME COSTS

Renewal capital expenditure is \$11.8 million for the next 10 years. This includes \$2.6 million for Housing for Older Adult renewals.

No major upgrades to provide improvements to levels of service are planned over the next 10 years, apart from the potential redevelopment of the Wilsher Village Housing for Older Adults complex.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

Current levels of service have been reviewed and a number of modifications and additions identified to provide a picture of the services and the level at which they are to be delivered.

The table below describes the proposed levels of service, contribution to the community outcomes and the associated performance measures (in terms of customer and technical measures) and targets for each core value over the next three years.

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--|---|--|-----------------------|--------|-------|-------|------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Strong communities Strong Economy Urban and Rural Villages Vibrant arts and culture | The Council's heritage buildings are maintained | Number of maintenance plans for the Council's heritage buildings completed | 6 | 3 | 3 | 3 | 3 p.a. |
| | Housing for Older Adults tenants receive good tenancy services | Percentage of tenants satisfied with service overall | 84% | ≥ 85% | ≥ 85% | ≥ 85% | ≥ 85% p.a. |
| | Council properties are safe, and maintained to the appropriate standard | Percentage of properties with an up to date Building Warrant of Fitness where required | 100% | 100% | 100% | 100% | 100% p.a. |

ASSET UTILISATION AND MANAGEMENT

The assets covered in Property Assets activities include land, buildings and plants and their associated equipment. Improving the management of the Property activity and associated assets is an ongoing process.

The Council's key community facilities are outlined in the table below.

ASSET DEMAND FORECAST AND LEVELS OF SERVICE

| ACTIVITY CATEGORY | ACTIVITY TYPE | NUMBER |
|--|--------------------------|------------|
| Operational (24 assets) | Animal Welfare | 2 |
| | Car park | 4 |
| | Civil Defence | 4 |
| | Offices | 7 |
| | Solid Waste | 2 |
| | Vehicle Testing Station | 1 |
| | Waikumete Cemetery | 4 |
| Cultural and recreational (39 assets) | Community Centres | 8 |
| | Corban Estate | 10 |
| | Heritage | 10 |
| | Libraries | 8 |
| | Lopdell House | 1 |
| | West Wave Aquatic Centre | 2 |
| Community delivered (42 assets) | Citizens Advice Bureaux | 4 |
| | Community hall | 8 |
| | Community house | 7 |
| | Community lease | 2 |
| | Other community lease | 21 |
| Property management (350 assets) | Commercial lease | 9 |
| | Housing for Older Adults | 336 |
| | Residential | 5 |
| Special (104 assets) | Project | 10 |
| | Project – non asset | 87 |
| | Transitory | 2 |
| | Vacant ILand | 9 |
| TOTAL ASSETS | | 239 |

ASSET DEMAND FORECAST AND LEVELS OF SERVICE

Demand management for property assets currently sits with the following departments of the Council:

- Leisure Services
- Libraries
- Animal Welfare
- Cemetery
- West Wave Aquatic Centre.

Property Assets accounts for asset management activities in response to the growth determined by each of these departments. The key attributes for determining customer levels of service are:

- Appearance
- Functionality
- Fit for Purpose (to be introduced).

It is proposed that the following methodology be used to determine each individual building or site's level of service provision.

LEVEL OF SERVICE RATINGS

| RATING | TYPICAL BUILDING/FACILITY | TECHNICAL INFORMATION |
|---------------|--|---|
| A – excellent | Buildings frequently used for high level activity, e.g. Council Chambers | Renewal – very early Planned maintenance – very high Response maintenance – very high |
| B – very good | Buildings used for key Council services, e.g. libraries, community centres | Renewal – early Planned maintenance – high Response maintenance – high |
| C – good | Residential and commercial buildings leased to the community, e.g. Housing for Older Adults, project related residential housing, commercial buildings, community leased buildings | Renewal – standard Planned maintenance – standard Response maintenance – standard |
| D – fair | Buildings leased to community groups, where the intention is to provide an useable affordable building, e.g. community halls | Renewal – standard Planned maintenance – low Response maintenance – standard |
| E – poor | Buildings nearing the end of their useful life. | Renewal – never Planned maintenance – low Response maintenance – medium |
| F – very poor | Buildings not in use with no current purpose or disposal strategy | Renewal – never Planned maintenance – never Response maintenance – low |

ADDITIONAL ASSET CAPACITY

The budget includes maintenance for additional social infrastructure buildings.

MAINTENANCE, RENEWAL AND REPLACEMENT PROGRAMMES

The Council will continue current levels of maintenance and renewal expenditures to make sure that facilities are reliable, safe and sustainable and deliver the required levels of service to the community.

Property Assets lifecycle management activities fall into the following categories:

- Asset operations
- Asset maintenance
- Asset renewals
- Capital upgrades.

SIGNIFICANT NEGATIVE EFFECTS

There are no significant negative effects associated with this activity.

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| PROPERTY | | | | | | | | | | | |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Operating expenditure | 6,544 | 7,299 | 7,346 | 7,527 | 7,717 | 7,720 | 7,737 | 7,915 | 8,106 | 8,271 | 8,438 |
| Less Depreciation | (2,607) | (2,615) | (2,613) | (2,616) | (2,505) | (2,396) | (2,291) | (2,339) | (2,400) | (2,445) | (2,480) |
| NET OPERATING EXPENDITURE | 3,937 | 4,684 | 4,733 | 4,911 | 5,212 | 5,324 | 5,446 | 5,576 | 5,706 | 5,826 | 5,958 |
| NET OPERATING EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Rates (Recovery to Rates) | 1,894 | 2,288 | 2,036 | 1,965 | 2,283 | 2,313 | 2,347 | 2,384 | 2,431 | 2,480 | 2,534 |
| Operating Revenue | 2,043 | 2,396 | 2,697 | 2,946 | 2,929 | 3,011 | 3,099 | 3,192 | 3,275 | 3,346 | 3,424 |
| TOTAL | 3,937 | 4,684 | 4,733 | 4,911 | 5,212 | 5,324 | 5,446 | 5,576 | 5,706 | 5,826 | 5,958 |
| CAPITAL EXPENDITURE | | | | | | | | | | | |
| Property | 4,532 | 2,541 | 1,129 | 1,148 | 1,170 | 1,319 | 1,518 | 1,193 | 1,286 | 1,914 | 1,703 |
| TOTAL | 4,532 | 2,541 | 1,129 | 1,148 | 1,170 | 1,319 | 1,518 | 1,193 | 1,286 | 1,914 | 1,703 |
| CAPITAL EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Loan | 484 | 1,526 | 83 | 85 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Depreciation Reserve | 2,548 | 1,015 | 1,046 | 1,063 | 1,170 | 1,319 | 1,518 | 1,193 | 1,286 | 1,914 | 1,703 |
| Other External Recoveries | 1,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 4,532 | 2,541 | 1,129 | 1,148 | 1,170 | 1,319 | 1,518 | 1,193 | 1,286 | 1,914 | 1,703 |

CEMETERIES



WHAT WE DO

Burial services and sites at Waikumete Cemetery and the smaller Swanson Cemetery have been provided since the late 1800s and the Council is committed to continuing this service. Cemetery activities incorporate providing a suitable and tranquil environment for burial, cremation, ash and interment services. Included in this activity is management of plots.

At the chapel in Waikumete, the Council provides facilities for cremation and burial services. The Chapel of Faith in the Oaks is a heritage building, previously leased from the Council and administered by the Chapel Restoration Trust, and now returned to the Council (November 2008).

Waikumete Cemetery caters for a wide range of nationalities, religions and beliefs as well as the armed services.

- It is the only cemetery in Auckland providing burial facilities for those of the Jewish faith and is one of only two providing for Muslim burials. The Urupa also provides burial plots for urban Maori who do not wish to be, or are not, affiliated with any particular marae.
- The Returned Services section, the largest in New Zealand, is the last resting place for about 10,000 members of the armed forces.
- A recent addition to burial options available at Waikumete is the eco burial area which provides for remains to be interred unmarked apart from the planting of a native tree. Caskets must be biodegradable and embalming of the body is not allowed.

In addition to the provision of burial services at Waikumete, Council's responsibility extends to general management of the site incorporating all infrastructure, facility and access issues, to provide recreational access to the general public as determined by the Cemetery Conservation Plan 2001. This includes conservation of the area as a significant cultural heritage site as determined in the Cemetery Conservation Plan.

The Council also provides an accurate and substantial database of all burials and cremations since 1886 for genealogy inquires.

WHY WE DO IT

Under the Local Government Act 2002 each local authority is charged with making provision for burial of the dead. The cemeteries provide for the disposal of human remains in a dignified and respectful manner.

The Council's Cemeteries activity makes a contribution to the following community outcomes, legislation, strategies, policies and plans:

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|--|--|--|
| <ul style="list-style-type: none"> • Mauri Ora • Vibrant Arts and Culture • Urban and Rural Villages • Green Network | <ul style="list-style-type: none"> • Burials and Cremation Act 1964 • Historic Places Act 1993 • Resource Management Act 1991 • Building Act 2004 • Reserves Act 1977 • WCC Bylaw no.18, Cemeteries and Crematoria | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Cemetery Conservation Plan • District Plan • Draft Parks and Open Spaces Strategy • Heritage Strategy |

THE 10 YEAR HORIZON

KEY ISSUES

CAPACITY

Capacity constraints are an issue at both Waikumete and Swanson cemeteries. Options to develop capacity at both locations. Some of the possible options include making additional land at the existing sites available for burial uses and using alternate techniques to maximise burial spaces.

CONDITION

The condition of Waikumete remains critical given its use as both a cemetery and a reserve. When the Council inherited responsibility for the cemetery it was in a state of neglect. Significant work remains to be completed in developing, renewing and maintaining the grounds and infrastructure.

PANDEMIC RESPONSE

The cemetery needs to ensure that a prepared, safe and secure environment and procedures for mass burials are maintained to meet the requirements of any pandemic event that may occur.

SUSTAINABILITY

In keeping with Waitakere's eco city commitments, sustainability issues and initiatives need to be further developed. Sustainability initiatives can include energy utilisation and management both in current forms and alternates, environmental safeguarding, maintenance and upkeep, eco burial and alternative burial practices.

KEY ACTIONS

The key elements of the 10 year work programme that support achievement of the community outcomes and levels of service are as follows:

- Renewal and upgrading of cemetery facilities including buildings, burial areas, roading, water supply, stormwater, and security
- Improvement of asset data collection including mapping all water piping and power, and GPS grave site mapping to determine usage, capacity and location and assist with genealogy searches

- Assessment of Human Resource capacity to further assist with the funeral process
- Evaluation of alternate burial techniques (concrete sleeves/honeycomb) to maximise burial spaces
- Evaluation of the supply of caskets and general information about funeral arranging
- The provision for accommodation of service providers, for example a florist, at the cemetery
- Remembrance services to commemorate all funerals held each year
- Reporting on eco friendly disposal options
- Holding open days for education and information
- Securing and preserving all cemetery records
- Rebinding of all cemetery books
- Updating the brochure, physical and on-line, to outline all services
- Designing a new web page and genealogy research paths.

KEY PROGRAMME COSTS

Key programme costs over the 2009-2019 period are:

| PROGRAMMES | 2009/2010 \$000'S | 2010/2011 \$000'S | 2011/2012 \$000'S | 2012/2013 \$000'S | 2013/2014 \$000'S | 2014/2015 \$000'S | 2015/2016 \$000'S | 2016/2017 \$000'S | 2017/2018 \$000'S | 2018/2019 \$000'S |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Depot renewal | | | | | 112 | 115 | | | | |
| Chapel of the Faith - restoration/ upgrade | 800 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| GPS grave location | 0 | 103 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cemetery roading and footpaths | 363 | 374 | 384 | 393 | 401 | 410 | 419 | 429 | 439 | 450 |
| Chapel restoration | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 186 | 190 |
| Burial area development | 320 | 331 | 338 | 346 | 354 | 361 | 370 | 378 | 387 | 397 |
| Water supply upgrade | 150 | 465 | 423 | 162 | 166 | 169 | 173 | 177 | 121 | 0 |
| Stormwater installation | 0 | 103 | 63 | 87 | 110 | 565 | 347 | 355 | 605 | 620 |
| Swanson access upgrade | 0 | 0 | 137 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Public Mausoleum | 930 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sexton's House Conversion | 0 | 200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

OPERATIONAL COSTS

The costs of operations projected for the next three years are reasonably static.

| DESCRIPTION | 2009/2010 | 2010/2011 | 2011/2012 |
|--------------------------------------|-----------|-----------|-----------|
| Cemetery administration | 304,104 | 313,029 | 320,995 |
| Burial costs | 340,963 | 350,895 | 359,868 |
| Crematorium costs | 165,226 | 170,025 | 179,584 |
| Burial grounds | 412,000 | 425,596 | 435,402 |
| Property | 12,000 | 12,396 | 12,682 |
| Cemetery and cremation (public good) | 153,000 | 158,049 | 161,690 |
| Total operating costs | 1,387,293 | 1,429,990 | 1,470,221 |

LEVELS OF SERVICE AND PERFORMANCE MEASURES

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--|--|---|-----------------------|--------|------|------|-----------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Mauri Ora Vibrant Arts and Culture Urban and Rural Villages Green Network | A quality, prompt service is provided | Percentage of burials carried out within 48 hours ¹ | 97% | 100% | 100% | 100% | 100% p.a. |
| | | Percentage of cremations carried out within 24 hours | 98% | 100% | 100% | 100% | 100% p.a. |
| | | Percentage of customers ² who satisfied with cemetery service | 95% | 95% | 95% | 95% | 95% p.a. |
| | Timely and accurate response to all requests for service | Percentage of records responded to customers within 24 hours of Request for Service receipt | 90% | 100% | 100% | 100% | 100% p.a. |
| | A pleasant, well-maintained environment | Number of justifiable complaints in relation to maintenance and upkeep | 6 | 1 | 0 | 0 | 0 p.a. |

¹ Of all completed paperwork provided, or as otherwise requested by customer. This is the same for cremations.

² The major customers for the cemetery are the funeral directors (20) and masons (10) as they are the liaison point.

LEVELS OF SERVICE AND PERFORMANCE MEASURES (*CONTINUED*)

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--|---|--|-----------------------|--------|------|------|-----------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Mauri Ora Vibrant Arts and Culture Urban and Rural Villages Green Network | Compliance with environmental standards | Number of justified abatement notices of cremator ³ | 0 | 0 | 0 | 0 | Op.a. |

³ These notices would be issued by the Auckland Regional Council.

ASSET UTILISATION AND MANAGEMENT

ASSETS SUPPORTING DELIVERY OF THE ACTIVITIES

The Council owns the buildings at Waikumete and the land at Swanson. The Department of Conservation owns the land at Waikumete.

WAIKUMETE CEMETERY

Waikumete Cemetery encompasses an area of 107 hectares and consists of:

- burial plots in a park setting
- two chapels
- cremator equipment
- an office, works depot and associated equipment
- 4.8km of internal roading
- 1980m² of car park
- 200m² of commemorative and other gardens
- water reticulation, drainage and stormwater culverts
- 16,900m (estimated) of concrete beams for memorial placement.

The assets are essential to the continued use of Waikumete as a cemetery and crematorium. The building assets are generally in good condition with the crematorium and workshop buildings receiving recent work. There is a planned programme for further improvement. The infrastructure assets are in poor condition and are programmed for complete renewal. The stormwater, wastewater and water supply systems are either non-existent or not capable of delivering the level of performance required to operate the facilities to the desired standard. Similarly, roading, pavement and parking facilities are in urgent need of repair or replacement.

The Council has undertaken a number of developments at Waikumete including new roads, footpaths, plantings, burial areas, and buildings. It has also reduced the size of the cemetery, taking small areas for road widening, recreation reserves and the Sunhill Park subdivision.

SWANSON CEMETERY

Swanson Cemetery consists of burial plots in a rural setting. It has about two hectares of local heritage significance and minimal assets comprising an access drive (approximately 50 metre long) and a piped water supply.

It is intended that burial access to Swanson Cemetery be confined to the local Swanson community.

ASSET DEMAND FORECAST AND LEVELS OF SERVICE

DEMAND FORECAST

The Council uses population growth and demographic data to determine future demand on the cemetery and cremation facilities. However, given that Waikumete Cemetery serves a population base greater than the City's geographic jurisdiction, this data only gives a partial indicator on future demand.

Projections show that if there are no major developments in anticipated usage rates, both Waikumete and Swanson cemeteries will reach their capacity within the next 10 to 15 years. The Council is exploring options to extend the current capacity and plan for additional resources. The timelines proposed include a period of consultation and contestation based on likely District Plan changes.

DEMAND MANAGEMENT OPTIONS

Demand management options are available that might mean the life of the cemetery could be extended with use limited to existing burial areas. One option would be to factor in a premium to the price of burials at Waikumete Cemetery which might mean some families choose burial at another cemetery. Another option is to actively promote cremations as an alternative to burial. A shift in the rate of cremations from about 60 percent (2007) of people to 80 percent would extend the cemetery life by five to seven years. However, this option remains dependent on personal family preferences.

As there are realistic options for extending the capacity of the cemetery, through opening up of additional land and through introduction of the option of alternative and more land-efficient burial methods, the preferred option is to investigate and implement capacity improvement options.

At Swanson Cemetery the Council will retain the restriction of burial access being available only to Swanson residents.

ADDITIONAL ASSET CAPACITY TO BE DELIVERED

Any development plans for Waikumete Memorial Park must balance the need to meet future demand for burials, preserve existing cemetery areas, native vegetation and features and cater for increased recreation demands.

There are a range of options that employ more land-efficient burial methods that would extend the capacity at Waikumete Cemetery such as:

- honeycombing techniques which allow burials on land that would be too steep for using traditional burial methods
- providing Mausoleum facilities
- eco burials which involve burial without a coffin and planting a tree in place of a memorial
- family plot reuse
- extra depth plots.

In addition to the above options capacity will also be delivered by increasing the amount of land available for use for burial plots:

- 10 hectares of land with the appropriate gradient will be identified and allocated for future burials
- one hectare of land for burials will be developed every four years
- about 400 plots for burials will be developed every year.

A District Plan change is expected to be required to effect the above works.

Waikumete will continue to cater to different ethnic and religious beliefs. At Waikumete the Council has extended traditional services to meet other needs including Muslim, Liberal Jewish, Hebrew, Roman Catholic, Presbyterian, and Anglican. It has also provided a children's cemetery, infants' cemetery, Returned Services area, mausoleum and Maori urupa.

The Council expects to extend the current policy to also provide for Pacific Island, Asian and in-ground vault areas.

Budgets for the 10 year period are as follows:

- \$3.267 million for burial development
- \$930,000 for the development of a public mausoleum
- \$435,000 for the expansion of cemetery capacity at Waikumete and Swanson.

CREMATION AND PROVISION FOR ASH BURIAL

- Two hectares of land behind the crematorium have been allocated for full interments, ash plots and a possible location of the new reception lounge. Pine trees deemed unsafe will be cleared
- Initial landscaping of the area will be completed within two years, with new garden areas providing greater flexibility of memorial options developed as required
- The Niche Wall area will be redeveloped and upgraded
- Specific areas for ash burials of children and infants will be included within the burial development in each area.

The budget costs for these provisions are included in the \$3.267 million provided for burial development.

OTHER ASSET DEVELOPMENT

Along with provision for extra capacity, the following upgrades of other cemetery assets are proposed:

- footpaths through the bush and older cemetery areas (estimated 5km length)
- two car park areas providing access to bush areas
- four rest areas with seating along the footpaths
- significant upgrade of all infrastructure including roads, water supply, and stormwater.

About \$7.3 million is budgeted for development of these assets over the next 10 years.

MAINTENANCE, RENEWAL AND REPLACEMENT PROGRAMMES

Cemetery operations comprising burials, cremations, ash plot arrangements and pre-purchase of graves are managed by the Council's Cemeteries section.

The cemetery assets are held and maintained by the Council's Property Assets and Parks and Open Space Assets sections. They also manage renewals and replacement options under the recommendation of cemeteries management.

The maintenance contract with responsibility for grass cutting, borders and garden upkeep is currently assigned to a private company. Monuments and headstones remain the responsibility of the cemetery users.

Maintenance of each area is governed by:

- the Council's ability to fund the maintenance
- contributions towards maintenance cost
- the time lapse since the most recent burials
- maintaining alignment with surrounding areas.

Different areas of the cemetery receive different levels of maintenance. For example, the high profile lawn cemeteries are maintained regularly whereas maintenance of the old cemetery is season dependent. The Council is currently implementing standards and policies to provide for economic preservation of existing grave sites. It is obligated to maintain the burial sites for 60 years from the time of purchase, at which time it has the option to remove all monuments and discontinue maintenance. This practice has not been adopted.

The Waikumete Memorial Park also contains some 50 hectares of bush and natural vegetation which has been classified as having "outstanding" merit. The Council will ensure this area is maintained and enhanced.

Some of the other natural areas can be used to extend the burial area. This will allow for extension of cemetery operations and preservation of the natural landscape.

In 2009/2010 \$800,000 has been provided to restore the Chapel of Faith in the Oaks. Funding for this item is from the sale of the property associated with the Old New Lynn Hotel.

The major infrastructural items of water supply, stormwater and wastewater, along with roading and footpaths, require a high level of investment to upgrade them to acceptable standards. The Council inherited the cemetery in a neglected state and has a programme of renewal and development to bring the infrastructural elements up to appropriate standards.

MANAGING THE IMPACTS OF COUNCIL ACTIVITIES

The Cemeteries activity could have the following negative effects on the on the social, cultural, environmental or economic wellbeing of the Waitakere community. Where negative effects could occur, Waitakere City Council will undertake actions to avoid or mitigate the impacts.

| NEGATIVE EFFECT ON WELLBEING | HOW THE EFFECT ARISES | MITIGATION / AVOIDANCE STRATEGY |
|--|--|---|
| Poor air quality from cremator | Cremator does not operated effectively | Routine monitoring of discharges against permitted activities |
| Water contamination from burial fluids | Water contamination through leaching | Monitoring programme to be implemented for stream and waterway health |

ASSUMPTIONS AND UNCERTAINTIES

The following assumptions have been made in relation to this activity plan.

| ASSUMPTION | BASIS | IMPACT |
|--|---|--|
| The capacity of the cemetery will be extended subject to District Plan changes to be consulted on during 2009/2010 | Long term planning of the cemetery indicates additional capacity will be required and options are available to achieve this | If the life of the cemetery is not extended through the provision of increased capacity the Council will need to meet the costs of operation and maintenance without the same level of revenue |

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|

CEMETERY**OPERATING EXPENDITURE**

| | | | | | | | | | | | |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Operating expenditure | 1,571 | 1,633 | 1,707 | 1,784 | 1,835 | 1,857 | 1,909 | 1,985 | 2,028 | 2,010 | 2,130 |
| Transfer to Cemetery Fund | 0 | 75 | 74 | 74 | 73 | 72 | 72 | 71 | 70 | 70 | 69 |
| Less Depreciation | (235) | (221) | (253) | (288) | (301) | (287) | (302) | (343) | (342) | (275) | (330) |

NET OPERATING EXPENDITURE

| | | | | | | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1,336 | 1,487 | 1,528 | 1,570 | 1,607 | 1,642 | 1,679 | 1,713 | 1,756 | 1,805 | 1,869 |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|-------|-------|-------|-------|-------|-------|---------|---------|---------|---------|---------|
| Rates (Recovery to Rates) | (598) | (272) | (465) | (446) | (731) | (891) | (1,072) | (1,277) | (1,489) | (1,733) | (1,986) |
| Transfer to Cemetery Fund | 27 | (75) | (74) | (74) | (73) | (72) | (72) | (71) | (70) | (70) | (69) |
| Operating Revenue | 1,886 | 1,811 | 2,043 | 2,066 | 2,386 | 2,580 | 2,797 | 3,034 | 3,288 | 3,580 | 3,895 |
| Grants and Subsidies | 21 | 23 | 24 | 24 | 25 | 25 | 26 | 27 | 27 | 28 | 29 |

TOTAL

| | | | | | | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1,336 | 1,487 | 1,528 | 1,570 | 1,607 | 1,642 | 1,679 | 1,713 | 1,756 | 1,805 | 1,869 |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Cemetery | 2,017 | 2,931 | 1,719 | 1,541 | 1,145 | 1,193 | 1,731 | 1,409 | 1,393 | 1,794 | 1,714 |
|----------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|

TOTAL

| | | | | | | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 2,017 | 2,931 | 1,719 | 1,541 | 1,145 | 1,193 | 1,731 | 1,409 | 1,393 | 1,794 | 1,714 |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Loan | 1,653 | 2,859 | 1,624 | 1,493 | 1,096 | 1,031 | 1,565 | 1,357 | 1,339 | 1,739 | 1,658 |
| Development Contributions | 53 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Depreciation Reserve | 201 | 42 | 95 | 48 | 49 | 162 | 166 | 52 | 54 | 55 | 56 |
| Cemetery Fund | 110 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Previous years surplus | 0 | 30 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

TOTAL

| | | | | | | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 2,017 | 2,931 | 1,719 | 1,541 | 1,145 | 1,193 | 1,731 | 1,409 | 1,393 | 1,794 | 1,714 |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

SOLID WASTE



WHAT WE DO

The Council undertakes a number of activities within its Solid Waste service. The activities include a waste collection service incorporating kerbside collection of household refuse, business housekeeping waste, recyclables from households and commercial premises and household inorganic collections. The Council also provides education on waste minimisation.

Solid Waste undertakes to maintain the City's image with litter and illegal dumping controls including a loose litter collection service, street litterbin emptying and

maintenance, illegal dumping controls, removal of abandoned vehicles, stream cleaning and support of the Harbour Clean-Up Trust.

The Council operates the Refuse Transfer Station (RTS) which assists in the handling, separating (resource recovery) and disposal of waste.

WHY WE DO IT

The Council's Solid Waste activity makes a contribution to the following community outcomes, legislation, strategies, policies and plans:

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|--|---|--|
| <ul style="list-style-type: none"> • Strong Economy • Green Network • Sustainable Environment | <ul style="list-style-type: none"> • Waste Minimisation Act 2008 • Local Government Act 2002, 1974 • Litter Act 1979 • Resource Management Act 1991 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Solid Waste Management Plan 2005 – “Zeroing in on Waste” <p><i>Other</i></p> <ul style="list-style-type: none"> • New Zealand Waste Strategy 2002 |

THE 10 YEAR HORIZON

KEY ISSUES

The strategic outlook for the Solid Waste activity is driven by the Council's commitment to zero waste and the vision that solid waste activities will produce a clean, green and attractive City that transforms its waste into resources. The 10 year plan for waste activity comprises a mix of strategic initiatives and business as usual actions. This activity statement should be read in conjunction with the Council's Solid Waste Management Plan (SWMP).

The Council's current collection activities divert about 43 percent of the residential waste stream in kerbside collections, litter, illegal dumping and inorganic collections. Current activities also divert about 23 percent of the general waste stream which includes waste and recyclables coming to the transfer station from inside and outside of Waitakere, i.e. all waste excluding Council collections.

Over the next 10 years, the Council aims to increase the diversion rates by using a range of strategic initiatives and improving business as usual practices.

KEY ACTIONS

To achieve up to 70 percent diversion of the residential waste stream:

- An investigation into the viability of organic waste collection and composting is to be carried out to establish the long term viability of introducing this service
- Implementation, support and local delivery of product stewardship programmes under the Waste Minimisation Act 2008
- Advocacy for regional collection and processing of organic waste including development of a regional waste bylaw and licensing system for waste operators.

To achieve up to 35 percent diversion in the general waste stream:

- Greater timber extraction at the transfer station. The Council estimates that an increase in wood extraction alone could increase the diversion rate to 28 percent in the next three years and to 34 percent in the next 10 years
- Regionally coordinate the use of existing infrastructure and develop a strategy for a more efficient sorting, consolidation and transport network for transfer and resource recovery stations across the region
- Exploring the option of a waste resource recovery network with other councils in the region.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--|--|--|---|--|--|--|--|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Strong Economy Green Network Sustainable Environment | Rubbish and recycling is collected appropriately and in a timely manner | Percentage of customers who rate as very good and good the weekly residential waste collection, bi-weekly recycling service and inorganic collection | 85% (rubbish) 82% (recycling) Information not available for inorganic | ≥ 85% for all | ≥ 85% for all | ≥ 85% for all % | ≥ 85% for all p.a. |
| | To encourage waste reduction and waste separation | Total tonnes of material recycled/reused at the transfer station | 9700 | 10185 | 10694 | 11288 | Approx. 11200 tonnes p.a. |
| | To provide a venue for turning all uncontaminated green waste into compost | Percentage of uncontaminated green waste that is composted. | 100% | 100% | 100% | 100% | 100% p.a. |
| | Remove illegally dumped rubbish | Percentage of illegally dumped waste to be collected by the Council | 95% | 95% | 95% | 96% | 97% p.a. |
| | To provide waste minimisation awareness to schools and the community | Number of schools/students visiting the learning centre per annum | 49 schools 4,607 visitors | Approx. 50 schools Approx. 4,800 visitors | Approx. 50 schools Approx. 4,800 visitors | Approx. 50 schools Approx. 4,800 visitors | Approx. 55 schools Approx. 5,000 visitors |

ASSET UTILISATION AND MANAGEMENT

Solid Waste manages and maintains assets that support the operation of the refuse transfer station, which assists in handling, separating (resource recovery) and disposal of waste.

ASSETS SUPPORTING THE OPERATION OF THE TRANSFER STATION

Assets supporting the operation of the transfer station include:

- Mobile plant assets such as excavators, forklifts and road sweepers
- Fixed plant assets including weighbridge scales, generator and hydraulic shears (wood)
- Building infrastructure including the Resource Recovery Centre, Onyx Recycling Centre, Hazardous Waste Drop-off, administration office and learning centre.

ASSET DEMAND FORECAST AND LEVELS OF SERVICE

Constant vehicular movement causes normal wear and tear to the tipping floor and plant assets such as loaders and excavators. The kerbside recycling volumes will gradually increase from years one to 10. The Council's refuse collection contractor is responsible for sourcing additional asset requirements for the recycling sorting facility.

ADDITIONAL ASSET CAPACITY TO BE DELIVERED

No additional asset capacity is planned within the LTCCP.

MAINTENANCE, RENEWAL AND REPLACEMENT PROGRAMMES

The Council's Property Assets section undertakes a condition survey of buildings every five years. Maintaining normal transfer station operations, renewal and replacement of mobile plant assets is included in the capital programme.

MANAGING THE IMPACTS OF COUNCIL ACTIVITIES

The Solid Waste activity could have the following negative effects on the on the social, cultural, environmental or economic wellbeing of the Waitakere community. Where negative effects could occur, the Council will undertake actions to avoid or mitigate the impacts.

| NEGATIVE EFFECT ON WELLBEING | HOW THE EFFECT ARISES | MITIGATION / AVOIDANCE STRATEGY |
|---|---|---|
| Odour, emissions, water contamination | Day to day operations of Refuse Transfer Station | Ensure compliance with consent conditions attached to operations. For example installation of environmental sand filter in the steel recovery area to filter oil and other contaminants |
| Obstruction of footpath | Recycling bins and rubbish bags located on footpath and/ or berm on collection days | Education |
| Rubbish blown into private properties and rubbish entering drains | Dog strikes on bags put out too early Bags not securely tied | Require Animal Welfare Services to ensure there are no roaming dogs Continue education of residents to ensure bags are securely tied and put out on the day of collection |

ASSUMPTIONS AND UNCERTAINTIES

The following assumptions have been made in preparing this activity plan:

| ASSUMPTION | BASIS | IMPACT |
|---|---|---|
| Adequate funds will be available from the waste levy and central government contestable fund for the proposed waste minimisation initiatives | Efficient implementation of Part 3 of the Waste Management Act 2008. | Without adequate funding the planned initiatives, e.g. organic waste collection will not occur. If the levy funds collected in the first few years of enactment of the Waste Minimisation Act are not sufficient to introduce new waste minimisation initiatives, the Council would have to investigate other funding options or make rates funds available |
| Bags will be the option for collection in the foreseeable future. Bag prices will continue to rise to offset the cost of the collection service | OSH rules prohibiting manual lifting for repetitive tasks will not change | User pays environment would continue to apply if the Council moved to wheelie bin collection. |
| Involvement with the Harbour Clean-Up Trust will continue at the same level | Cooperation of all co-sponsors of the Trust | Without cooperation, the Trust will collapse |

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|

SOLID WASTE**OPERATING EXPENDITURE**

| | | | | | | | | | | | |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Operating expenditure | 13,920 | 13,667 | 14,198 | 14,603 | 15,015 | 15,450 | 15,964 | 16,532 | 17,087 | 17,676 | 18,261 |
| Less Depreciation | (280) | (309) | (274) | (226) | (224) | (192) | (209) | (216) | (242) | (251) | (212) |
| NET OPERATING EXPENDITURE | 13,640 | 13,358 | 13,924 | 14,377 | 14,791 | 15,258 | 15,755 | 16,316 | 16,845 | 17,425 | 18,049 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Rates (Recovery to Rates) | 816 | 300 | 50 | 6 | (101) | (174) | (180) | (150) | (165) | (156) | (135) |
| Operating Revenue | 12,768 | 12,989 | 13,804 | 14,299 | 14,819 | 15,358 | 15,860 | 16,390 | 16,933 | 17,503 | 18,104 |
| Grants and Subsidies | 44 | 44 | 45 | 47 | 48 | 49 | 50 | 51 | 52 | 53 | 55 |
| Fines | 12 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 | 25 |
| TOTAL | 13,640 | 13,358 | 13,924 | 14,377 | 14,791 | 15,258 | 15,755 | 16,316 | 16,845 | 17,425 | 18,049 |

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|--------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------|
| Solid Waste | 911 | 411 | 119 | 159 | 189 | 215 | 525 | 208 | 248 | 303 | 81 |
| TOTAL | 911 | 411 | 119 | 159 | 189 | 215 | 525 | 208 | 248 | 303 | 81 |

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|----------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------|
| Loan | 836 | 411 | 119 | 159 | 189 | 215 | 525 | 208 | 248 | 303 | 81 |
| Depreciation Reserve | 75 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 911 | 411 | 119 | 159 | 189 | 215 | 525 | 208 | 248 | 303 | 81 |

AFTERCARE



WHAT WE DO

Aftercare manages the Council's closed landfills, ensuring all environmental and health and safety regulations are met.

WHY WE DO IT

The Council's Aftercare activity makes a contribution to the following community outcomes, legislation, strategies, policies and plans:

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|---|---|---|
| <ul style="list-style-type: none"> • Green Network • Sustainable Environment • Whaiora | <ul style="list-style-type: none"> • Resource Management Act 1991 • Local Government Act 2002 • Health and Safety in Employment Act 1992 • Health Act 1956 • Trade Waste Bylaw | <p><i>Other</i></p> <ul style="list-style-type: none"> • New Zealand Waste Strategy 2002 |

THE 10 YEAR HORIZON

KEY ISSUES

As landfills age their effects on the environment and costs of management reduce. The Council aims to continue managing its closed landfills and achieving regulatory compliance.

KEY ACTIONS

Routine inspections by the Auckland Regional Council (ARC) ensure consent conditions are met and Aftercare's levels of compliance currently meet ARC requirements in a cost effective manner. Those sites that have met the permitted activity criteria require no significant management. No new landfills are planned in Waitakere.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|---|--|---|-----------------------|----------|----------|----------|-----------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Green Network Whaiora Sustainable Environment | Ensure that environmental, health and safety effects from closed landfills are managed | Auckland Regional Council 2C grading or better ¹ | Achieved | Achieved | Achieved | Achieved | Achieved |

¹ Only landfills with a current Auckland Regional Council resource consent are covered by this measure

ASSET UTILISATION AND MANAGEMENT

The only asset the Council owns is a gas flare at Kay Road. This asset is currently near the end of its useful life and will be fully decommissioned in July 2009.

FUNDING STATEMENT

Consistent with the Revenue and Financing Policy, Aftercare is funded through loans approved through the Annual Plan and Long Term Council Community Plan processes.

MANAGING THE IMPACT OF COUNCIL

The Aftercare activity could have negative effects on the social, cultural, environmental or economic wellbeing of the Waitakere community. Where negative effects could occur, the Council will undertake actions to avoid or mitigate the impacts.

| NEGATIVE EFFECT ON WELLBEING | HOW THE EFFECT ARISES | MITIGATION / AVOIDANCE STRATEGY |
|------------------------------|---------------------------------|---|
| Gas discharges and leachate | By-product of waste degradation | Compliance with resource consent conditions |

ACTIVITY COST

| Details | 2008/2009 Budget (\$000's) | 2009/2010 LTCCP (\$000's) | 2010/2011 LTCCP (\$000's) | 2011/2012 LTCCP (\$000's) | 2012/2013 LTCCP (\$000's) | 2013/2014 LTCCP (\$000's) | 2014/2015 LTCCP (\$000's) | 2015/2016 LTCCP (\$000's) | 2016/2017 LTCCP (\$000's) | 2017/2018 LTCCP (\$000's) | 2018/2019 LTCCP (\$000's) |
|------------------------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| AFTERCARE | | | | | | | | | | | |
| Reduction of Liability | 1,124 | 674 | 339 | 296 | 233 | 238 | 243 | 214 | 771 | 198 | 203 |
| TOTAL | 1,124 | 674 | 339 | 296 | 233 | 238 | 243 | 214 | 771 | 198 | 203 |
| FUNDED BY: | | | | | | | | | | | |
| Loan | 1,124 | 674 | 339 | 296 | 233 | 238 | 243 | 214 | 771 | 198 | 203 |
| TOTAL | 1,124 | 674 | 339 | 296 | 233 | 238 | 243 | 214 | 771 | 198 | 203 |

LIBRARY SERVICES



WHAT WE DO

The Library Services activity:

- Operates seven libraries, eight learning centres and a mobile library for the residents of the City
- Supports the operation of WaiCAB Inc. and the City's four Citizen's Advice Bureaux through managing Council's contractual arrangements with WaiCAB Inc
- Provides Settlement Support New Zealand services and manages Council's contractual arrangements with the funding body, the Department of Labour
- Provides Council information and payment services for rates, water rates, parking infringement and dog licensing among others.

WHY WE DO IT

The Library Services activity contributes to the following community outcomes, legislation, strategies, policies and plans.

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|---|---|--|
| <ul style="list-style-type: none"> • Strong Communities • Working Together - Te Mahi Tahī • Whāiora - Participation in Society • Urban and Rural Villages - Nga kainga taone, tuawhenua • Sustainable and Integrated Transport | <ul style="list-style-type: none"> • Local Government Act 2002 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Library Development Plan • Heritage Strategy • Cultural Wellbeing Strategy • Social Strategy • Waitakere Information Access Strategy |

The Library Services activity also supports the following memorandum of understanding and agreements:

- Memorandum of Understanding between Waitakere City Council and Unitec New Zealand
- Memorandum of Understanding between North Shore City Council, Manukau City Council, Rodney District Council, Auckland City Council and Waitakere City Council (eLGAR)
- Multiparty Agreement between National Library of New Zealand, Ministry Of Education and the libraries of Auckland, Dunedin, Manukau, North Shore, Christchurch, Wellington, Papakura, Rodney and Waitakere and Horowhenua Trust (Any Questions, Many Answers)

- Agreement between Rodney District Council, North Shore City Council and Waitakere City Council (ROWANS)
- Agreement between West Auckland Genealogy Society (WAGS) and Waitakere City Council
- Agreement between the International College of Auckland and Waitakere City Council.

THE 10 YEAR HORIZON

KEY ISSUES

The key issues facing Library Services in the 10 year horizon are:

- **Increased information availability and technological changes**
The growth in available digital and published information is expected to continue. Customer expectations that all information and recreational reading will be available in a variety of formats are increasing. This requires updated digital information access and related infrastructure, and more space to house it.
The growing multicultural society requires information support to enable new migrants to successfully settle, and to allow subsequent generations of migrant New Zealanders to seek information and understanding about their cultural roots.
- **Managing customer expectations**
Residents expect a print based library service providing sufficient quantity, quality and breadth to meet the majority of the needs of the community. In addition, quality digital resources and services are also expected to be accessible.
- **Increased role of libraries as social space**
Libraries are increasingly used as a social space. The challenge is to design spaces within the library buildings to accommodate both individual and group gathering places and for individual and group study purposes.
The growth of demand for Maori information and recreational reading in te reo and for library services targeted to the Maori community.

KEY PROGRAMME COSTS

Key programme costs over the 2009-2019 period are:

| PROGRAMME | COST |
|--------------------------------|--------------|
| MAJOR PROJECTS | |
| NorSGA library development | \$14,262,885 |
| Ranui library development | \$ 3,155,000 |
| Te Atatu library development | \$5,939,400 |
| PROGRAMME | |
| Book purchases | \$14,814,720 |
| IMPROVEMENT PROJECT | |
| Radio frequency identification | \$2,429,580 |

(Note Activity operation covers period 2009-2019)

LEVELS OF SERVICE AND PERFORMANCE MEASURES

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|---|--|--|-----------------------|-----------|-----------|-----------|---------------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Urban and Rural Villages Strong Communities | Library stock is of sufficient quality, quantity and variety | Percentage of users satisfied with range of library stock ¹ | 88% | 86% | 86% | 87% | 87% p.a. |
| | | Percentage of users satisfied with quality of library stock | 62% | 52% | 55% | 55% | 55% p.a. |
| Active Democracy Sustainable and Integrated Transport | Library space is accessible and available to the public | Total number of library opening hours per 10,000 residents | 23.12 hrs | 22.75 | 22.39 | 22.05 | 20.17 p.a. |
| | | Percentage of library users satisfied with accessibility of libraries | 50% | 50% | 50% | 50% | 50% pa |
| Services offer a good experience for all users | | Total number of library visits per annum | 1,455,867 | 1,514,101 | 1,559,524 | 1,590,714 | 1,670,250–1,918,592 |
| | | Percentage of users satisfied with overall services provided by libraries ² | 92% | 94% | 94% | 94% | 94% p.a. |
| Advice and support provision for residents and new settlers | | Total number of enquiries responded to by Citizens Advice Bureaux | 69,613 | 69,500 | 70,000 | 70,000 | 70,000 p.a. |
| | | Total number of enquiries responded Settlement support service | 1546 | 1700 | 1870 | 2057 | 3702 p.a. |

¹ Stock includes books, DVDs and CDs, magazines and e-resources. 2007/ 2008 performance reports results for 2006 survey. Percentages refer to users very and reasonably satisfied

² 2007/2008 performance reports results for 2006 survey, percentages refer to users very and reasonably satisfied

ASSET UTILISATION AND MANAGEMENT

ASSETS SUPPORTING THE DELIVERY OF THE LIBRARY SERVICES ACTIVITY

The following assets support the delivery of the Library Services activity:

- Books and non-book materials including e-resources
- Library buildings
- Mobile library vehicle
- Library Management System (LMS)

ASSET DEMAND FORECAST AND LEVELS OF SERVICE

The Library Services activity anticipates an increase in the use of its services, facilities and collections within current budgets.

Demand for the Library Services activity arise out of customer needs and expectations and changes in technology and population/demographic changes. This activity serves a wide cross section of the community and each community sector has separate and identifiable needs.

Specific issues impacting on demand for the Library Services are:

- Population growth and changing makeup of the City
- Growth in available information in both digital and hard copy format
- Increasing customer expectations for digital resources and electronic information
- Changing work patterns and continual economic restructuring means that people need to retrain and seek alternative employment opportunities. The library's lifelong learning role is impacted by this need
- The resurgence of interest in Māori culture and language has seen a growth in demand for appropriate resources and services, especially from wananga students learning Te Reo and whakapapa researchers
- Libraries are increasingly used as a social space. The challenge is to design spaces within the library buildings to accommodate both individual and group gathering places and for individual and group study purposes.

All of these trends will place greater demands on staff in terms of skill level and in time. These trends will increasingly put pressure on library building size and design flexibility to accommodate these different technologies and services.

ADDITIONAL ASSET CAPACITY TO BE DELIVERED

The following additional assets are to be provided:

- Books and other media
- New libraries
- RFID system.

Books: Different collections have different depreciation periods (for example non-fiction is fully depreciated in 10 years but reference books are depreciated within five years), however all of the books acquired are fully depreciated within 10 years and have a zero value at that point. Books form the core element of the library service and are integral to the fundamental purpose of this service. The depreciation regime for books is given in detail in the Collection Valuation Policy.

RFID (Radio Frequency Identification): Waitakere's barcode equipment is in poor condition and overdue for replacement. The Council is investigating replacing the barcodes on the library's books with RFID tags. This will require all related equipment (e.g. scanners, self-checks) replaced with new equipment which use RFID technology.

Library Buildings:

The following new libraries are to be built in the 10 year period:

- Massey/Northern Strategic Growth Area - as part of the development of the new Massey North town centre, the existing Massey library will be transferred to a new greenfields commercial/industrial and residential development being planned adjacent to State Highway 16
- Te Atatu Peninsula Library
- Ranui Library.

MAINTENANCE, RENEWAL AND REPLACEMENT PROGRAMMES

Massey, Ranui, Glen Eden, New Lynn and Waitakere Central libraries were built since 2000 and are all in excellent condition. However the Massey and Ranui Libraries were constructed with the intention of extending the libraries on their current sites or relocating to new premises. The furniture and fittings within each of these buildings is in good repair.

The Te Atatu Peninsula Library is still in an occupiable state and the integrity of the building intact. However the building no longer complies with current building codes and the overall functionality of the building was designed for an earlier age, when expectations of library services were very different than they are now. The Te Atatu Peninsula Library is scheduled for replacement on the current site in conjunction with the Community Centre redevelopment in 2012/2013.

Books: A total of \$14,814,720 is budgeted for book purchase in the period 2009-2019. The depreciation regime for books is given in detail in the Collection Valuation policy and is outlined previously.

The Titirangi Library is in an occupiable state and the integrity of the building is intact. However the building no longer complies with building codes and does not meet current demands. Maintenance will be undertaken to ensure it complies with current expectations that staff and public have for their comfort and safety. The library interior will also be refurbished.

Current book collections are able to meet the demands of the community in terms of the quantity and the quality of the stock expected to be found in a public library. The library will expect to maintain the levels of the quality and age of the collections over the life of the plan however the growth of the collection size can be achieved only in conjunction with the growth of the size of the libraries to house the collections.

FUNDING STATEMENT

All funding for the Libraries Activity is consistent with the Revenue and Financing Policy. Planned building maintenance is undertaken and funded by the Property Assets activity.

Library membership is provided to Waitakere residents free of charge. There is a small charge for some services which have primarily private benefits such as:

- Items not returned on time impose a cost on library services as they affect the efficient turnover of stock
- Access to CDs, DVDs and videos, multimedia games, the best seller collection and inter-library loans.

The cost of replacement and renewal of existing assets is funded mainly from borrowings. The development of new libraries arising from growth of the City is primarily funded from development contributions.

MANAGING THE IMPACT OF COUNCIL ACTIVITIES

| NEGATIVE EFFECT ON WELLBEING | HOW THE EFFECT ARISES | MITIGATION / AVOIDANCE STRATEGY |
|--|--|--|
| The acquisition of physical items within the collections (books, magazines, DVD's) have an impact on the environment | The greatest number of items published, and within the library's collections, comes from the US and the UK rather than NZ. There is a carbon cost arising from flying them from overseas centres of production | Over the long term the uptake of e-books will grow Concentrate on developing the collection using local materials as much as possible |

ASSUMPTIONS AND UNCERTAINTIES

No major assumptions have been made for the Library Services activity.

The plan and forecasts are subject to the following uncertainties:

- Opportunities for collaboration with other organisations. Budgets and service levels have been prepared assuming that if collaborations exist that they will continue to exist over the life of the plan. No allowances have been made in the plan for new collaborations
- Whether new operational technologies which have not as yet been introduced into libraries, such as RFID (Radio Frequency Identification) or book vending kiosks will provide organisational efficiencies and alter customer service expectations.

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|

LIBRARIES AND INFORMATION SERVICE

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|
| Operating expenditure | 10,497 | 9,910 | 10,198 | 10,596 | 10,872 | 11,189 | 11,481 | 11,833 | 12,349 | 12,800 | 13,191 |
| Less depreciation | (1,707) | (1,242) | (1,247) | (1,351) | (1,396) | (1,483) | (1,535) | (1,632) | (1,843) | (2,018) | (2,089) |
| NET OPERATING EXPENDITURE | 8,790 | 8,668 | 8,951 | 9,245 | 9,476 | 9,706 | 9,946 | 10,201 | 10,506 | 10,782 | 11,102 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|---------------|---------------|
| Rates (Recovery to Rates) | 8,457 | 8,148 | 8,409 | 8,685 | 8,897 | 9,109 | 9,331 | 9,566 | 9,850 | 10,104 | 10,395 |
| Operating Revenue | 333 | 520 | 542 | 560 | 579 | 597 | 615 | 635 | 656 | 678 | 707 |
| TOTAL | 8,790 | 8,668 | 8,951 | 9,245 | 9,476 | 9,706 | 9,946 | 10,201 | 10,506 | 10,782 | 11,102 |

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|-----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Libraries and Information Service | 6,737 | 8,218 | 8,848 | 9,781 | 7,489 | 2,121 | 1,741 | 1,756 | 1,832 | 1,718 | 1,762 |
| TOTAL | 6,737 | 8,218 | 8,848 | 9,781 | 7,489 | 2,121 | 1,741 | 1,756 | 1,832 | 1,718 | 1,762 |

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Loan | 6,387 | 7,863 | 8,353 | 9,137 | 6,635 | 1,184 | 715 | 686 | 762 | 598 | 597 |
| Development Contributions | 350 | 355 | 495 | 644 | 854 | 937 | 1,026 | 1,070 | 1,070 | 1,120 | 1,165 |
| TOTAL | 6,737 | 8,218 | 8,848 | 9,781 | 7,489 | 2,121 | 1,741 | 1,756 | 1,832 | 1,718 | 1,762 |

EMERGENCY MANAGEMENT



WHAT WE DO

The Emergency Management activity provides effective Civil Defence Emergency Management (CDEM) and a rural fire readiness and response organisation. These services operate on a 24 hour basis for any incident or emergency that could occur within Waitakere.

Emergency Management is a joint initiative between the Council, emergency services (including the Waitemata District Health Board), government departments, rural fire and civil defence volunteers and community groups.

Waitakere has a local Civil Defence Emergency Management Plan and a Memorandum of Understanding (MOU) with the Rodney District and North Shore City Councils for mutual support within what is known as the North West Emergency Management Zone. This sits within the wider Civil Defence Emergency Management framework provided for at a regional level, known as the CDEM Group.

MAINTAINING WAITAKERE'S CIVIL DEFENCE PREPAREDNESS

This involves:

- maintaining a fully operational Civil Defence Emergency Operating Centre (EOC) and ensuring a CDEM capability from this headquarters
- Civil Defence staff training and exercises, and the development and ongoing review of civil defence plans and operating procedures
- conducting regular training for Council staff, volunteers and liaison staff from stakeholder organisations and a training and exercise plan for the EOC, welfare and rescue operational readiness
- providing and maintaining an effective integrated communications network throughout the City.

RURAL FIRE

Waitakere City Council is a Rural Fire Authority (RFA) responsible for:

- issuing fire permits and managing associated fire calls
- providing rural fire response parties at the Karekare, Bethells Valley and Waitakere Village rural fire stations
- responding to public inquiries for rural fire information. All rural fire stations are staffed by volunteers.

COMMUNITY AWARENESS

An important part of these activities is to increase community awareness of Civil Defence issues and emergency management:

- Responds to public enquiries and advice on CDEM
- Undertakes public education presentations to community groups and schools on request.

VOLUNTEERS

The main component of this service is the maintenance of a volunteer Initial Response Unit for:

- general rescue and urban search and rescue support
- welfare volunteers for welfare centre operations.

These activities fall within the 4 Rs of emergency management as shown below.

| THE "4 RS" OF EMERGENCY MANAGEMENT | | | |
|--|--|--|--|
| <p>Reduction - Identifying and analysing long term risks to human life and property from natural or man made hazards: taking steps to eliminate these risks where practicable, and where not, reducing the likelihood and the magnitude of their impact</p> | <p>Readiness - Developing operational systems and capabilities before an emergency happens. These include self help and response programmes for the general public, as well as specific programmes for emergency services, utilities and other agencies</p> | <p>Response - Taking action immediately before, during or directly after an emergency, to save lives and property, as well as help communities to recover</p> | <p>Recovery - Taking action after initial impact has been stabilised and extending until the community's capacity for self help has been restored</p> |

WHY WE DO IT

The Council is responsible for CDEM under the CDEM Act 2002 and the Forest and Rural Fires Act 1987. CDEM contributes to the Council's strategy to build strong communities by increasing the community's readiness for and resilience to emergency events, and providing emergency response in the case of such events. Local planning and coordination is essential to meeting these requirements.

The Council's Emergency Management activity makes a contribution to the following community outcomes, legislation, strategies, policies and plans:

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|---|--|---|
| <ul style="list-style-type: none"> Strong Communities Green Network | <ul style="list-style-type: none"> The Civil Defence and Emergency Management Act 2002 The Forest and Rural Fires Act 1987 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> Civil Defence Emergency Management Plan <p><i>Other</i></p> <ul style="list-style-type: none"> Regional Civil Defence Emergency Group Plan |

THE 10 YEAR HORIZON

KEY ISSUES

FIRE SERVICES NATIONAL REVIEW

Fire Services are currently under national review with the possibility of the New Zealand Fire Service and Rural Fire Authorities being combined. However, any decisions are still some time away and for long term planning purposes, future budgets for rural fire are based on there being no change.

KEY ACTIONS

The plan for the Emergency Management activity is primarily based on business as usual as there are no specific strategic initiatives or projects to be undertaken in the foreseeable future. Business as usual actions support ongoing delivery of CDEM including continuous improvement initiatives to ensure effective emergency management within Waitakere.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|-------------------------------------|---|--|------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|--|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Strong Communities Green Network | The Council is prepared and able to respond quickly to incidents or emergencies | Number of Emergency Operations Centre (EOC) exercises, staff refresher training and activations exercises conducted per annum ¹ | 7 | 7 | 7 | 7 | 7 p.a. |
| | | Percentage of positions filled within one hour of EOC exercises ² | 100% | 100% | 100% | 100% | 100% p.a. |
| | | Number of successful alarm tests and beep tests of tsunami system ³ | 3 | 10 | 10 | 10 | 10 p.a. |
| | | Number of qualified Initial Response Unit members | 12 | ≥ 8 | ≥ 8 | ≥ 8 | ≥ 8 p.a. |
| | Effective response and recovery plans are in place for Waitakere | Up to date response and recovery plans in place | Achieved | Achieved | Achieved | Achieved | Achieved |
| | Provide education, support and training to the public | Number of courses and attendees of civil defence and rural fire training | 35 courses and 439 attendees | 25 courses and 350 attendees per year | 25 courses and 350 attendees per year | 25 courses and 350 attendees per year | 25 courses and 350 attendees per year p.a. |
| | | Number of school and community presentations per annum | 29 | ≥ 20 | ≥ 20 | ≥ 20 | ≥ 20 p.a. |
| | Maintain a rural fire response | Total number of qualified rural fire volunteers | 44 | ≥ 24 | ≥ 24 | ≥ 24 | ≥ 24 p.a. |

1 This is split into 2 Emergency Operations Centre exercises, 3 activations and 2 staff refresher training exercises

2 This is measured when EOC exercises are undertaken. It means that that within one hour of an exercise the EOC is fully staffed

3 Full alarm tests per annum and six weekly beep tests

ASSET UTILISATION AND MANAGEMENT

The Council owns five buildings related to emergency management:

- The present Civil Defence Emergency Operations Centre (EOC) at Elcoat Avenue
- The Henderson, Bethells Valley, Karekare and Waitakere rural fire stations
- A radio communications facility at Nihotupu.

The Council also owns all of the required telecommunications, rescue and fire fighting equipment and vehicles.

The EOC is less than a year old and is unlikely to incur any major increase to operational costs for the 2009-2019 period, other than those shown in the proposed capital expenditure section of the budget activity.

A tsunami alert siren system is also owned and operated by Emergency Management.

The Property Assets section of the Council is currently reviewing the rural fire stations at Karekare and Waitakere for upgrade and maintenance. The rural fire station at Bethells Valley is only six years old and will not require any major maintenance or upgrade during this planning period.

ASSET DEMAND FORECAST AND LEVELS OF SERVICE

Demand for Emergency Services will be affected by population growth in Waitakere as will demand for public education and emergency management assistance. Additionally, the Regional CDEM Group Plan's targets and objectives will require input from local staff on various regional projects and working groups. The current assets properly renewed and maintained with some minor upgrades are adequate to meet the growth demands.

There will likely be no significant change to rural fire forces' levels of service requirement in the near future. However, the outcomes of the current fire legislation review could see reduced Council involvement in the future.

ADDITIONAL ASSET CAPACITY TO BE DELIVERED

Resulting from a combined trusts grant, the Civil Defence Volunteer Rescue Unit has taken possession of a dedicated 4x4 light utility truck with six seat capacity, and greater equipment storage capability. The existing rescue trailer will be retained and converted for use as a mobile welfare platform.

Minor upgrades are planned, but no major asset capacity increases are planned.

MAINTENANCE, RENEWAL AND REPLACEMENT PROGRAMMES

CIVIL DEFENCE

All Civil Defence related assets are in excellent condition and there are no maintenance issues.

Every five years Emergency Management must replace handheld radios and communication system batteries, plus the tsunami siren system batteries.

Day to day emergency management response vehicles are replaced in accordance with the Council's vehicle replacement policy.

RURAL FIRE

Fire appliances are maintained to an operational capability at all times. As a general rule, the life expectancy of a fire appliance is 20 years. This depends on usage and in some cases, some appliances could and do exceed a 20 year period. Their performance is constantly monitored and a fleet maintenance budget provides for repairs and upkeep. While some appliances will need to be replaced over the next 10 years, this will be monitored annually and has been provided for in the 10 year capital expenditure budget plan.

Rural fire clothing requires renewal every three years.

Volunteer staff conduct general maintenance of the rural fire stations and to a degree from existing budgets. The Council's Property Assets section oversees any major maintenance requirements and is currently surveying building conditions. All Emergency Management buildings are included in the Property Assets activity plan.

MANAGING THE IMPACT OF COUNCIL ACTIVITIES

The Emergency Management activity has no significant negative effects on the social, cultural, environmental or economic wellbeing of the Waitakere community.

ASSUMPTIONS AND UNCERTAINTIES

The following assumptions have been made in relation to this activity plan:

| ASSUMPTION | BASIS | IMPACT |
|---|--|---|
| The Council's obligations as a Rural Fire Authority will continue for at least the next three years | Current review of fire services nationally is unlikely to include significant changes to rural fire operations | Any change in legislative requirements will have an impact on the proposed activity |

ACTIVITY COST

| Details | 2008/2009 Budget (\$000's) | 2009/2010 LTCCP (\$000's) | 2010/2011 LTCCP (\$000's) | 2011/2012 LTCCP (\$000's) | 2012/2013 LTCCP (\$000's) | 2013/2014 LTCCP (\$000's) | 2014/2015 LTCCP (\$000's) | 2015/2016 LTCCP (\$000's) | 2016/2017 LTCCP (\$000's) | 2017/2018 LTCCP (\$000's) | 2018/2019 LTCCP (\$000's) |
|---|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| EMERGENCY MANAGEMENT | | | | | | | | | | | |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Operating expenditure | 1,214 | 1,143 | 1,178 | 1,210 | 1,324 | 1,356 | 1,385 | 1,416 | 1,442 | 1,390 | 1,381 |
| Less depreciation | (85) | (168) | (169) | (172) | (257) | (260) | (263) | (262) | (257) | (172) | (126) |
| NET OPERATING EXPENDITURE | 1,129 | 975 | 1,009 | 1,038 | 1,067 | 1,096 | 1,122 | 1,154 | 1,185 | 1,218 | 1,255 |
| NET OPERATING EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Rates (Recovery to Rates) | 1,105 | 928 | 960 | 1,009 | 1,038 | 1,066 | 1,092 | 1,123 | 1,153 | 1,185 | 1,222 |
| Grants and Subsidies | 24 | 47 | 49 | 29 | 29 | 30 | 30 | 31 | 32 | 33 | 33 |
| TOTAL | 1,129 | 975 | 1,009 | 1,038 | 1,067 | 1,096 | 1,122 | 1,154 | 1,185 | 1,218 | 1,255 |
| CAPITAL EXPENDITURE | | | | | | | | | | | |
| Emergency Management | 70 | 40 | 26 | 179 | 131 | 188 | 34 | 40 | 43 | 42 | 74 |
| TOTAL | 70 | 40 | 26 | 179 | 131 | 188 | 34 | 40 | 43 | 42 | 74 |
| CAPITAL EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Loan | 70 | 40 | 26 | 179 | 131 | 188 | 34 | 40 | 43 | 42 | 74 |
| TOTAL | 70 | 40 | 26 | 179 | 131 | 188 | 34 | 40 | 43 | 42 | 74 |

LEISURE SERVICES



WHAT WE DO

Recreation and community development is a vital component in developing and maintaining the community's general wellbeing. This includes maintaining physical and mental health, building a sense of place and belonging, breaking down social barriers, improving the quality of life and empowering communities.

Leisure Services provides and supports a diverse range of leisure and sporting opportunities, direct funding assistance and community activity initiatives to improve the wellbeing of Waitakere's people including:

- Planning for and providing recreation, leisure and community facilities
- Customer services and management of activities at six community centres
- Grants processing, management and delivery
- Contract management with service and community providers
- Coordination of programmed activities for the community via other service providers such as YMCA, Sport Waitakere and grants funding
- Supporting physical activity initiatives via contracts and partnerships, Push Play funding and Active Waitakere.

Leisure Services activities also involve initiating strategies, policies and partnerships to develop social and cultural wellbeing in the City including:

- Working directly with and supporting various community groups and organisations to help build their intellectual capital, community capabilities and community empowerment
- Supporting community aspirations through quality support and advice
- Providing professional, expert advice, information and input to community groups, sporting clubs and not for profit organisations
- Developing and maintaining partnerships with the community and collaborating with organisations
- Leisure, recreation and community planning interfaced with strategy and policy writing.

WHY WE DO IT

Leisure Services aims to increase the wellbeing of the City through community development and recreation opportunities. The specific goals are:

- To make Waitakere a vibrant leisure environment that fulfils the ambitions of diverse population groups with a range of accessible leisure and recreation facilities and opportunities regardless of place of residence
- To inspire communities to work towards sustainable initiatives which benefit all within their communities.

Leisure Services contributes to the following community outcomes, legislation, strategies, policies and plans:

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|---|---|---|
| <ul style="list-style-type: none"> • Strong Communities • Toiora (Healthy Lifestyles) • Urban and Rural Villages • Working Together | <ul style="list-style-type: none"> • Local Government Act 2002 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Draft Leisure Strategy • Parks and Open Spaces Strategy • Social Strategy • Walking and Cycling Strategy <p><i>Other</i></p> <ul style="list-style-type: none"> • Auckland Regional Physical Activity and Sports Strategy • Move It (Te Waka Ki Mua) Action Plan |

THE 10 YEAR HORIZON

KEY ISSUES

GROWTH

Waitakere is expecting ongoing growth over the next 10 years and as such Leisure Services will ensure growth areas are catered for with both physical and social infrastructure to provide communities with quality recreation and community network opportunities. Leisure Services will also look to provide deprived communities with opportunities available in other areas of the City.

Within this period there is likely to be considerable growth in the Northern Strategic Growth Area area with a mix of retail, commercial, industrial and residential development. With the population anticipated to increase by about 20,000 people, it is important community and recreation facilities and services are provided.

An increasing population, denser communities and new communities will bring new social challenges. Some of these can be met by physical assets however the Council will need to play a role in ensuring social capital develops. The Council and a number of agencies have some established areas of the City which require attention. McLaren Park, Kelston/Glendene, Massey and West Harbour are priority areas for social infrastructure provision and place based community development.

KEY ACTIONS

Proposed intensification areas such as New Lynn will result in new household typologies and lifestyles, The number of people using the existing facilities will increase and how they use them will change. This will require additional investment including:

- Massey Leisure Centre expansion into vacated library space
- working with community houses to meet the needs of their communities
- improving utilisation of community facilities

- developing Te Rangi Hiroa as a alternative sports hub
- developing local community facilities in areas of highest need.

KEY PROGRAMME COSTS

Key programme costs over the 2009-2019 period are:

The cost of operations for Leisure Services will remain constant through the term of the long term plan and cost increases will generally align with inflation. There will be increases in operational costs when new facilities become available as they will require either staffing or funding agreements at the same levels as existing facilities. Although community centres earn revenue through facility hire, they are a cost to the Council as there is a deficit after Property Assets applies its budget allocation to maintenance, cleaning contracts, power, water, etc.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

Reference to “catchment areas” for community and recreation facilities describes the area that each community facility provides for. While not everyone within a catchment will use their local facility, a network approach enables the Council to plan for fair distribution of facilities across the City.

Outside of facility planning, Leisure Services has levels of service relating to operations and the levels of customer service provided as detailed in the table below.

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--|---|--|-----------------------|-----------------|---------------------------------|---------------------------------|---------------------------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Strong Communities Toiora Urban and Rural Villages Working Together | Provision of accessible facilities which meet community needs | Percentage of population within a 30 minute walk of a Council owned community asset ¹ | 54% | 54% | 60% | 65% | 70% p.a. |
| | | Percentage of facilities with disability access ² | 14% | 28% | 43% | 50% | 100% |
| | The leisure facilities ³ provide a good quality experience for all users and customers | Percentage of users satisfied with | | | | | |
| | | Cleanliness | 64% | 65% | 70% | 75% | 80% p.a. |
| | | Physical access | 82% | 85% | 85% | 85% | 85% p.a. |
| | | Condition of equipment | 57% | 60% | 65% | 70% | 75% p.a. |
| | | Value for money | 65% | 70% | 75% | 80% | 80% p.a. |
| | | Hours of availability | New measure | To be collected | Baseline maintained or improved | Baseline maintained or improved | Baseline maintained or improved |

¹ This includes community halls, houses, recreation centres, youth centre

² Includes the following facilities Massey Leisure Centre and Community Centres (7). The performance targets includes those meeting Halberg standards as silver or above

³ Survey conducted on users of community centres only (2008) performance data relates to those who rate aspects as excellent and good

LEVELS OF SERVICE AND PERFORMANCE MEASURES (CONTINUED)

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--|---|---|-----------------------|-----------------------|---------------------------------|---------------------------------|---------------------------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Strong Communities Toiora Urban and Rural Villages Working Together | Council Community and Recreation centres cater for a range of needs | Number of regular ⁴ user groups utilising community and recreation centres | Average 25 per centre | Average 28 per centre | Average 30 per centre | Average 35 per centre | Average 40 per centre p.a. |
| | Effective management if all leisure contracts on behalf of Council | Percentage of contractual targets met ⁵ | 94% | 95% | 95% | 95% | 95% p.a. |
| | Effective administration of grants | Percentage of applicants satisfied with grants process | New measure | To be collected | Baseline maintained or improved | Baseline maintained or improved | Baseline maintained or improved |

⁴ A regular user group includes those who make 12 bookings or more per year

⁵ Contracts include YMCA, Trusts Stadium, Sport Waitakere, Zeal Education Trust

ASSET UTILISATION AND MANAGEMENT

Assets supporting delivery of the activities include:

- Community centres
- Community houses
- Community halls
- Massey Recreation Centre
- Henderson youth facility.

ASSET DEMAND FORECAST AND LEVELS OF SERVICE

Population growth, the current backlog and equity issues are the key demand drivers for Leisure Services. Waitakere is expecting ongoing growth over the next 10 years and there are significant deprivation and social issues to address in certain areas.

Over the next 10 years there is likely to be large areas of greenfield development occurring in the Northern Strategic Growth Area. Planning and development of new facilities and community initiatives and will require increased resources including managing the new initiatives (e.g. staffing facilities, community development resources, and maintenance and renewal costs for property services).

Intensification will affect the numbers of people using facilities and how they use them including:

- Community facilities as one stop shops e.g. clustered services
- Extending the playing hours of sports fields to meet demand e.g. providing artificial turf and lighting
- Extending and building new recreation facilities to meet increased demand for indoor sport and recreation space
- Additional pressure on existing aquatics facilities.

MAINTENANCE, RENEWAL AND REPLACEMENT PROGRAMMES

Leisure Services plans for new community and recreation facilities, secures budget and commissions the building of new facilities. Once built, the asset is maintained by Council's Property Assets section. Property Assets budget for depreciation, response maintenance, planned renewals and maintenance on all facilities Leisure Services or partner organisations use. This means Leisure Services is effectively a tenant or customer of Property Assets in the same way as community house committees are. Leisure Services are responsible for the chattels and activities within the community centres.

Leisure Services has responsibility for the future planning and development of community facilities.

As part of this planning Leisure Services needs to make assumptions on operational costs and advise the appropriate Council departments so they in turn may plan for their operational costs.

FUNDING STATEMENT

Leisure Services activities are funded from a range of sources, depending upon the particular activity. The activities within this unit are a mixture of operational and capital development activities and therefore the budget consists of operational funding and capital funding. The funding sources are:

| FUNDING SOURCE | ACTIVITIES | WHO |
|---------------------------|---|--|
| Rates | General operation budget | Ratepayers |
| Loans | Capital projects | Ratepayers |
| Development Contributions | Capital projects linked to growth | Developers |
| Partnerships | Active Waitakere Capital projects | Council funding contributes to the collaborative project. SPARC is a significant fund contributor. Council funding often stimulates funding input from charitable organisations such as the ASB Community Trust and the Liquor Licensing Trusts |
| External sources | Creative Communities Sport Development Officer | Creative NZ Contract with Sport Waitakere funded by the interest off Hillary Commission money held within the Council |

MANAGING THE IMPACT OF COUNCIL ACTIVITIES

The Leisure Services activity has no significant negative effects on the social, cultural, environmental or economic wellbeing of the Waitakere community.

ACTIVITY COST

| Details | 2008/2009 Budget (\$000's) | 2009/2010 LTCCP (\$000's) | 2010/2011 LTCCP (\$000's) | 2011/2012 LTCCP (\$000's) | 2012/2013 LTCCP (\$000's) | 2013/2014 LTCCP (\$000's) | 2014/2015 LTCCP (\$000's) | 2015/2016 LTCCP (\$000's) | 2016/2017 LTCCP (\$000's) | 2017/2018 LTCCP (\$000's) | 2018/2019 LTCCP (\$000's) |
|---|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| LEISURE | | | | | | | | | | | |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Operating expenditure | 2,791 | 2,678 | 2,727 | 2,935 | 3,227 | 3,298 | 3,390 | 3,586 | 3,693 | 3,784 | 3,859 |
| Less depreciation | 0 | (141) | (141) | (273) | (490) | (490) | (490) | (490) | (490) | (490) | (490) |
| NET OPERATING EXPENDITURE | 2,791 | 2,537 | 2,586 | 2,662 | 2,737 | 2,808 | 2,900 | 3,096 | 3,203 | 3,294 | 3,369 |
| NET OPERATING EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Rates (Recovery to Rates) | 2,244 | 1,969 | 1,990 | 2,039 | 2,032 | 2,071 | 2,130 | 2,288 | 2,353 | 2,403 | 2,432 |
| Operating Revenue | 367 | 382 | 405 | 428 | 506 | 535 | 564 | 598 | 636 | 672 | 714 |
| Grants and Subsidies | 106 | 106 | 109 | 112 | 115 | 117 | 120 | 122 | 125 | 128 | 131 |
| Sport & Recreation Fund | 44 | 50 | 52 | 53 | 54 | 55 | 56 | 58 | 59 | 61 | 62 |
| Community Assistance Fund | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| TOTAL | 2,791 | 2,537 | 2,586 | 2,662 | 2,737 | 2,808 | 2,900 | 3,096 | 3,203 | 3,294 | 3,369 |
| CAPITAL EXPENDITURE | | | | | | | | | | | |
| Leisure | 8,665 | 9,810 | 1,209 | 6,626 | 3,518 | 575 | 7,532 | 1,179 | 24 | 25 | 398 |
| TOTAL | 8,665 | 9,810 | 1,209 | 6,626 | 3,518 | 575 | 7,532 | 1,179 | 24 | 25 | 398 |
| CAPITAL EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Loan | 8,009 | 9,810 | 185 | 5,294 | 1,752 | (1,363) | 5,409 | 0 | 0 | 0 | 0 |
| Development Contributions | 656 | 0 | 1,024 | 1,332 | 1,766 | 1,938 | 2,123 | 1,179 | 24 | 25 | 398 |
| TOTAL | 8,665 | 9,810 | 1,209 | 6,626 | 3,518 | 575 | 7,532 | 1,179 | 24 | 25 | 398 |

WEST WAVE AQUATIC AND RECREATION CENTRE



WHAT WE DO

The West Wave Aquatic and Recreation Centre comprises four main physical spaces; the competition and leisure pool halls, fitness centre and recreation centre. The centre is open 110 hours per week with more than a million visits a year. The facility provides total family fitness and leisure and a range of well structured programmes to promote health in Waitakere.

West Wave activities incorporate management and operation of:

- The pool complex which provides aquatic based leisure and fitness with a range of pools to meet the needs of the community and private sector, including leisure pools, spas, designated learn to swim pools, a hydrotherapy pool, a dive well, a hydro slide and a competition pool
- The recreation centre which provides space and support for other recreation activities
- The fitness centre which provides fitness based activities including access to the Face2Face programme, Les Mills exercise classes and a range of programmes tailored to specific needs such as the Cardio Club, arthritis group and teens club.

WHY WE DO IT

In undertaking these activities the Council seeks to support an active, healthy society that is water safe. In line with its Strategic Priority “First Call for Children”, the Council ensures a safe, fun environment where children can learn the skills of swimming, along with a range of physical activities including gymnastics, basketball and martial arts.

Leisure facilities and activities contribute to the wellbeing of the City’s residents by providing recreation opportunities that promote health and social cohesion and work toward reducing the problems of obesity, diabetes and cardiovascular disease so prevalent in our society.

The Council’s West Wave Aquatic and Recreation Centre activity makes a contribution to the following community outcomes, legislation, strategies, policies and plans:

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|--|---|---|
| <ul style="list-style-type: none"> • Strong Communities • Toiora • Urban and Rural Villages | <ul style="list-style-type: none"> • Health Act • Health and Safety in Employment Act • Building Act | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Social Strategy |

The West Wave Aquatic and Recreation Centre operations are compliant with standards set by a number of national organisations including Fitness New Zealand, New Zealand Recreation Association (NZRA), Out of School Care Association (OSCAR) and the NZ Swim School and Teachers Association.

THE 10 YEAR HORIZON

KEY ISSUES

The key issue in both the short term and long term is West Wave's ability to cope with the demand in the three main areas of aquatics, fitness and recreation. Most facets of West Wave are already running at capacity and the Aquatic Centre, in particular, is under resourced in terms of space. As a result there is limited ability to provide for increased demand over the next 10 years.

In this long term plan the Council does not provide for investing in the provision of additional capacity either through extension of the existing facility or building of a new facility. It is assumed additional capacity will be provided to the community by the development of facilities by private operators. Such facilities may see a marginal decrease in demand for the West Wave Aquatic and Recreation Centre but on the whole would simply provide additional services.

KEY ACTIONS

- The next 10 years see a business as usual approach to most core activities with specific areas of both aquatics and fitness targeted for improvements.
- The Council will continue to drive for increased fitness centre patronage, with the aim to ensure the West Wave Aquatic and Recreation Centre activity becomes cost neutral, with a strong and self-funding future. The fitness area will be further developed until capacity is reached (expected within the next three years).

KEY PROGRAMME COSTS

Key programme costs over the 2009-2019 period are:

| PROGRAMME | COST |
|---------------------------|-------------|
| Cover for mezzanine floor | \$250,000 |
| Bulkhead replacement | \$300,000 |
| Renewals 2009-2019 | \$2,998,000 |

LEVELS OF SERVICE AND PERFORMANCE MEASURES

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--|---|--|-----------------------|-----------|-----------|-----------|----------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Strong Communities Toiora Urban and Rural Villages | Services offer good value for money and meet community need | Percentage of visitors who believe service represents good value for money | 98% | > 95% | > 95% | > 95% | > 95% p.a. |
| | | Percentage of visitors satisfied with the aquatic facility overall | 98% | > 95% | > 95% | > 95% | > 95% p.a. |
| | | Total number of visits to facility per annum | 888,359 | 1,040,000 | 1,070,000 | 1,095,000 | 1,115,000 p.a. |

LEVELS OF SERVICE AND PERFORMANCE MEASURES (*CONTINUED*)

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--|---|--|-----------------------|--------|-------|-------|------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Strong Communities Toiora Urban and Rural Villages | Opening hours sufficient to meet current demand | Percentage of users satisfied with opening hours of facility | New measure | > 95% | > 95% | > 95% | > 95% p.a. |
| | Centre is safe for users | Percentage of lifeguards trained | 100% | 100% | 100% | 100% | 100% p.a. |
| | | Percentage of daily water tests that meet pool standards | 100% | 100% | 100% | 100% | 100% p.a. |

ASSET UTILISATION AND MANAGEMENT

The West Wave Aquatic and Recreation Centre activity is supported by the property infrastructure, pools, aquatic plant and equipment. The reliable operation and maintenance of these assets is critical both from a health and safety perspective and in meeting the expectations of customers in the enjoyment of their leisure experience.

The Council has a detailed asset management plan that was developed in 2007. The plan covers all plant assets and equipment on site and a 0-5 year and 6-15 year programmed renewal plan. All key assets at the site are managed in accordance with this plan.

ASSET DEMAND FORECAST AND LEVELS OF SERVICE

Currently the facility is operating near capacity and incremental growth up to capacity levels is planned. The increase in usage reduces the life of some assets such as fitness equipment and increases maintenance requirements on other assets such as fittings in the changing facilities. Maintenance and renewals have been provided for to enable assets to continue to retain their service capacity and integrity to meet current levels of service.

As user numbers have increased, physical space in the centre has been more heavily used to the point where it has the potential to affect customer experience. An example of this has been the growth in group exercise participants which has meant management moving these classes to the mezzanine floor. Having these classes in this space has caused tension between different facility users because of the noise. This has led to the proposed capital project building a cover on the mezzanine floor.

ADDITIONAL ASSET CAPACITY TO BE DELIVERED

No additional asset capacity is planned.

MAINTENANCE, RENEWAL AND REPLACEMENT PROGRAMMES

The two significant areas of maintenance are the aquatic plant (\$141,000 in 2009/2010) and the general property infrastructure (\$140,000 in 2009/2010). The aquatic plant is a critical asset component with specialised maintenance requirements. Increased customer demand and the age of the facility require that maintenance expenditures are adequately provided for and that preventive maintenance programmes are in place.

Renewals of \$2,998,000 over 10 years are provided for in the LTCCP. Renewal expenditure is critical to ensure existing capacity and service levels are maintained into the future.

Replacement of the 50m pool moveable bulkhead is planned for 2009/2010. This replacement is required to maintain health and safety standards. The bulkhead allows multiple programming activities to be catered for within the pool.

MANAGING THE IMPACT OF COUNCIL

The West Wave Aquatic and Recreation Centre activity could have negative effects on the social, cultural, environmental or economic wellbeing of the Waitakere community. Where negative effects could occur, the Council will undertake actions to avoid or mitigate the impacts.

| NEGATIVE EFFECT ON WELLBEING | HOW THE EFFECT ARISES | MITIGATION/AVOIDANCE STRATEGY |
|------------------------------|--|--|
| Loss of life | Possibility of drowning. Possibility of cardiac arrest during exercise | Provision of qualified lifeguards in numbers commensurate with pool usage Provision of advice and qualified instructors |
| Serious illness | Illness might arise from water contamination either from bio-hazards or chemical contamination | Ongoing water testing and robust operating procedures to minimise contamination opportunities and to initiate rapid evacuation in the event of contamination occurring |

ASSUMPTIONS AND UNCERTAINTIES

The following assumptions have been made in relation to this activity plan.

| ASSUMPTION | BASIS | IMPACT |
|--|--|---|
| Private operators will develop up to two more pools over the next 10 years in Waitakere but these will service existing and future demand without significant impact to the Council's business | Based on market knowledge this is expected to be the maximum number of facilities that might be profitably developed and would service demand beyond the West Wave Aquatic Centre capacity | Depending on the type and location of the new facilities there could be negative impacts on the West Wave Aquatic Centre's admissions revenue |
| Competition in fitness is unlikely to increase dramatically | Waitakere is generally well provided for in terms of private provision of fitness | Depending on the nature of new competitive influences there could be negative impacts on the Fitness Centre's membership numbers |

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|

AQUATIC AND RECREATION CENTRE**OPERATING EXPENDITURE**

| | | | | | | | | | | | |
|-----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-------|
| Operating expenditure | 6,990 | 7,020 | 7,311 | 7,504 | 7,664 | 7,592 | 7,689 | 7,885 | 7,975 | 8,134 | 8,186 |
| Less depreciation | (1,666) | (1,327) | (1,421) | (1,475) | (1,474) | (1,239) | (1,167) | (1,173) | (1,073) | (1,018) | (882) |

NET OPERATING EXPENDITURE

| | | | | | | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 5,324 | 5,693 | 5,890 | 6,029 | 6,190 | 6,353 | 6,522 | 6,712 | 6,902 | 7,116 | 7,304 |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Rates (Recovery to Rates) | 259 | (6) | (72) | (244) | (379) | (664) | (654) | (619) | (712) | (673) | (672) |
| Operating Revenue | 5,065 | 5,699 | 5,962 | 6,273 | 6,569 | 7,017 | 7,176 | 7,331 | 7,614 | 7,789 | 7,976 |

| | | | | | | | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| TOTAL | 5,324 | 5,693 | 5,890 | 6,029 | 6,190 | 6,353 | 6,522 | 6,712 | 6,902 | 7,116 | 7,304 |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|-------------------------------|-----|-------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Aquatic and Recreation Centre | 382 | 1,107 | 582 | 568 | 433 | 405 | 254 | 415 | 242 | 246 | 210 |
|-------------------------------|-----|-------|-----|-----|-----|-----|-----|-----|-----|-----|-----|

| | | | | | | | | | | | |
|--------------|------------|--------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| TOTAL | 382 | 1,107 | 582 | 568 | 433 | 405 | 254 | 415 | 242 | 246 | 210 |
|--------------|------------|--------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|----------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Loan | 166 | 635 | 349 | 180 | 162 | 23 | 0 | 93 | 21 | 0 | 0 |
| Depreciation Reserve | 216 | 472 | 233 | 388 | 271 | 382 | 254 | 322 | 221 | 246 | 210 |

| | | | | | | | | | | | |
|--------------|------------|--------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| TOTAL | 382 | 1,107 | 582 | 568 | 433 | 405 | 254 | 415 | 242 | 246 | 210 |
|--------------|------------|--------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|

ARTS, EVENTS AND COMMUNICATIONS



WHAT WE DO

The Arts, Events and Communications activity incorporates the following functions:

ARTS

- Provision of public arts development
- Provision of community arts services
- Arts events management
- Arts infrastructure development.

EVENTS

- Provision of Council run events and festivals that foster community engagement and pride
- Provision of grants and support to external event organisers
- Working on regional collaboration projects around major events.

COMMUNICATIONS

- Public relations and media interactions
- Provision of internal and external communications
- Advice and support to all units of the Council and elected members regarding internal and external communications
- Government and international relations
- Community consultation and engagement
- Environmental education.

WHY WE DO IT

The Council's Arts, Events and Communications activity makes a contribution to the following community outcomes, legislation, strategies, policies and plans.

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|---|--|---|
| <ul style="list-style-type: none"> • Green Network • Strong Communities • Sustainable Environment • Toiora (Healthy Lifestyles) • Vibrant Arts and Culture • Urban and Rural Villages • Whaiora (Participation in Society) • Working Together | <ul style="list-style-type: none"> • Local Government Act 2002 • Local Electoral Act 2001 • Local Government (Rating) Act 2002 • Local Government Official Information and Meetings Act 1987 • Resource Management Act 1991 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Governance Strategy • Cultural Strategy (implementation plans will incorporate actions under the current Events Strategy, Arts and Culture Strategy and Creative City Plan) • Environment Strategy – Enviro Schools • Tourism Strategy • Community Interaction Guidelines • Media Policy • Sponsorship Policy |

THE 10 YEAR HORIZON

KEY ACTIONS

The proposed work programme 2009-2019 is largely business as usual, reflecting a short to medium term economic downturn, the impending impact on services of the Rugby World Cup in 2011 and the uncertainty around regional governance. The level and type of support to be given to the regional programme for Rugby World Cup will be dependent on the results of consultation with the public through this process. A paper was presented to the Long Term Community Council Plan in February 2008 which sets out in detail the types of programmes being planned, their indicative costs, and the plan on funding these costs through 2009/2010, 2010/2011 and 2011/2012 years of the current long term plan.

The major actions to be undertaken in the proposed long term budget are described in the table below.

KEY PROGRAMMES

ARTS

- Arts and Culture Trust funding
- Lopdell House operational funding and the Lopdell House redevelopment project (\$1.7m 2010-2013)
- Pacific Arts development at Corban Estate funding
- Collections Management
- State Highway 16/18 Arts Infrastructure project
- Massey North Arts Infrastructure project
- Digital Arts Infrastructure project
- Functional Arts projects and Utility Boxes Art
- Arts Acquisitions

EVENTS

- Continuation of funding for core established annual events such as Summer Slamz, Diwali Festival, Guy Fawkes, Carols at Falls Park, Christmas Parade, Literary Festival, Titirangi Festival, Music in Parks, EcoFestival, Pacific in the Park, Toddlers Day Out and the Arthur Lydiard Race
- Netball sponsorship continuing until 2013/2014
- Community Arts Grants funding
- Events bid funding for significant event hosting opportunities
- Rugby World Cup 2011

COMMUNICATIONS

- Communications management and administration
- Waitakere News
- Publicity brochures
- International and government relations

LEVELS OF SERVICE AND PERFORMANCE MEASURES

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|---|--|---|------------------------------------|---------------------------|------------------------------------|---------------------------|-------------------------------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Green Network Strong Communities | Quality events are provided for residents and visitors | Number of attendees at council events | 103,645 | ≥ 100,000 | ≥ 100,000 | ≥ 100,000 | ≥ 100,000 p.a. |
| Sustainable Environment Toiora | | Percentage of attendees satisfied with council events | 97% | ≥ 95% | ≥ 95% | ≥ 95% | ≥ 95% p.a. |
| Vibrant Arts and Culture Urban and Rural Villages Whaiora | Arts programmes meet community needs and expectations | Number of arts programmes and attendees per annum. | 133 programmes 50,000 attendees | ≥ 100 55,000 attendees | ≥ 95% ≥ 110 55,000 attendees | ≥ 110 60,000 attendees | ≥ 110 p.a. 60,000 Attendees p.a. |
| Working Together | | Art is integrated into the design of the City | 80% | ≥ 80% | ≥ 80% | ≥ 80% | ≥ 80% p.a. |

LEVELS OF SERVICE AND PERFORMANCE MEASURES (*CONTINUED*)

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--------------------------|--|--|-----------------------|--------|-------|-------|------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Green Network | Communicate Council affairs timely and accurately to the community | Percentage of media enquiries dealt with within one working day | 91% | 95% | 95% | 95% | 95% p.a. |
| Strong Communities | | Percentage of residents who feel they are adequately informed about key council policies, decisions and services | 70% | ≥ 70% | ≥ 70% | ≥ 70% | ≥ 70% p.a. |
| Sustainable Environment | | | | | | | |
| Toiora | | | | | | | |
| Vibrant Arts and Culture | | | | | | | |
| Urban and Rural Villages | | | | | | | |
| Whaiora | | | | | | | |
| Working Together | | | | | | | |

MANAGING THE IMPACT OF COUNCIL ACTIVITIES

The Arts, Events and Communications activity could have negative effects on the on the social, cultural, environmental or economic wellbeing of the Waitakere community. Where negative effects could occur, the Council will undertake actions to avoid or mitigate the impacts.

| NEGATIVE EFFECT ON WELLBEING | HOW THE EFFECT ARISES | MITIGATION/AVOIDANCE STRATEGY |
|--|---|---|
| Litter, Noise and Traffic Congestion Arising from Events | An increased number of people in an area due to a Council event | Plans are developed and implemented for all events. Consultation undertaken with residents and businesses affected and strict adherence to consent conditions around impact mitigation. |

ACTIVITY COST

| Details | 2008/2009 Budget (\$000's) | 2009/2010 LTCCP (\$000's) | 2010/2011 LTCCP (\$000's) | 2011/2012 LTCCP (\$000's) | 2012/2013 LTCCP (\$000's) | 2013/2014 LTCCP (\$000's) | 2014/2015 LTCCP (\$000's) | 2015/2016 LTCCP (\$000's) | 2016/2017 LTCCP (\$000's) | 2017/2018 LTCCP (\$000's) | 2018/2019 LTCCP (\$000's) |
|---------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|---------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|

ARTS, EVENTS AND COMMUNICATION**OPERATING EXPENDITURE**

| | | | | | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Operating expenditure | 5,485 | 5,767 | 6,674 | 8,021 | 6,443 | 6,745 | 6,652 | 6,949 | 7,097 | 7,317 | 7,463 |
| Less depreciation | (10) | 0 | 0 | 0 | 0 | (33) | (33) | (33) | (33) | (33) | (33) |
| NET OPERATING EXPENDITURE | 5,475 | 5,767 | 6,674 | 8,021 | 6,443 | 6,712 | 6,619 | 6,916 | 7,064 | 7,284 | 7,430 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Rates (Recovery to Rates) | 5,320 | 5,428 | 5,826 | 6,273 | 6,385 | 6,652 | 6,558 | 6,854 | 7,000 | 7,219 | 7,363 |
| Rugby World Cup Targeted Rate | 0 | 285 | 792 | 1,691 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Operating Revenue | 155 | 54 | 56 | 57 | 58 | 60 | 61 | 62 | 64 | 65 | 67 |
| TOTAL | 5,475 | 5,767 | 6,674 | 8,021 | 6,443 | 6,712 | 6,619 | 6,916 | 7,064 | 7,284 | 7,430 |

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|--------------------------------|--------------|--------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Arts, Events and Communication | 5,755 | 7,489 | 749 | 922 | 633 | 335 | 344 | 355 | 371 | 385 | 397 |
| TOTAL | 5,755 | 7,489 | 749 | 922 | 633 | 335 | 344 | 355 | 371 | 385 | 397 |

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|--------------|--------------|--------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Loan | 5,755 | 7,489 | 749 | 922 | 633 | 335 | 344 | 355 | 371 | 385 | 397 |
| TOTAL | 5,755 | 7,489 | 749 | 922 | 633 | 335 | 344 | 355 | 371 | 385 | 397 |

ANIMAL WELFARE



WHAT WE DO

The Council is legally obliged to ensure there are facilities in Waitakere to enforce the dog control and stock impoundment legislation. The Council has endorsed the role of Animal Welfare extending beyond the statutory obligations of dog control and the Animal Welfare activity therefore operates with a view to protect the welfare of animals in general.

Animal Welfare includes the following activities:

- Registration of dogs
- Enforcement of dog and stock control
- Enforcement of animal welfare legislation
- Provision of accommodation for impounded animals, including stock
- Provision of accommodation for animals seized for animal welfare issues or handed in by owners
- Veterinary treatment for sick and injured animals
- Promotion of the animal adoption programme for animals from Animal Welfare Waitakere.

WHY WE DO IT

The Animal Welfare activity makes a contribution to the following community outcomes, legislation, strategies, policies and plans:

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|---|--|--|
| <ul style="list-style-type: none"> • Urban and Rural Villages • Green Network • Whaiora • Strong Communities • Sustainable Environment | <ul style="list-style-type: none"> • Dog Control Act 1996 • Impounding Act 1955 • Animal Welfare Act 1999 • Dog Control Bylaw No. 29 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Council Policy on Dogs |

THE 10 YEAR HORIZON

KEY ISSUES

GROWTH

- There are currently more than 13,300 registered dogs in Waitakere. Recent trends indicate that each year the number of registered dogs will increase by seven percent. Current enforcement levels and rosters are adequate to keep pace with this increase.
- There is an assumed correlation between population growth and dog ownership. However, new enforcement strategies, higher skill sets in the Animal Welfare field team and zero tolerance of irresponsible dog owners, including the owners of unregistered dogs, will increase dog registration at a rate above that of the projected growth in the City's population. At least 1000 additional registrations are forecast in the 2009-2010 year.

SERIOUS DOG ATTACKS

While there have been few serious dog attacks in Waitakere in recent years, there is no assurance this will always be the case.

Dog control and the welfare of animals will continue to attract negative media attention. Media coverage of dog attacks, even elsewhere in New Zealand, increases public perception of dangerous dogs and places higher expectations on dog control to pursue complaints even if there is no real threat. Statutory requirements, particularly the Dog Control Act 1996, will continue to underpin the duties of councils in dog control activities.

All dogs that are classified as menacing or dangerous after 1 December 2003 and dogs that are registered for the first time on or after 1 July 2006 must be implanted with a functioning microchip transponder. This requirement has minimal impact on operations as it is complementary to existing processes. As of November 2008 close to 2800 dogs had been recorded as microchipped representing about 22 percent of all registered dogs in Waitakere.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|---|--|--|-----------------------|--------|------|------|-----------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Urban and Rural Villages Green Network Whaiora Strong Communities Sustainable Environment | Ensure animal welfare service is prompt | Percentage of animal welfare priority ¹ service requests responded to within 60 minutes | 99% | 90% | 90% | 90% | 90% p.a. |
| | | Percentage of urgent ² service requests responded to within 8 hours | 92.6% | 90% | 90% | 90% | 90% p.a. |
| | Animals are returned to owners, adopted or released into the environment | Percentage of animals returned to their owners, suitable animals adopted to new homes or, in the case of native animals, are released to their environment | 67% | 70% | 70% | 75% | 75% p.a. |
| | A quality service is provided to customers | Percentage of customers ³ are satisfied with the service | 86% | 95% | 95% | 95% | 95% p.a. |

¹ Priority means the animal is believed to be suffering severe pain or distress.

² Urgent means the animal is believed to be distressed

³ These customers surveyed are those who initiate a Request for Service and are subsequently surveyed.

MANAGING THE IMPACT OF COUNCIL ACTIVITIES

Any reduction of Animal Welfare activity could have negative effects on the social, cultural, environmental or economic wellbeing of the Waitakere community. Where negative effects could occur, the Council will undertake actions to avoid or mitigate the impacts.

| NEGATIVE EFFECT ON WELLBEING | HOW THE EFFECT ARISES | MITIGATION/AVOIDANCE STRATEGY |
|---------------------------------|--|---|
| Loss of animal in person's life | Enforcement of safety and welfare needs for the animal | Warnings and education provided to public and animal owners |

ASSUMPTIONS AND UNCERTAINTIES

The following assumptions have been made in relation to this activity plan.

| ASSUMPTION | BASIS | IMPACT |
|---|---|--|
| The contract for dog control services provided to North Shore City will terminate on 30 June 2009 | The new dog pound being built by North Shore City Council and Rodney District Council will be completed to schedule | The loss of net surplus from the contract will reduce Council's revenue. |

ACTIVITY COST

| Details | 2008/2009 Forecast (\$000's) | 2009/2010 LTCCP (\$000's) | 2010/2011 LTCCP (\$000's) | 2011/2012 LTCCP (\$000's) | 2012/2013 LTCCP (\$000's) | 2013/2014 LTCCP (\$000's) | 2014/2015 LTCCP (\$000's) | 2015/2016 LTCCP (\$000's) | 2016/2017 LTCCP (\$000's) | 2017/2018 LTCCP (\$000's) | 2018/2019 LTCCP (\$000's) |
|---------|------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|---------|------------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|

ANIMAL WELFARE**OPERATING EXPENDITURE**

| | | | | | | | | | | | |
|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Operating expenditure | 2,035 | 2,167 | 2,221 | 2,280 | 2,322 | 2,376 | 2,420 | 2,488 | 2,549 | 2,623 | 2,689 |
| Less depreciation | (46) | (46) | (46) | (41) | (35) | (27) | (23) | (22) | (22) | (22) | (22) |

NET OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| NET OPERATING EXPENDITURE | 1,989 | 2,121 | 2,175 | 2,239 | 2,287 | 2,349 | 2,397 | 2,466 | 2,527 | 2,601 | 2,667 |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Rates (Recovery to Rates) | 728 | 813 | 794 | 811 | 809 | 824 | 821 | 836 | 840 | 855 | 857 |
| Operating Revenue | 1,151 | 1,228 | 1,301 | 1,348 | 1,398 | 1,445 | 1,496 | 1,550 | 1,607 | 1,666 | 1,730 |
| Fines | 110 | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 80 | 80 |

| | | | | | | | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| TOTAL | 1,989 | 2,121 | 2,175 | 2,239 | 2,287 | 2,349 | 2,397 | 2,466 | 2,527 | 2,601 | 2,667 |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|----------------|-----|-----|----|----|---|---|---|---|---|---|---|
| Animal Welfare | 390 | 231 | 52 | 42 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|----------------|-----|-----|----|----|---|---|---|---|---|---|---|

| | | | | | | | | | | | |
|--------------|------------|------------|-----------|-----------|----------|----------|----------|----------|----------|----------|----------|
| TOTAL | 390 | 231 | 52 | 42 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|--------------|------------|------------|-----------|-----------|----------|----------|----------|----------|----------|----------|----------|

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|------|-----|-----|----|----|---|---|---|---|---|---|---|
| Loan | 390 | 231 | 52 | 42 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|------|-----|-----|----|----|---|---|---|---|---|---|---|

| | | | | | | | | | | | |
|--------------|------------|------------|-----------|-----------|----------|----------|----------|----------|----------|----------|----------|
| TOTAL | 390 | 231 | 52 | 42 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|--------------|------------|------------|-----------|-----------|----------|----------|----------|----------|----------|----------|----------|

FIELD SERVICES



WHAT WE DO

The Field Services activity ensures the Council's compliance levels are maintained or enhanced in the areas of environmental health, environmental protection, bylaws, building enforcement, pool fencing, general roading complaints and parking services.

WHY WE DO IT

The implementation of rules and regulations that come from government laws or Council bylaws helps protect the health and safety of the general public and minimises any risk to the Council. The Council undertakes the activities because they make a contribution to the following community outcome, legislation, strategies, policies and plans.

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|---|--|--|
| <ul style="list-style-type: none"> • Urban and Rural Villages • Strong Communities • Sustainable Environment • Whaiora (Environmental protection) | <ul style="list-style-type: none"> • Resource Management Act 1991 • Building Act 2004 • Local Government Act 2002 • Food Act 1956 and Food Hygiene Regulations 1974 • Health Act 1956 • Litter Act 1979 • Traffic Regulations 1976 • Sale of Liquor Act 1989 • Fencing of Swimming Pools Act 1987 • Hazardous Substances and New Organisms Act 1996 • WCC Bylaw | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Health and Safety Policy • District Plan • Warrants Policy • Transport Strategy • Earthquake prone, Dangerous and Unsanitary Building Policy |

THE 10 YEAR HORIZON

KEY ISSUES

GROWTH

- Environmental protection work will continue to increase as the growth of the City places further pressure on natural resources.

LEGISLATIVE IMPACT

- Operational compliance is likely to continue to change and demand resources because of the implications of the Building Act 2004, and the staged re-regulation of the building industry. In particular, the licensing of builders and Building Consents Authority (BCA) accreditation will impact on workload.
- Environmental compliance is likely to experience increase in the short term as a result of the NZFSA introducing a new food bill to improve national food hygiene levels. The proposed food bill replaces the current Food Licensing with Food Safety Programmes.

IMPACT OF COUNCIL INITIATIVES

- Parking services face significant growth with the transport strategy proposing two additional car parking buildings in the next 10 years, as well as additional off-street charge parking and the possible introduction of an on-street charge.

KEY PROGRAMME COSTS

Key programme costs over the 2009-2019 period are:

| MAJOR ACTIONS | COST |
|--|---------------------|
| Requests for service for environmental health, bylaws, environmental protection, building enforcement, and general roading complaints. | \$2,316,000 in 2009 |
| | \$2,432,000 in 2010 |
| | \$2,480,000 in 2011 |
| | \$2,530,000 in 2012 |
| | \$2,906,000 in 2019 |
| Pool fencing inspection programme | \$323,000 in 2009 |
| | \$329,500 in 2010 |
| | \$336,000 in 2011 |
| | \$343,000 in 2012 |
| | \$ 394,000 in 2019 |

LEVELS OF SERVICE AND PERFORMANCE MEASURES

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|---|--|--|-----------------------|--------|--------|--------|-------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Urban and Rural Villages Strong Communities Sustainable Environment | Requests for service responded to promptly | Percentage of requests responded to within set response times, emergency and non emergency | 79% | 80% | 80% | 80% | 80% p.a. |
| Whaiora | Pools are legally compliant | Percentage of pools with compliant fencing | 91% | 90% | 90% | 92% | 92% p.a. |
| | Compliance with food regulations | Percentage of food premises grade A or B or hold a food control plan | 93% | 85% | 85% | 88% | 88% p.a. |
| | Compliance with transport regulations | Cases of identified non compliance with the Act | 40,000 | 47,500 | 50,000 | 50,000 | 50,000 p.a. |

MANAGING THE IMPACT OF COUNCIL ACTIVITIES

The Field Services activity has no significant negative effects on the social, cultural, environmental or economic wellbeing of the Waitakere community.

ASSUMPTIONS AND UNCERTAINTIES

The following assumptions have been made in relation to this activity plan:

| ASSUMPTION | BASIS | IMPACT |
|---|--|---|
| There will not be any significant change to levels of compliance with acts and bylaws administered by the Council | Historic - based on the last 10 years of operation | A lower level of compliance within the community would increase workloads impacting resource levels |
| No significant changes to legislative requirements other than the proposed Food Bill are envisaged | None known | Legislative changes could require additional resources to ensure appropriate levels of compliance. However cost recovery is often allowed where legislative changes impact on the activities of territorial authorities |

ACTIVITY COST

| Details | 2008/2009 Budget (\$000's) | 2009/2010 LTCCP (\$000's) | 2010/2011 LTCCP (\$000's) | 2011/2012 LTCCP (\$000's) | 2012/2013 LTCCP (\$000's) | 2013/2014 LTCCP (\$000's) | 2014/2015 LTCCP (\$000's) | 2015/2016 LTCCP (\$000's) | 2016/2017 LTCCP (\$000's) | 2017/2018 LTCCP (\$000's) | 2018/2019 LTCCP (\$000's) |
|---------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|---------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|

FIELD SERVICES**OPERATING EXPENDITURE**

| | | | | | | | | | | | |
|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Operating expenditure | 5,446 | 5,452 | 5,700 | 5,826 | 6,023 | 6,327 | 6,485 | 6,617 | 6,809 | 6,991 | 7,197 |
| Less depreciation | (79) | (79) | (79) | (79) | (77) | (77) | (77) | (77) | (77) | (77) | (77) |

| | | | | | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| NET OPERATING EXPENDITURE | 5,367 | 5,373 | 5,621 | 5,747 | 5,946 | 6,250 | 6,408 | 6,540 | 6,732 | 6,914 | 7,120 |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Rates (Recovery to Rates) | 793 | 516 | 559 | 543 | 686 | 910 | 984 | 1,028 | 1,127 | 1,212 | 1,316 |
| Operating Revenue | 1,164 | 1,347 | 1,450 | 1,491 | 1,546 | 1,625 | 1,708 | 1,795 | 1,886 | 1,982 | 2,082 |
| Fines | 3,410 | 3,510 | 3,612 | 3,713 | 3,714 | 3,715 | 3,716 | 3,717 | 3,719 | 3,720 | 3,722 |

| | | | | | | | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| TOTAL | 5,367 | 5,373 | 5,621 | 5,747 | 5,946 | 6,250 | 6,408 | 6,540 | 6,732 | 6,914 | 7,120 |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|----------------|----|----|---|---|---|---|---|---|---|---|---|
| Field Services | 18 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|----------------|----|----|---|---|---|---|---|---|---|---|---|

| | | | | | | | | | | | |
|--------------|-----------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| TOTAL | 18 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|--------------|-----------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|------|----|----|---|---|---|---|---|---|---|---|---|
| Loan | 18 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|------|----|----|---|---|---|---|---|---|---|---|---|

| | | | | | | | | | | | |
|--------------|-----------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| TOTAL | 18 | 50 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|--------------|-----------|-----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|

RESOURCE MANAGEMENT



WHAT WE DO

The Resource Management activity incorporates:

- Resource Management
- Cleaner Production
- City Heritage.

The main role of the Resource Management team is to ensure the Waitakere City District Plan remains an effective tool to deliver the Council's strategic objectives. This involves monitoring the District Plan implementation and developing plan changes.

The Cleaner Production team has a long term focus on environmental sustainability, assisting the Council to lead by example in areas such as energy saving, fleet management, waste minimisation, recycling and encouraging and assisting the local community to adopt more sustainable practices.

The role of the City Heritage team is to protect those aspects of both the natural and built environment identified as having heritage value for future generations

WHY WE DO IT

The Council's Resource Management activity makes a contribution to the following community outcomes, legislation, strategies, policies and plans:

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|--|--|---|
| <ul style="list-style-type: none"> • Green Network • Urban and Rural Villages • Strong Economy • Sustainable Environment • Vibrant Arts and Culture | <ul style="list-style-type: none"> • Resource Management Act 1991 • Local Government Act 2002 • Historic Places Act 1993 • Waitakere Ranges Heritage Area Act 2008 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • District Plan • Waste Strategy • Heritage Strategy and Action Plan • Transport Strategy • Growth Management Strategy • Earthquake Prone, Dangerous and Unsanitary Building Policy <p><i>Other</i></p> <ul style="list-style-type: none"> • Auckland Regional Policy Statement • Proposed Auckland Regional Plan: Air, Land and Water • New Zealand Coastal Policy Statement • New Zealand Energy Efficiency and Conservation Strategy • New Zealand Waste Strategy • Sustainable Development for New Zealand: Programme of Action. • Communities for Climate Protection Programme • Kyoto Protocol |

THE 10 YEAR HORIZON

KEY ISSUES

GROWTH

- Demand for service is largely fuelled by population growth and increased expectations arising from cultural change and awareness. The levels of service will not be significantly increased in response to demand factors. Demand will be managed through prioritisation of work programmes.

INCREASE IN WORKLOAD

- A significant increase in workload will occur at the time of the District Plan review scheduled for 2013. To address this, the Council proposes to employ one additional staff member for a one year fixed term at this time.
- Other priorities for the Resource Management work programme arise from various strategic projects the Council is undertaking, including managing future development in the Northern Strategic Growth Area, progressing urban development projects in New Lynn and other town centres, and promulgating District Plan changes arising as a result of the Waitakere Ranges Heritage Area Act 2008.

KEY ACTIONS

- Review of the District Plan is the major element of the proposed work programme within the 2009-2019 planning period. The Resource Management Act requires each council to commence a comprehensive review of its district plan within 10 years of the document becoming operative. The Waitakere City District Plan became operative in March 2003, so the Council must start its review in 2013.
- The review process will require prioritisation of work programmes to provide the staff resources to complete the task. Work programmes already related to plan changes will be incorporated into the review process.
- Outside the review process, the Resource Management section will be engaged in general plan change work, District Plan monitoring, resource management policy, and other statutory based functions. Heritage protection and advocacy, and cleaner production initiatives will also form part of the work programme, on a business as usual basis.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--|--|---|-----------------------|--|--|--|--|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Green Network Urban and Rural Villages Strong Economy Sustainable Environment Vibrant Arts and Culture | Timely information provision | Number of complaints received regarding timeliness of responses to information requests | New measure | Baseline maintained or improved (<3 estimate) | Baseline maintained or improved (<2 estimate) | Baseline maintained or improved (<2 estimate) | Baseline maintained or improved (<3 estimate) |
| | | Percentage of written requests for information responded to within one week | New measure | Baseline maintained or improved (85% estimate) | Baseline maintained or improved (90% estimate) | Baseline maintained or improved (90% estimate) | Baseline maintained or improved (95% estimate) |
| | Compliance with statutory timeframes in most cases | Percentage of statutory timeframes met | New measure | Baseline maintained or improved (85% estimate) | Baseline maintained or improved (90% estimate) | Baseline maintained or improved (90% estimate) | Baseline maintained or improved (95% estimate) |

MANAGING THE IMPACT OF COUNCIL ACTIVITIES

The Resource Management activity has no significant negative effects on the social, cultural, environmental or economic wellbeing of the Waitakere community.

ASSUMPTIONS AND UNCERTAINTIES

The following assumptions have been made in relation to this activity plan:

| ASSUMPTION | BASIS | IMPACT |
|---|---|---|
| RMA and other legislation will not be significantly amended | At the time of preparing the plan there was no indication of amendment to the District Plan review provisions of the RMA. The exact nature of any changes that arise from the new Government's review of the Act is not yet certain | Any change in statutory requirements relating to the District Plan will have an impact on the work programmes of Resource Management. Depending on the changes this could either increase or decrease costs |

The plan and forecasts are subject to the following uncertainties:

- Time taken to resolve LGAAA appeals - this may extend the work programme and compete for staff resource which will impact on preparation for the 2013 District Plan review
- Level of public participation in District Plan review - a significant level of public participation in the District Plan review process and any subsequent appeals, could strain resources and affect work programme priorities.

ACTIVITY COST

| Details | 2008/2009 | 2009/2010 | 2010/2011 | 2011/2012 | 2012/2013 | 2013/2014 | 2014/2015 | 2015/2016 | 2016/2017 | 2017/2018 | 2018/2019 |
|---------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Budget | LTCCP | LTCCP | LTCCP | LTCCP | LTCCP | LTCCP | LTCCP | LTCCP | LTCCP | LTCCP |
| | (\$000's) | (\$000's) | (\$000's) | (\$000's) | (\$000's) | (\$000's) | (\$000's) | (\$000's) | (\$000's) | (\$000's) | (\$000's) |

RESOURCE MANAGEMENT

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Operating expenditure | 1,363 | 1,137 | 1,169 | 1,199 | 1,330 | 1,282 | 1,289 | 1,322 | 1,361 | 1,397 | 1,438 |
| NET OPERATING EXPENDITURE | 1,363 | 1,137 | 1,169 | 1,199 | 1,330 | 1,282 | 1,289 | 1,322 | 1,361 | 1,397 | 1,438 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Rates (Recovery to Rates) | 1,333 | 1,107 | 1,138 | 1,167 | 1,298 | 1,249 | 1,255 | 1,287 | 1,326 | 1,361 | 1,401 |
| Operating Revenue | 30 | 30 | 31 | 32 | 32 | 33 | 34 | 35 | 35 | 36 | 37 |
| TOTAL | 1,363 | 1,137 | 1,169 | 1,199 | 1,330 | 1,282 | 1,289 | 1,322 | 1,361 | 1,397 | 1,438 |

CONSENT SERVICES



WHAT WE DO

Consent Services is responsible for a range of consenting:

RESOURCE CONSENTS

The Resource Consents team ensures that work and development (public and private) taking place within Waitakere meets the Council's obligations under the Resource Management Act 1991 (RMA) and the Waitakere City District Plan.

This activity focuses on resource consents (land use and subdivisions) and other relevant applications, in accordance with the Waitakere City District Plan and the RMA.

As well as administering and enforcing legislation, the resource consents team:

- Offers advice, information and alternative solutions on how applicants can best meet legal requirements and resource management objectives in line with the Council's goal to foster sustainable economic growth within the city
- Provides planning assessment on Land Information Memorandums (LIMS) and Project Information Memorandums (PIMS)

- Calculates development contributions under the Local Government Act 2002
- Processes applications for outline plans of works for designations under the RMA.

BUILDING CONSENTS

As an accredited Building Consents Authority (BCA), every year the Council:

- Processes about 2,500 building consent applications
- Issues about 2,200 code compliance certificates
- Carries out 22,000 building inspections.

Building consent processes ensure all buildings in the City comply with legislation and are safe for their occupants and intended use. They also ensure safe access to buildings for those with disabilities.

In addition to administering and enforcing legislation fairly and consistently, the building control team offers advice and encouragement to customers to create a high quality built environment.

REGULATORY ADMINISTRATION

The regulatory administration team:

- Provides administrative support across the Consent Services and Field Services groups
- Carries responsibility for liquor and health licensing, and LIMs.

ECOWATER SPECIALIST ADVICE AND INFORMATION

EcoWater Development Services delivers consent services, and specialist advice relating to the three waters under the RMA and Building Act 2004. Its function is closely aligned with Consent Services and the EcoWater Asset and Network Management section.

WHY WE DO IT

The Councils' Consent Services activity makes a contribution to the following community outcomes, legislation, strategies and policies and plans:

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|--|--|---|
| <ul style="list-style-type: none"> • Green Network • Strong Communities • Urban and Rural Villages • Sustainable Environment • Strong Economy • Sustainable and Integrated Transport • Working Together | <ul style="list-style-type: none"> • Resource Management Act 1991 • Building Act 2004 • Local Government Official Information and Meetings Act 1987 • Sale of Liquor Act 1989 • Food Act 1956 and Food Hygiene Regulations 1974 • Waste Bylaw • Local Government Act 2002 • Transport Act 1976 • Waitakere Ranges Heritage Protection Act 2008 • Fencing of Swimming Pools Act 1987 • Disabled Persons Community Welfare Act 1975 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • District Plan • Liquor Policy • BCA Policies • Development Contributions Policy <p><i>Other</i></p> <ul style="list-style-type: none"> • NZ Coastal Policy Statement • Auckland Regional Policy Statement • Auckland Regional Coastal Policy Statement • Auckland Regional Air Land and Water Plan |

THE 10 YEAR HORIZON

KEY ISSUES

LEGISLATIVE CHANGES

Consent Services must be informed about proposed legislative change in order to respond and meet new requirements in a timely manner.

ECONOMIC CLIMATE

The demand for these activities is also driven by the economic climate and population growth, linked to the buoyancy or otherwise of the housing and commercial construction sector and real estate market as the service provided is primarily user pays.

While the Council is currently experiencing a decrease in consent applications as part of the normal economic cycle, growth forecasts indicate the strong likelihood of an increase in the future. Such an increase will also be characterised by more complex applications likely to require the skills of specialists and senior staff.

Presently there is a shortage of experienced professionals who can process consents, particularly within the building and planning industry.

The anticipated lag period between an increase in the number of consent applications and the ability to secure, train and establish staff to deal with them could:

- Lead to a reduction in service standards, increased levels of risk, and non compliance with building regulation requirements to have adequate numbers of trained staff available to deal with workloads

- Compromise the Council's statutory obligations in terms of 20 working day requirements, which would pose a significant risk to the Council retaining its BCA status.

BNZ Economist Tony Alexander recommends councils use the next 6-12 months to recruit, retain and train staff in preparation for the upturn in the market.

ADDITIONAL DEMANDS AND PROCESSES

The requirement for the development and registration of BCAs has placed higher demands on councils in a number of areas:

- All construction design details must be submitted with building consent applications, and BCAs must approve these designs as complying with the Building Code
- It now takes approximately 45% longer to process consents compared to pre 2004 applications
- The licensing of builders and other BCA accreditation issues will continue to impact on staff workloads
- The number of inspections per building development has increased from between 60 to 100 percent depending on the construction type
- The timeframe for buildings and inspections to be completed has been condensed to two years. Council staff must now undertake proactive, on site monitoring of the two year completion requirement to ensure Council meets its Building Act 2004 obligations.

Maintaining BCA accreditation as well as associated business support assistance is an ongoing cost to the Consents Services department.

STAFF RESOURCES AND TRAINING

The development of urban land as part of Northern Strategic Growth Area will increase the complexity of applications, particularly for commercial buildings. The shortage of people qualified and experienced in this type of construction review will need to be factored into demand forecasts as will a number of other upcoming issues:

- Housing for Waitakere's ageing population, the scarcity of good building platforms, and the emphasis on apartments and multi residential dwelling construction in the City require more complex applications than stand alone residential buildings
- The review of the district plan in 2013 as a result of merger of Auckland Councils may have an impact on resource consent numbers and the time availability of consent processing staff who provide input into the district plan review. The RMA is currently under review with phase two due in the next 12 to 24 four months
- The requirement to process code compliance certificate applications within 20 working days requires considerable staff input, generally at a senior level. The building consent area has a high proportion of staff nearing retirement age which will also need to be addressed.

The cost of all BCA technical staff having a recognised qualification by 2013 and specific staff training and upskilling to enable the Council to meet its legislative requirements will be ongoing and significant.

Forecasts assume there will be a slight increase to current consent application levels, although they will remain lower than historical levels of the past few years. Overall, it is anticipated that once the economic conditions recover, there will be an increase in application numbers over and above normal population growth due to the release of new urban land. Exactly when that will occur, and the likely rate of consent activity, will depend largely on the current economic conditions.

International Accreditation New Zealand may audit the Council prior to the establishment of the Super City, and it is vital that building consent processing times meet statutory requirements.

The District Plan will be reviewed in 2013 as part of the Auckland merger and the RMA 1991 is being reviewed over the next 12 months. There will be immediate training and process change implications from these reviews and it can be expected there will be longer-term resourcing implications that Council will need to deal with.

CONSENT COMPLEXITIES

Recent district plan changes and the Waitakere Ranges Heritage Protection Act 2008 have increased the complexity of processing resource consent applications:

- The scarcity of “easy” sites means the majority of developments have more complex issues such as steep, water courses
- Releasing urban land through the Northern Strategic Growth Area will demand more complicated applications involving a broad range of issues and additional resourcing
- Assessing large infrastructure requirements associated with the metropolitan urban limit shift and regional development such as State Highway 16 and 18 monitoring, double tracking of the railway line, and restructure of the train station/New Lynn Town Centre will require multiple and often complex outline of plans of works (OPW).

To avoid transferring increased additional costs to applicants and to make housing more affordable, the Council requires a more cost efficient service, and possible additional plan changes, to reduce the number of resource consents required for development. Central government has also signalled it will investigate a reduction in resource consent requirements and costs, through changes to the RMA 1991.

LICENSING AND LIMS

The New Zealand Food Safety Authority proposal to replace food licensing with food safety programmes will lead to an increased workload in health licensing. The demand for licences will grow in proportion to the City's growth. Should a referendum seeking the demise of the licensing trusts in Waitakere be successful, the volume of liquor licence applications for licensed premises and manager certificates may rise significantly.

Public concern to ensure houses are weather tight means more buyers seek a LIM report before buying their new home. With population growth projected to increase by 30,000 - 50,000 by 2019, the number of new home applications will also increase.

KEY ACTIONS

- Maintaining a business improvements schedule based on the quarterly analysis of peer reviews, feedback from staff, complaints, compliments and customer satisfaction survey responses to determine and communicate responsibilities for enhancements, including a change management programme to deal with ongoing change and continuous improvements
- Periodic audits for the BCA to ensure compliance with building act obligations
- Carrying out monthly customer satisfaction surveys of service requests to determine how well the organisation meets expectations
- Updating processes and procedures in light of legislative change prior to the Super City transition (e.g. RMA 1991, Building Act 2004).

LEVELS OF SERVICE AND PERFORMANCE MEASURES

Our levels of service take into account the needs and wants of our customers. This is as summarised below:

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|---|--|---|---|--------------|--------------|--------------|-------------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Green Network Strong Communities Urban and Rural Villages | A quality service is provided to customers | Percentage of applicants satisfied with their experience in dealing with the Council ¹ | 37% | 45% | 55% | 60% | 70% p.a. |
| Sustainable Environment Strong Economy Sustainable and Integrated Transport Working Together | Regulatory compliance for building and resource consents | Percentage of consents processed within statutory timeframes ² | Resource consents 77% Building consents 77% Code of Compliance Certificates 100% LIMS 100% | 100% for all | 100% for all | 100% for all | 100% for all p.a. |
| | | Percentage of resource consents monitored ³ | 100% | 100% | 100% | 100% | 100% p.a. |

¹ Survey conducted for those seeking a building consent only. Recent performance based on research undertaken by CTMA between September 2007 and February 2008

² Regulatory time frames for resource consents are 20 working days for non-notified applications and 70 working days for notified applications. Note under S.37 of the RMA these timeframes can be extended by up to double. Regulatory timeframes for building consents are 20 working days, LIMS are 10 days and CCC's 20 days

³ Excludes tree only consent

FUNDING STATEMENT

The Council seeks to recover the actual and reasonable costs of processing resource consents, building consents and LIMS as provided for by legislation. Set fees are charged in relation to liquor licensing, and costs that exceed the set fees are covered by ratepayer funding.

In addition, the Council provides advice and information to customers through planning and building help desks, phone calls and counter enquiries. A portion of these services is funded by rates.

Heritage proposals and tree only consents are fully funded by rates.

MANAGING THE IMPACTS OF COUNCIL ACTIVITIES

The Consent Services activity could have the following negative effects on the on the social, cultural, environmental or economic wellbeing of the Waitakere community. Where negative effects could occur, the Council will undertake actions to avoid or mitigate the impacts.

| NEGATIVE EFFECT ON WELLBEING | HOW THE EFFECT ARISES | MITIGATION / AVOIDANCE STRATEGY |
|--|--|--|
| Increased cost and time in processing applications resulting in: <ul style="list-style-type: none"> Economic impact on applicants Illegal works Poor quality housing Reduced business growth within the City | Increased complexity of applications and assessment via regulation | <ul style="list-style-type: none"> Provide better information to the public Provide input on changes to the District Plan, Development Contributions policy and legislation Review processes and systems to increase efficiency and reduce cost |

ASSUMPTIONS AND UNCERTAINTIES

The following assumptions have been made in relation to this activity plan:

| ASSUMPTION | BASIS | IMPACT |
|--|---|---|
| Applications will increase in numbers and complexity as a result of the NorSGA development | Historical data, comparison with other councils' experience with urban intensification and greenfields development such as North Shore | Increased staff levels and training requirements. Use of specialists. |
| Applications will increase in complexity due to legislation changes, risk management, and availability of development land | Urban intensification, NorSGA, Waitakere Ranges Heritage Area Act, limitations of available land within MUL, available land is more complicated (steep, flooding issues etc), additional legislative requirements | Additional time and cost to process applications will be on-charged to applicants. Staff competency and resourcing issues. |

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|

CONSENT SERVICES

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Consent Services | 11,505 | 10,925 | 11,227 | 11,514 | 11,794 | 12,073 | 12,361 | 12,668 | 13,042 | 13,379 | 13,770 |
| Development Services | 1,455 | 1,229 | 1,266 | 1,299 | 1,331 | 1,364 | 1,397 | 1,432 | 1,475 | 1,514 | 1,559 |
| Less depreciation | (4) | (2) | (1) | (1) | (1) | (1) | (1) | (1) | (1) | (1) | (1) |
| NET OPERATING EXPENDITURE | 12,956 | 12,152 | 12,492 | 12,812 | 13,124 | 13,436 | 13,757 | 14,099 | 14,516 | 14,892 | 15,328 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Rates (Recovery to Rates) | 849 | 691 | 653 | 700 | 721 | 772 | 815 | 859 | 972 | 1,022 | 1,111 |
| Operating Revenue | 12,107 | 11,461 | 11,839 | 12,112 | 12,403 | 12,664 | 12,942 | 13,240 | 13,544 | 13,870 | 14,217 |
| TOTAL | 12,956 | 12,152 | 12,492 | 12,812 | 13,124 | 13,436 | 13,757 | 14,099 | 14,516 | 14,892 | 15,328 |

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|----------|----------|
| Consent Services | 1,250 | 2,500 | 1,291 | 1,321 | 1,353 | 1,381 | 1,412 | 1,444 | 1,477 | 0 | 0 |
| TOTAL | 1,250 | 2,500 | 1,291 | 1,321 | 1,353 | 1,381 | 1,412 | 1,444 | 1,477 | 0 | 0 |

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|----------|----------|
| Loan | 1,250 | 2,500 | 1,291 | 1,321 | 1,353 | 1,381 | 1,412 | 1,444 | 1,477 | 0 | 0 |
| TOTAL | 1,250 | 2,500 | 1,291 | 1,321 | 1,353 | 1,381 | 1,412 | 1,444 | 1,477 | 0 | 0 |

VEHICLE TESTING STATION



WHAT WE DO

The Vehicle Testing Station activity incorporates:

- Inspections for warrants of fitness
- Pre-purchase inspections
- Emissions testing and education about the negative impacts.

The testing station undertakes:

- Vehicle registrations and licensing
- Change of ownership processing
- Registration plate transactions
- Road user charges (RUC) processing
- Driver licensing transactions including bookings and testing.

WHY WE DO IT

The Council offers these services to the community to promote safe driving by ensuring drivers are appropriately certified to drive, that they are informed with regard to vehicle and road safety and that they can meet the rules and regulations of vehicle maintenance and safety. It also offers an independent inspection prior to purchase of a vehicle. The activities contribute toward the following community outcomes, legislation, strategies, policies and plans:

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|---|---|--|
| <ul style="list-style-type: none"> • Sustainable Environment • Strong Communities | <ul style="list-style-type: none"> • Transport Act | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • Environment Strategy |

THE 10 YEAR HORIZON

KEY ISSUES

The Vehicle Testing Station operates seven days per week from a custom built facility in Henderson. The service should provide for modern busy lifestyles where people prefer to combine travelling and day to day activities.

KEY ACTIONS

- Competitive service fees keep the business financially viable while providing service to the ratepayers. Investigation is underway to balance labour and compliance with customer expectations and reduce waiting times.
- To maintain market share and improve financial profitability of the operation, consideration is being given to relocate the testing station.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

Our levels of service take into account the needs and wants of our customers. This is as summarised below:

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|---|--|--|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Sustainable Environment Strong Communities | A good, prompt service is provided to customers | Average waiting time for Warrant of Fitness ¹ | 20 minutes | ≤ 20 minutes | ≤ 20 minutes | ≤ 20 minutes | ≤ 20 minutes |
| | | Percentage of customers satisfied with overall service | 90% | 90% | 90% | 90% | 90% p.a. |
| | To encourage motor vehicle owners to test for car emissions | Number of emission tests conducted | 6,784 ² | Between 6,000 – 8,000 | Between 6,000 – 8,000 | Between 6,000 – 8,000 | Between 6,000 – 8,000 p.a. |
| | To provide accurate inspections in compliance with all legislation to ensure road safety | Number of justifiable complaints | 0 | 0 | 0 | 0 | 0 p.a. |

1 This measure is the average length of time for the Warrant of Fitness to begin. Completing a WOF check takes on average 15 minutes but depends on the quality and type of vehicle being checked

2 The current pass rate is approximately 72% This figure should improve as the fleet gets younger

MANAGING THE IMPACT OF COUNCIL ACTIVITIES

The Vehicle Testing Station activity has no significant negative effects on the social, cultural, environmental or economic wellbeing of the Waitakere community.

ASSUMPTIONS AND UNCERTAINTIES

The following assumptions have been made in relation to this activity plan.

| ASSUMPTION | BASIS | IMPACT |
|-----------------------------|---|---|
| Remain at existing location | Building leased for 10 years. Within this period, there is no more land to be leased around this site | Negative impact on revenue and waiting time |

The activity and forecasts are subject to the following uncertainties:

- Relocating the testing station to a more central location – moving to a site close to the main shopping centre would provide a greater client base.
- Traffic volume growth and sustainability – lower vehicle usage will directly impact on the revenue stream (lower number of WoFs, etc).

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| VEHICLE TESTING STATION | | | | | | | | | | | |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Operating expenditure | 1,160 | 1,230 | 1,290 | 1,239 | 1,226 | 1,256 | 1,286 | 1,319 | 1,359 | 1,394 | 1,434 |
| Less depreciation | (6) | (7) | (6) | (4) | (5) | (5) | (3) | (3) | (3) | (3) | (2) |
| NET OPERATING EXPENDITURE | 1,154 | 1,223 | 1,284 | 1,235 | 1,221 | 1,251 | 1,283 | 1,316 | 1,356 | 1,391 | 1,432 |
| NET OPERATING EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Rates (Recovery to Rates) | (15) | 2 | 22 | (76) | (138) | (137) | (135) | (135) | (128) | (129) | (126) |
| Operating Revenue | 1,169 | 1,221 | 1,262 | 1,311 | 1,359 | 1,388 | 1,418 | 1,451 | 1,484 | 1,520 | 1,558 |
| TOTAL | 1,154 | 1,223 | 1,284 | 1,235 | 1,221 | 1,251 | 1,283 | 1,316 | 1,356 | 1,391 | 1,432 |
| CAPITAL EXPENDITURE | | | | | | | | | | | |
| Vehicle Testing Station | 20 | 0 | 0 | 21 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 20 | 0 | 0 | 21 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| CAPITAL EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Loan | 20 | 0 | 0 | 21 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 20 | 0 | 0 | 21 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

WAITAKERE QUARRY



WHAT WE DO

Waitakere Quarry is owned by the Council and supplies andesitic basalt rock for road construction. Quarry operations, under licence to a quarry operator, include:

- Drilling, blasting, extraction of crushed and uncrushed rock
- Crushing, screening and stockpiling of aggregate.

The maximum annual production allowed is 150,000m³ or approximately 233,000 tonnes of rock.

WHY WE DO IT

Waitakere Quarry meets approximately 20 percent of the City's aggregate needs for roading construction. This amounts to approximately 200,000m³ of aggregate or two thirds of the quarry's total output. Waitakere Quarry is a valuable strategic resource within Auckland's diminishing aggregate supply market. As other Auckland quarries are depleted, supply from Waitakere Quarry is expected to become increasingly important.

The quarry also contributes to economic activity within Waitakere by employing members of the local community, and producing revenue

for the Council in the form of royalties. It contributes to the following Community Outcome, legislation, strategies, policies and plans:

| COMMUNITY OUTCOME | LEGISLATION | STRATEGIES POLICIES AND PLANS |
|---|--|---|
| <ul style="list-style-type: none"> • Sustainable and Integrated Transport • Urban and Rural Villages • Green Network • Strong Economy | <ul style="list-style-type: none"> • Resource Management Act 1991 | <p><i>Waitakere</i></p> <ul style="list-style-type: none"> • District Plan |

THE 10 YEAR HORIZON

KEY ISSUES

IMPACT OF CLOSURE

Quarry operations are expected to run until the middle of 2017, based on the extraction sequencing plan in the Quarry Management Plan 2007. Under the Council's contract with the current quarry operator annual income from the Waitakere Quarry is at least \$402,396 and with expected revenue of approximately \$500,000 per year.

The closure of Waitakere Quarry will have direct and long term implications for the Council. The Council faces the following loss of earnings:

- Loss of property rates revenue
- Loss of quarry lease royalties.

The indirect impacts on the Council include:

- Loss of a local source of aggregate for infrastructure projects
- Increased costs for sourcing and transporting aggregate for infrastructure projects (primarily roading).

FUTURE PLANNING

The quarry site will not be expanded beyond its present boundaries. (The quarry comprises a total area of approximately 87 hectares, 22 hectares are actively mined).

The annual extraction rate will not be increased in any future contract to operate the quarry.

KEY ACTIONS

- Continue quarrying operations and environmental restoration work until 2017 when quarry operation will permanently cease, based on the best available geotechnical surveys and reports
- The current contract to operate the quarry expires in November 2009. The terms of the contract will be reviewed and subsequently renewed or awarded to a new licensee. The new contract will be valid until 2017 or upon permanent closure of the quarry, whichever occurs first
- After closure, the quarry will be reinstated to native forest and regenerating bush as part of a five year aftercare programme. The total area to be planted will be approximately 22 hectares or 220,000m². Planting may be initiated in stages prior to final closure
- The Council will undertake comprehensive consultation with all stakeholders and the wider community in relation to the aftercare and remediation requirements of the quarry site well in advance of operations cessation.

LEVELS OF SERVICE AND PERFORMANCE MEASURES

Our levels of service take into account the needs and wants of our customers. This is as summarised below:

| COMMUNITY OUTCOME | LEVEL OF SERVICE | PERFORMANCE MEASURE | 2007/2008 PERFORMANCE | TARGET | | | |
|--------------------------------------|---|--|-----------------------|---------|---------|---------|--------------|
| | | | | 2009 | 2010 | 2011 | 2012-2019 |
| Sustainable and Integrated Transport | Long term ecological restoration of the quarry | Hectares of quarry being restored annually ¹ | 0.5ha | 0.5ha | 0.5ha | 0.5ha | 0.5ha p.a. |
| Urban and Rural Villages | Operations comply with rules ² | Percentage compliance with Rule 13 and resource consent conditions | 100% | 100% | 100% | 100% | 100% p.a. |
| Green Network | Community involvement in significant quarry decisions | Consultation with local residents and Iwi on all significant quarry issues | 100% | 100% | 100% | 100% | 100% p.a. |
| Strong Economy | Provision of aggregate | Tonnes of aggregate extracted annually ³ | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 p.a. |

¹ Subject to availability of overburden for new planting

² This includes Rule 13 of the current District Plan as well as compliance with resource consent conditions

³ Subject to market demand for aggregate and anticipated life span of quarry activity

ASSET UTILISATION AND MANAGEMENT

ASSETS SUPPORTING DELIVERY OF THE ACTIVITIES

The quarry is located at 99 Te Henga Road in the Waitakere Ranges and comprises a total area of approximately 87 hectares.

At the present maximum sales of 150,000m³ (233,000 tonnes) of rock per annum, and in keeping with the extraction sequencing plan in the QMP 2007, it is expected that remaining reserves will allow the quarry to operate until the middle of 2017. However, these forecasts are subject to change, based on the actual quantity and location of rock reserves and the quality of the rock mined.

| ZONE | AREA (M ²) | VOLUME SOLID ROCK (M ³) | VOLUME CRUSHED ROCK (M ³) | YEARS TO QUARRY |
|------------------|------------------------|-------------------------------------|---------------------------------------|-----------------|
| A | 6,152 | 110,736 | 177,178 | 1.2 |
| B | 5,903 | 106,254 | 170,006 | 1.1 |
| C | 5,382 | 96,876 | 155,002 | 1 |
| D | 5,139 | 92,502 | 148,003 | 1 |
| E | 3,952 | 71,136 | 113,818 | 0.8 |
| F | 5,278 | 95,004 | 152,006 | 1 |
| G | 5,225 | 94,050 | 150,480 | 1 |
| H | 3,503 | 63,054 | 100,886 | 0.7 |
| I | 3,077 | 55,386 | 88,618 | 0.6 |
| J | 3,236 | 58,248 | 93,197 | 0.6 |
| K | 3,695 | 66,510 | 106,416 | 0.7 |
| Waterfall | 1,285 | 25,700 | 41,120 | 0.3 |
| TOTAL | 51,827 | 935,456 | 1,496,730 | 10 |

ASSET DEMAND AND LEVELS OF SERVICE

The demand for locally sourced aggregate products will increase over the next 10 years due to projected population growth and associated infrastructure development projects within Waitakere. However, the forecasted increased demand on the activity will not result in an increase in the annual maximum sales quantity for the quarry, which is currently capped at 150,000m³ or 233,000 tonnes of rock per annum. The demand for aggregate from the Waitakere Quarry (expressed as rock sales) will meet then exceed the maximum sales per year limit in the near future.

MAINTENANCE, RENEWALS AND REPLACEMENT PROGRAMMES

The Waitakere Quarry Aftercare Fund (WQAF) has been established to finance the reinstatement of the quarry back to native forest and regenerating bush:

- The WQAF goal is currently set at \$2 million at the conclusion of quarry operations in 2017
- A sum of \$115,000.00 is allocated to this fund annually to achieve this target amount
- The opening balance of the fund at the beginning of 2008 was \$905,000
- This rate of annual contribution will result in a fund value of \$2,055,000 in the 2016/2017 financial year.

MANAGING THE IMPACTS OF COUNCIL ACTIVITIES

The Waitakere Quarry activity could have the following negative effects on the on the social, cultural, environmental or economic wellbeing of the Waitakere community. Where negative effects could occur, the Council will undertake actions to avoid or mitigate the impacts.

| NEGATIVE EFFECT ON WELLBEING | HOW THE EFFECT ARISES | MITIGATION / AVOIDANCE STRATEGY |
|-------------------------------------|--|---|
| Ecological and environmental damage | Removal of vegetation from quarry operations | Establishment of aftercare fund and requirements for ecological restoration |
| Noise | Quarry operations | Ensuring compliance with resource consent conditions (for example limiting peak sound levels, hours of operations). |

ACTIVITY COST

| Details | 2008/2009 Budget (\$000's) | 2009/2010 LTCCP (\$000's) | 2010/2011 LTCCP (\$000's) | 2011/2012 LTCCP (\$000's) | 2012/2013 LTCCP (\$000's) | 2013/2014 LTCCP (\$000's) | 2014/2015 LTCCP (\$000's) | 2015/2016 LTCCP (\$000's) | 2016/2017 LTCCP (\$000's) | 2017/2018 LTCCP (\$000's) | 2018/2019 LTCCP (\$000's) |
|---------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|---------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|

QUARRY

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|----------|----------|
| Operating expenditure | 145 | 159 | 164 | 168 | 172 | 176 | 209 | 214 | 219 | 0 | 0 |
| Transfer to Quarry Fund | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 115 | 0 | 0 |
| NET OPERATING EXPENDITURE | 260 | 274 | 279 | 283 | 287 | 291 | 324 | 329 | 334 | 0 | 0 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|----------|----------|
| Rates (Recovery to Rates) | (270) | (211) | (222) | (251) | (260) | (267) | (246) | (254) | (263) | 0 | 0 |
| Operating Revenue | 530 | 485 | 501 | 534 | 547 | 558 | 570 | 583 | 597 | 0 | 0 |
| TOTAL | 260 | 274 | 279 | 283 | 287 | 291 | 324 | 329 | 334 | 0 | 0 |

SUPPORT SERVICES



The following activities are largely internal and contribute to the strategic direction of the Council and effective operation and support of its services. As such these activities, in total, indirectly contribute to the achievement of all of the community outcomes.

CHIEF EXECUTIVE'S OFFICE

The Chief Executive Officer (CEO) leads the organisation and resources 42 business units. The CEO is accountable and ensures the elected members are well informed on issues. The role also has external community, regional and national commitments.

The CEO's office undertakes administration and secretarial services for the Mayor, Deputy Mayor and the Chief Executive Officer. The office is involved in resolving external issues relating to customer service and ensuring that customer issues referred to elected members are dealt with in a timely manner. This office is also responsible for the security of Council staff and assets.

WHY WE DO IT

The Executive Office ensures the Chief Executive Officer, the Mayor and Deputy Mayor are supported in their respective roles to ensure they can perform their duties and serve the community in an efficient and effective manner.

QUALITY ASSURANCE

Quality Assurance enhances and maintains a culture of accountability within Council, facilitating effective management of risk and promoting high ethical standards. In doing so, Quality Assurance undertakes three key activities:

- Risk management – developing a risk management framework to identify and manage risks throughout Council
- Internal audit – ensuring key financial and non-financial internal control systems are effective in managing risks
- Governance – ensuring Council organisations and Council controlled organisations are achieving objectives set by the Council in their statements of corporate intent or funding agreements.

WHY WE DO IT

The Quality Assurance team is committed to best practice in governance structures and processes and places an emphasis on independent internal audit and risk management. The benefits of quality assurance procedures include greater public confidence, increased organisational efficiencies, increased probability of achieving objectives and enhanced accountability to the community.

FINANCE

The Finance unit undertakes the following activities:

- Funds management to ensure the Council has sufficient funding to meet its work programme
- Financial operations covering purchasing, creditors, debtors, bank reconciliations, fixed assets, Council owned companies and tax returns
- Rating and water billing which includes calculation, rates modelling, processing notices, collection, rates rebates and provision of information
- Financial management covering budgets, reporting, advice, submission process and document production
- Financial projects which include the annual report, development contributions and other projects within the Finance Unit.

Finance is also responsible for the Annual Plan, the Long Term Council Community Plan and the Annual Report.

WHY WE DO IT

The activities of the Finance Unit ensure public funds are managed and accounted for. Publication of detailed information in the Annual Plan, the Long Term Council Community Plan and the Annual Report informs the community and enables it to communicate effectively with the Council.

MAORI RELATIONSHIPS

The Maori Relationships team facilitates and maintains relationships between Maori and the Council. Activities include:

- Advice, support and advocacy to facilitate effective and responsive cross-cultural communication, engagement and relationship management between the Council and key Maori stakeholders in Waitakere
- Policy and strategy development to enable Council to fulfil its responsibilities to Maori, including delivering on its Maori Community Outcomes
- Learning and development programmes that promote better cross-cultural awareness and understanding between the organisation and key Maori stakeholders
- Specialist cultural advice on Maori protocol to the Mayor and elected members, the Chief Executive Officer and all departments of the Council
- Support of Te Taumata Runanga to achieve strategic goals that promote Maori social, cultural, economic and environmental wellbeing.

WHY WE DO IT

The Maori Relationships team's activities ensure the interests of the Maori community are represented within the Council. It also develops and enhances relationships between the Council and the Maori Community, facilitating mana whenua and wider Maori community participation in Council initiatives and supporting the development of policies, strategies and programmes to provide for wellbeing of Maori communities.

DEMOCRACY AND SUPPORT SERVICES

DEMOCRACY AND GOVERNANCE

The primary purpose of the Democracy and Support Services team is to provide a quality professional service to Council, its Committees, Subcommittees and Community Boards, ensuring compliance with all statutory and standing order requirements for the democratic process.

Democracy and Support Services manage and support opportunities for public participation and input into local democracy and decision making. Activities include:

- Arrangement of, and support for Council, Committees, Subcommittees, working parties, Community Board meetings, and external meetings, and updating and maintaining civic policy documents and other civic documents required by statute
- Arrangement of and support for resource consent hearings and bylaw processes
- Support for Waitakere City Holdings Limited, the Pacific Islands Board, Waitakere Ethnic Board, Waitakere Stadium Trust and the Council's Sister City commitments
- Coordinating civic functions, conferences, seminar and workshops
- Ensuring local authority elections are efficiently managed in accordance with statutory requirements.

ADMINISTRATION SUPPORT SERVICES

The primary purpose of the Administration Support Team of Democracy and Support Services is to provide quality professional support services to the organisation and elected members in the following areas:

- Travel and accommodation requirements
- Fleet management
- Corporate functions, citizenship ceremonies
- Contract administration.

WHY WE DO IT

Democracy and Support Services assists participation in the Council's decision making processes. In particular, these services directly help people feel they can make a difference and that there are high levels of community participation and respect for each other's views.

HUMAN RESOURCES

Human Resources activities enhance organisational performance by supporting staff to achieve outstanding and sustainable results and make the best contribution they can to the organisation. They assist in developing the capacity of the organisation by:

- Creating enduring partnerships and strengthening rewards and recognition programmes to develop the organisation as an employer of choice
- Optimising learning, development and growth opportunities for staff
- Leading and improving work culture and health and safety wellbeing of employees
- Understanding, setting and consistently delivering good customer service.

WHY WE DO IT

An enhanced organisational culture and a quality workforce ensures the organisation has the capability to serve the community and deliver on its long term plan.

INFORMATION MANAGEMENT

Information Management (IM) activities help the organisation run effectively by providing reliable and flexible IM systems, technical infrastructure and security. IM activities also contribute to other areas of the Council and its partners who require technology to deliver services. Activities include:

- Business solutions
- Information and records management
- Service delivery (web, corporate data, geographical information systems, printing and copying services)
- Information technology (core infrastructure and desktop support).

WHY WE DO IT

IM is a core strategic support function within the Council organisation. It enables the rest of the organisation to perform the essential activities required to deliver outcomes in line with the Council's strategic direction. These activities include asset management, property records management, rates collection, customer service and financial record keeping. In addition, information management also contributes directly to a number of strategic goals by providing infrastructure and software for learning centres, supporting community transactions through extended services, and providing the Waitakere Online Community web portal.

LEGAL AND INSURANCE SERVICES

Legal and Insurance Services provides a broad range of legal services to the Council and manages legal advice. This group also manages the Council's insurance programme and insurance claims.

WHY WE DO IT

The Council undertakes these activities to ensure it complies with the law in its capacity as a territorial authority, as a regulator and as a good corporate citizen. Insurance is arranged as a prudent part of good stewardship of Council assets.

SERVICE MANAGEMENT

Service Management provides business and operational support functions across the City Services Directorate.

- Business support includes forecasting and planning, internal quality assurance, documentation and process review, activity plan development, and undertaking business analysis and reviews
- Operations support includes office management and accounting system support, project support, tenancy management, contract administration support and secretarial services.

The Activity Costs for the above functions are shown against the line for Operations Support.

Also included in the Activity Costs for the Service Management Group of Activities are the administration costs associated with the Three Waters activities - Stormwater, Wastewater and Water Supply and Tenancy Management. Also included are cost recoveries against the relevant activities and projects.

WHY WE DO IT

A centralised pool of support staff provides efficiencies through cross-skilling, staff back-up and flexible resource allocation and enhances support capability through the sharing of specialised skillsets across the organisation.

PROJECT SERVICES

Project Services supports Transport Assets, the Three Waters, Parks and Open Space Assets and Strategic Projects in project design, delivering Annual Plan work programmes and managing ongoing maintenance. This team provides:

- Development of project plans, project and contract procurement management including budget, quality, risk, communication and stakeholder management
- Provision of technical expertise and value engineering
- A contract management team manages the Asset Group Capital Works programmes that have been outsourced
- Draughting and surveying services for the organisation.

WHY WE DO IT

Project Services provides an inhouse resource for Council's needs in the development and implementation of capital works and infrastructural assets. Risk to the Council is minimised by the employment of appropriately qualified and experienced professionals who ensure all work meets regulatory and statutory requirements.

CUSTOMER SERVICES

Customer Services is the initial point of contact for customer requests and transactions. Customer Services also provides specialised account services for key building and resource management clients to assist in facilitating application approvals.

The team monitors service feedback, service request processing and communication standards to identify and promote enhanced service opportunities.

WHY WE DO IT

Customer Services provides a friendly, efficient first point of contact with the Council and responds to the diverse needs of all members of our community. In doing so, these activities contribute to the following community outcomes: Working Together, Strong Economy, Strong Communities, Sustainable Environment, Urban and Rural Villages, and Whaiora - Environmental Protection.

ACTIVITY COST

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|

CHIEF EXECUTIVE'S OFFICE

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Operating expenditure | 3,383 | 2,768 | 2,852 | 2,924 | 2,997 | 3,012 | 3,085 | 3,162 | 3,251 | 3,333 | 3,427 |
| Less depreciation | (1) | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (8) | (9) |
| NET OPERATING EXPENDITURE | 3,382 | 2,767 | 2,850 | 2,921 | 2,993 | 3,007 | 3,079 | 3,155 | 3,243 | 3,325 | 3,418 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Rates (Recovery to Rates) | 3,382 | 2,767 | 2,850 | 2,921 | 2,993 | 3,007 | 3,079 | 3,155 | 3,243 | 3,325 | 3,418 |
| TOTAL | 3,382 | 2,767 | 2,850 | 2,921 | 2,993 | 3,007 | 3,079 | 3,155 | 3,243 | 3,325 | 3,418 |

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|--------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Chief Executive's Office | 50 | 50 | 52 | 53 | 54 | 55 | 56 | 58 | 59 | 61 | 62 |
| TOTAL | 50 | 50 | 52 | 53 | 54 | 55 | 56 | 58 | 59 | 61 | 62 |

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Loan | 50 | 50 | 52 | 53 | 54 | 55 | 56 | 58 | 59 | 61 | 62 |
| TOTAL | 50 | 50 | 52 | 53 | 54 | 55 | 56 | 58 | 59 | 61 | 62 |

QUALITY ASSURANCE

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Operating expenditure | 489 | 475 | 488 | 533 | 514 | 526 | 573 | 553 | 569 | 621 | 602 |
| NET OPERATING EXPENDITURE | 489 | 475 | 488 | 533 | 514 | 526 | 573 | 553 | 569 | 621 | 602 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Rates (Recovery to Rates) | 489 | 475 | 488 | 533 | 514 | 526 | 573 | 553 | 569 | 621 | 602 |
| TOTAL | 489 | 475 | 488 | 533 | 514 | 526 | 573 | 553 | 569 | 621 | 602 |

ACTIVITY COST (CONTINUED)

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
|---------|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|

FINANCE

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Operating expenditure | 3,343 | 6,284 | 6,428 | 6,801 | 6,847 | 6,992 | 7,401 | 7,439 | 7,662 | 8,124 | 8,201 |
| NET OPERATING EXPENDITURE | 3,343 | 6,284 | 6,428 | 6,801 | 6,847 | 6,992 | 7,401 | 7,439 | 7,662 | 8,124 | 8,201 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Rates (Recovery to Rates) | 2,239 | 4,999 | 5,099 | 5,438 | 5,452 | 5,556 | 5,900 | 5,873 | 6,039 | 6,439 | 6,482 |
| Water Supply | 640 | 676 | 686 | 694 | 702 | 709 | 716 | 724 | 733 | 742 | 751 |
| Operating Revenue | 464 | 609 | 643 | 669 | 693 | 727 | 785 | 842 | 890 | 943 | 968 |
| TOTAL | 3,343 | 6,284 | 6,428 | 6,801 | 6,847 | 6,992 | 7,401 | 7,439 | 7,662 | 8,124 | 8,201 |

MAORI RELATIONSHIPS

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Operating expenditure | 535 | 635 | 606 | 634 | 639 | 668 | 673 | 701 | 709 | 740 | 748 |
| NET OPERATING EXPENDITURE | 535 | 635 | 606 | 634 | 639 | 668 | 673 | 701 | 709 | 740 | 748 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Rates (Recovery to Rates) | 535 | 635 | 606 | 634 | 639 | 668 | 673 | 701 | 709 | 740 | 748 |
| TOTAL | 535 | 635 | 606 | 634 | 639 | 668 | 673 | 701 | 709 | 740 | 748 |

DEMOCRACY AND SUPPORT SERVICES

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Democracy and Support | 5,115 | 5,238 | 5,791 | 5,401 | 5,503 | 6,026 | 5,637 | 5,728 | 6,394 | 5,958 | 6,146 |
| Corporate and Business | 643 | 1,882 | 1,207 | 660 | 676 | 692 | 709 | 728 | 750 | 770 | 793 |
| Less depreciation | (1,980) | (1,721) | (1,721) | (1,709) | (1,654) | (1,654) | (1,654) | (1,654) | (1,654) | (1,653) | (1,642) |
| NET OPERATING EXPENDITURE | 3,778 | 5,399 | 5,277 | 4,352 | 4,525 | 5,064 | 4,692 | 4,802 | 5,490 | 5,075 | 5,297 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Rates (Recovery to Rates) | 3,744 | 5,350 | 5,009 | 4,300 | 4,472 | 4,844 | 4,637 | 4,745 | 5,255 | 5,016 | 5,236 |
| Operating Revenue | 4 | 19 | 237 | 20 | 21 | 187 | 21 | 22 | 200 | 23 | 24 |
| Grants and Subsidies | 30 | 30 | 31 | 32 | 32 | 33 | 34 | 35 | 35 | 36 | 37 |
| TOTAL | 3,778 | 5,399 | 5,277 | 4,352 | 4,525 | 5,064 | 4,692 | 4,802 | 5,490 | 5,075 | 5,297 |

ACTIVITY COST (*CONTINUED*)

| Details | 2008/2009 Budget (\$'000's) | 2009/2010 LTCCP (\$'000's) | 2010/2011 LTCCP (\$'000's) | 2011/2012 LTCCP (\$'000's) | 2012/2013 LTCCP (\$'000's) | 2013/2014 LTCCP (\$'000's) | 2014/2015 LTCCP (\$'000's) | 2015/2016 LTCCP (\$'000's) | 2016/2017 LTCCP (\$'000's) | 2017/2018 LTCCP (\$'000's) | 2018/2019 LTCCP (\$'000's) |
|---|-----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|----------------------------------|
| CAPITAL EXPENDITURE | | | | | | | | | | | |
| Democracy and Support | 1,298 | 758 | 1,058 | 1,434 | 1,635 | 697 | 1,557 | 2,080 | 2,562 | 1,104 | 2,090 |
| TOTAL | 1,298 | 758 | 1,058 | 1,434 | 1,635 | 697 | 1,557 | 2,080 | 2,562 | 1,104 | 2,090 |
| CAPITAL EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Plant renewal fund | 1,273 | 733 | 1,032 | 1,408 | 1,608 | 669 | 1,529 | 2,051 | 2,532 | 1,074 | 2,059 |
| Depreciation reserve | 25 | 25 | 26 | 26 | 27 | 28 | 28 | 29 | 30 | 30 | 31 |
| TOTAL | 1,298 | 758 | 1,058 | 1,434 | 1,635 | 697 | 1,557 | 2,080 | 2,562 | 1,104 | 2,090 |
| HUMAN RESOURCES | | | | | | | | | | | |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Operating expenditure | 1,553 | 1,816 | 1,870 | 1,894 | 1,974 | 2,014 | 2,070 | 2,133 | 2,194 | 2,267 | 2,331 |
| Less depreciation | (1) | (1) | (1) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| NET OPERATING EXPENDITURE | 1,552 | 1,815 | 1,869 | 1,894 | 1,974 | 2,014 | 2,070 | 2,133 | 2,194 | 2,267 | 2,331 |
| NET OPERATING EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Rates (Recovery to Rates) | 1,552 | 1,815 | 1,869 | 1,894 | 1,974 | 2,014 | 2,070 | 2,133 | 2,194 | 2,267 | 2,331 |
| TOTAL | 1,552 | 1,815 | 1,869 | 1,894 | 1,974 | 2,014 | 2,070 | 2,133 | 2,194 | 2,267 | 2,331 |
| INFORMATION MANAGEMENT | | | | | | | | | | | |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Operating expenditure | 3,935 | 7,023 | 8,128 | 8,824 | 8,510 | 9,147 | 9,270 | 9,394 | 9,620 | 9,258 | 8,975 |
| Less depreciation | (2,903) | (3,282) | (3,574) | (3,700) | (3,564) | (3,853) | (4,148) | (4,073) | (3,989) | (3,540) | (2,991) |
| NET OPERATING EXPENDITURE | 1,032 | 3,741 | 4,554 | 5,124 | 4,946 | 5,294 | 5,122 | 5,321 | 5,631 | 5,718 | 5,984 |
| NET OPERATING EXPENDITURE FUNDED BY: | | | | | | | | | | | |
| Rates (Recovery to Rates) | 936 | 3,491 | 4,296 | 4,860 | 4,784 | 5,128 | 4,953 | 5,148 | 5,454 | 5,536 | 5,798 |
| Operating Revenue | 96 | 250 | 258 | 264 | 162 | 166 | 169 | 173 | 177 | 182 | 186 |
| TOTAL | 1,032 | 3,741 | 4,554 | 5,124 | 4,946 | 5,294 | 5,122 | 5,321 | 5,631 | 5,718 | 5,984 |

ACTIVITY COST (CONTINUED)

| Details | 2008/2009 Budget (\$000's) | 2009/2010 LTCCP (\$000's) | 2010/2011 LTCCP (\$000's) | 2011/2012 LTCCP (\$000's) | 2012/2013 LTCCP (\$000's) | 2013/2014 LTCCP (\$000's) | 2014/2015 LTCCP (\$000's) | 2015/2016 LTCCP (\$000's) | 2016/2017 LTCCP (\$000's) | 2017/2018 LTCCP (\$000's) | 2018/2019 LTCCP (\$000's) |
|---------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|---------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Information Management | 9,000 | 4,957 | 2,789 | 2,927 | 3,615 | 3,259 | 3,952 | 3,928 | 3,782 | 4,018 | 3,970 |
| TOTAL | 9,000 | 4,957 | 2,789 | 2,927 | 3,615 | 3,259 | 3,952 | 3,928 | 3,782 | 4,018 | 3,970 |

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Loan | 9,000 | 4,957 | 2,789 | 2,927 | 3,615 | 3,259 | 3,952 | 3,928 | 3,782 | 4,018 | 3,970 |
| TOTAL | 9,000 | 4,957 | 2,789 | 2,927 | 3,615 | 3,259 | 3,952 | 3,928 | 3,782 | 4,018 | 3,970 |

LEGAL AND INSURANCE SERVICES

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Operating expenditure | 3,289 | 3,411 | 3,321 | 3,499 | 3,586 | 3,783 | 3,910 | 4,219 | 4,390 | 4,660 | 4,867 |
| NET OPERATING EXPENDITURE | 3,289 | 3,411 | 3,321 | 3,499 | 3,586 | 3,783 | 3,910 | 4,219 | 4,390 | 4,660 | 4,867 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Rates (Recovery to Rates) | 3,134 | 3,336 | 3,244 | 3,420 | 3,505 | 3,700 | 3,825 | 4,132 | 4,301 | 4,569 | 4,774 |
| Operating Revenue | 155 | 75 | 77 | 79 | 81 | 83 | 85 | 87 | 89 | 91 | 93 |
| TOTAL | 3,289 | 3,411 | 3,321 | 3,499 | 3,586 | 3,783 | 3,910 | 4,219 | 4,390 | 4,660 | 4,867 |

SERVICE MANAGEMENT

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Operations Support | 3,602 | 2,997 | 3,077 | 3,161 | 3,240 | 3,322 | 3,406 | 3,495 | 3,609 | 3,707 | 3,822 |
| Ecowater Administration | 3,577 | 3,742 | 3,831 | 3,853 | 3,959 | 4,071 | 4,176 | 4,388 | 4,605 | 4,741 | 4,881 |
| Less Depreciation | (334) | (327) | (327) | (327) | (327) | (327) | (327) | (327) | (327) | (327) | (327) |
| NET OPERATING EXPENDITURE | 6,845 | 6,412 | 6,581 | 6,687 | 6,872 | 7,066 | 7,255 | 7,556 | 7,887 | 8,121 | 8,376 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Rates (Recovery to Rates) | 4,652 | 3,864 | 3,973 | 4,065 | 4,177 | 4,294 | 4,413 | 4,569 | 4,751 | 4,893 | 5,053 |
| Operating Revenue | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 4 | 4 | 4 |
| Water Supply | 2,190 | 2,545 | 2,605 | 2,619 | 2,692 | 2,769 | 2,839 | 2,984 | 3,132 | 3,224 | 3,319 |
| TOTAL | 6,845 | 6,412 | 6,581 | 6,687 | 6,872 | 7,066 | 7,255 | 7,556 | 7,887 | 8,121 | 8,376 |

ACTIVITY COST (*CONTINUED*)

| Details | 2008/2009 Budget (\$000's) | 2009/2010 LTCCP (\$000's) | 2010/2011 LTCCP (\$000's) | 2011/2012 LTCCP (\$000's) | 2012/2013 LTCCP (\$000's) | 2013/2014 LTCCP (\$000's) | 2014/2015 LTCCP (\$000's) | 2015/2016 LTCCP (\$000's) | 2016/2017 LTCCP (\$000's) | 2017/2018 LTCCP (\$000's) | 2018/2019 LTCCP (\$000's) |
|---------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|---------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|--------------------|----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Service Management | 0 | 100 | 103 | 106 | 108 | 110 | 113 | 116 | 118 | 121 | 124 |
| TOTAL | 0 | 100 | 103 | 106 | 108 | 110 | 113 | 116 | 118 | 121 | 124 |

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|--------------|----------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Loan | 0 | 100 | 103 | 106 | 108 | 110 | 113 | 116 | 118 | 121 | 124 |
| TOTAL | 0 | 100 | 103 | 106 | 108 | 110 | 113 | 116 | 118 | 121 | 124 |

PROJECT SERVICES

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Operating expenditure | 6,014 | 6,794 | 6,987 | 7,166 | 7,343 | 7,519 | 7,701 | 7,896 | 8,130 | 8,341 | 8,587 |
| Less depreciation | (6) | (6) | (5) | (3) | (3) | (3) | (3) | (3) | (3) | (1) | 0 |
| NET OPERATING EXPENDITURE | 6,008 | 6,788 | 6,982 | 7,163 | 7,340 | 7,516 | 7,698 | 7,893 | 8,127 | 8,340 | 8,587 |

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Rates (Recovery to Rates) | 18 | (151) | (186) | (170) | (169) | (151) | (137) | (123) | (73) | (57) | (21) |
| Internal Recoveries | 5,950 | 6,899 | 7,127 | 7,291 | 7,466 | 7,623 | 7,790 | 7,970 | 8,153 | 8,349 | 8,558 |
| Operating Revenue | 40 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | 50 |
| TOTAL | 6,008 | 6,788 | 6,982 | 7,163 | 7,340 | 7,516 | 7,698 | 7,893 | 8,127 | 8,340 | 8,587 |

CAPITAL EXPENDITURE

| | | | | | | | | | | | |
|------------------|--------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Project Services | 1,231 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 1,231 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

CAPITAL EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|--------------|--------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Loan | 1,231 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 1,231 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

ACTIVITY COST (CONTINUED)

| Details | 2008/2009 Budget (\$000's) | 2009/2010 LTCCP (\$000's) | 2010/2011 LTCCP (\$000's) | 2011/2012 LTCCP (\$000's) | 2012/2013 LTCCP (\$000's) | 2013/2014 LTCCP (\$000's) | 2014/2015 LTCCP (\$000's) | 2015/2016 LTCCP (\$000's) | 2016/2017 LTCCP (\$000's) | 2017/2018 LTCCP (\$000's) | 2018/2019 LTCCP (\$000's) |
|---------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
|---------|----------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|

CUSTOMER SERVICES

OPERATING EXPENDITURE

| | | | | | | | | | | | |
|-----------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Operating expenditure | 3,526 | 4,140 | 4,446 | 4,627 | 4,763 | 4,896 | 5,040 | 5,186 | 5,367 | 5,526 | 5,710 |
| Less Depreciation | (5) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

**NET OPERATING
EXPENDITURE**

| | | | | | | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 3,521 | 4,140 | 4,446 | 4,627 | 4,763 | 4,896 | 5,040 | 5,186 | 5,367 | 5,526 | 5,710 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

NET OPERATING EXPENDITURE FUNDED BY:

| | | | | | | | | | | | |
|---------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Rates (Recovery to Rates) | 3,009 | 3,526 | 3,639 | 3,783 | 3,911 | 4,097 | 4,224 | 4,372 | 4,540 | 4,679 | 4,842 |
| Operating Revenue | 512 | 614 | 807 | 844 | 852 | 799 | 816 | 814 | 827 | 847 | 868 |

TOTAL

| | | | | | | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 3,521 | 4,140 | 4,446 | 4,627 | 4,763 | 4,896 | 5,040 | 5,186 | 5,367 | 5,526 | 5,710 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|

ROLE AND STRUCTURE OF WAITAKERE CITY COUNCIL

ROLE OF THE COUNCIL

The Council has overall responsibility and accountability for the proper direction and control of the Council's activities in pursuit of community outcomes. The responsibility includes areas of stewardship such as:

- formulating the City's strategic direction in conjunction with the community - the Long Term Council Community Plan
- determining the services and activities to be undertaken
- managing principle risks
- administering various regulations and upholding the law
- monitoring the delivery of the LTCCP and Annual Plan
- ensuring the integrity of management control systems
- safeguarding the public interest
- ensuring effective succession of elected members
- reporting to ratepayers.

COUNCIL OPERATIONS

The Council has appointed a Chief Executive Officer to be in charge of the Council's operations and delegated certain powers of management to that position as required under Section 42 of the Local Government Act 2002 (see organisation chart on page 216).

DIVISION OF RESPONSIBILITY BETWEEN THE COUNCIL AND MANAGEMENT

A key to the efficient running of the Council is that there is a clear division between the role of elected members and that of management. The Local Government Act 2002 sets out a series of governance policies that support the principles of local government. The Council has adopted its Local Governance Statement that explains the governance and management responsibilities. It clarifies the governance role and expected conduct of elected members, describes the effective, open and transparent processes used by the Council, ensures separation of regulatory and non-regulatory responsibilities and explains the good employer requirements.

This Local Governance Statement ensures the community has information on the processes that the Council follows when making decisions and taking action and how that community can influence these processes.

While many of the Council's functions have been delegated, the overall responsibility for maintaining effective systems of internal control ultimately rests with the Council. Internal control includes the policies, systems and procedures established to provide measurable assurance that specific objectives will be achieved.

GOVERNANCE SYSTEM

INDEPENDENT ELECTION

The Council believes that its democratic election by Waitakere's citizens ensures it is able to operate in the best interests of the City.

COUNCIL MEETINGS

Council and committee meetings take place each month. In addition, given the importance of the Long Term Council Community Plan and Annual Plan and the Council's strategic planning for the future, the full Council meets as the Long Term Council Community Plan and Annual Plan Committee for these purposes.

The Council holds monthly meetings to monitor management activities and to ensure the affairs of the Council are being conducted in accordance with the law and the Council's objectives. The Council also monitors the performance of Council organisations and Council controlled-organisations (including Council controlled trading organisations).

COUNCIL COMMITTEES

The Council has set up several standing committees to monitor and assist in the effective discharging of specific responsibilities.

Each standing committee is made up of elected members. The Policy and Strategy Committee and Te Taumata Runanga also have appointed members. Each committee meets monthly, with additional meetings held as required.

The Council's standing committees are:

- Policy and Strategy Committee
- Finance and Operational Performance Committee
- Planning and Regulatory Committee
- Infrastructure and Works Committee
- Cultural and Community Committee
- Te Taumata Runanga (see also Partnerships)
- Long Term Council Community Plan and Annual Plan Committee
- NorSGA Urban Development Committee
- Emergency Services Committee
- Performance Review Committee.

COMMUNITY BOARDS

The Community Boards focus on local matters within a particular community and ward and are responsible for assessing and advocating for their requirements. They exercise decision-making power on issues specifically delegated by the Council within the strategic and annual plan frameworks set by the Council.

Community Boards are responsible for:

- Local decision-making, assessing and responding to local needs, advocating on behalf of the community, input to the Council's Annual Plan and long term planning, communication with community associations and special interest groups within the community
- Overview of local road works, water and wastewater, stormwater, drainage, parks, recreational facilities, community activities, provision of community advisory services, libraries and community centres, and traffic management within the community
- Allocation of funding for local community projects from the Community Wellbeing Fund
- Decisions on matters specifically delegated by the Council.

PARTNERSHIPS

An essential element of the Council's operations is input from the community. By establishing close working relationships with various sectors within the community, the Council is in a better position to accommodate community needs in its decisions.

Partnerships are built into the Council structure in the following manner:

TE TAUMATA RUNANGA

This partnership is effected through a standing committee of the Council to ensure Maori issues, views, perspectives and Treaty issues are considered. Representation as a member of the committee is determined by recommendations from iwi and other Maori community groups in the City.

Te Taumata Runanga is a standing committee of the Council. The fields of activity are to ensure Maori values

are considered in the Council's decisionmaking; ensure the Council can meet its obligations to the Tangata Whenua; ensure the Council considers the needs of the Maori community in effective service provision; regularise communication between Maori, the Council and its committees; ensure the Council is aware of and sensitive to issues of concern to the Tangata Whenua and local Maori people; and to provide the Council with a structure to facilitate input into the Council's decisions that have cultural significance to Maori people. A member of Te Taumata Runanga is appointed to the Policy and Strategy Committee to further enhance this input into the Council's decision making process.

COMMUNITY PARTNERSHIPS

There is a range of partnership relationships with various community organisations such as the Tag Out Trust.

Three partnerships in particular were established to facilitate input to the Council's decision-making process by targeted groups:

- Waitakere Pacific Board
- Waitakere Ethnic Board
- Waitakere Youth Council

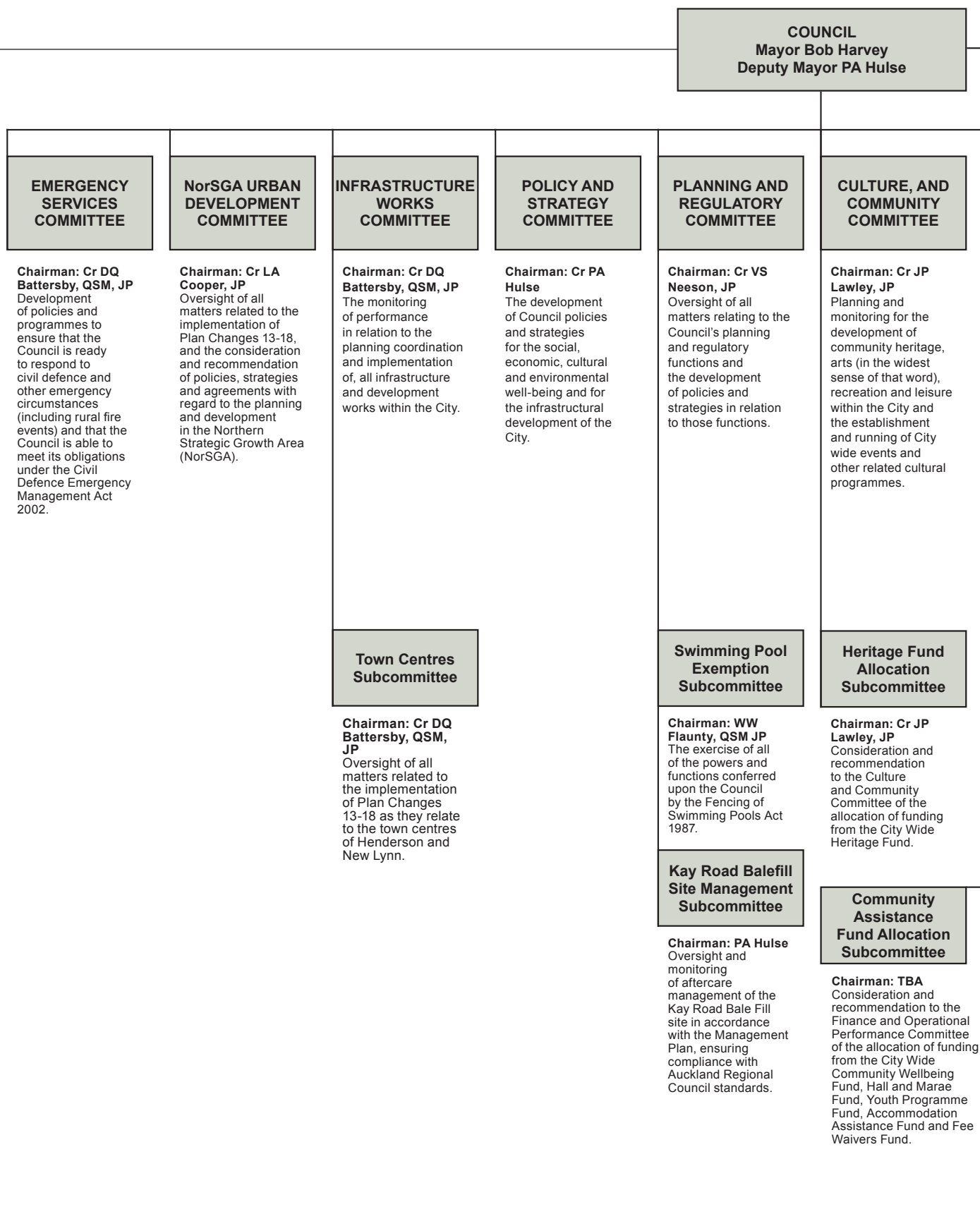


RISK MANAGEMENT

LEGISLATIVE COMPLIANCE

As a regulatory body, the Council administers various regulations and laws. As such, it is vital that it also complies with all relevant legislation. The Council makes use of an internal solicitor and contracts external law firms with local government expertise to help it comply with applicable legislation. The Council has an assurance service, to ensure processes within the organisation minimise risk to the Council and the community.

WAITAKERE CITY COUNCIL COMMITTEE STRUCTURE



LONG TERM COUNCIL COMMUNITY PLAN AND ANNUAL PLAN COMMITTEE

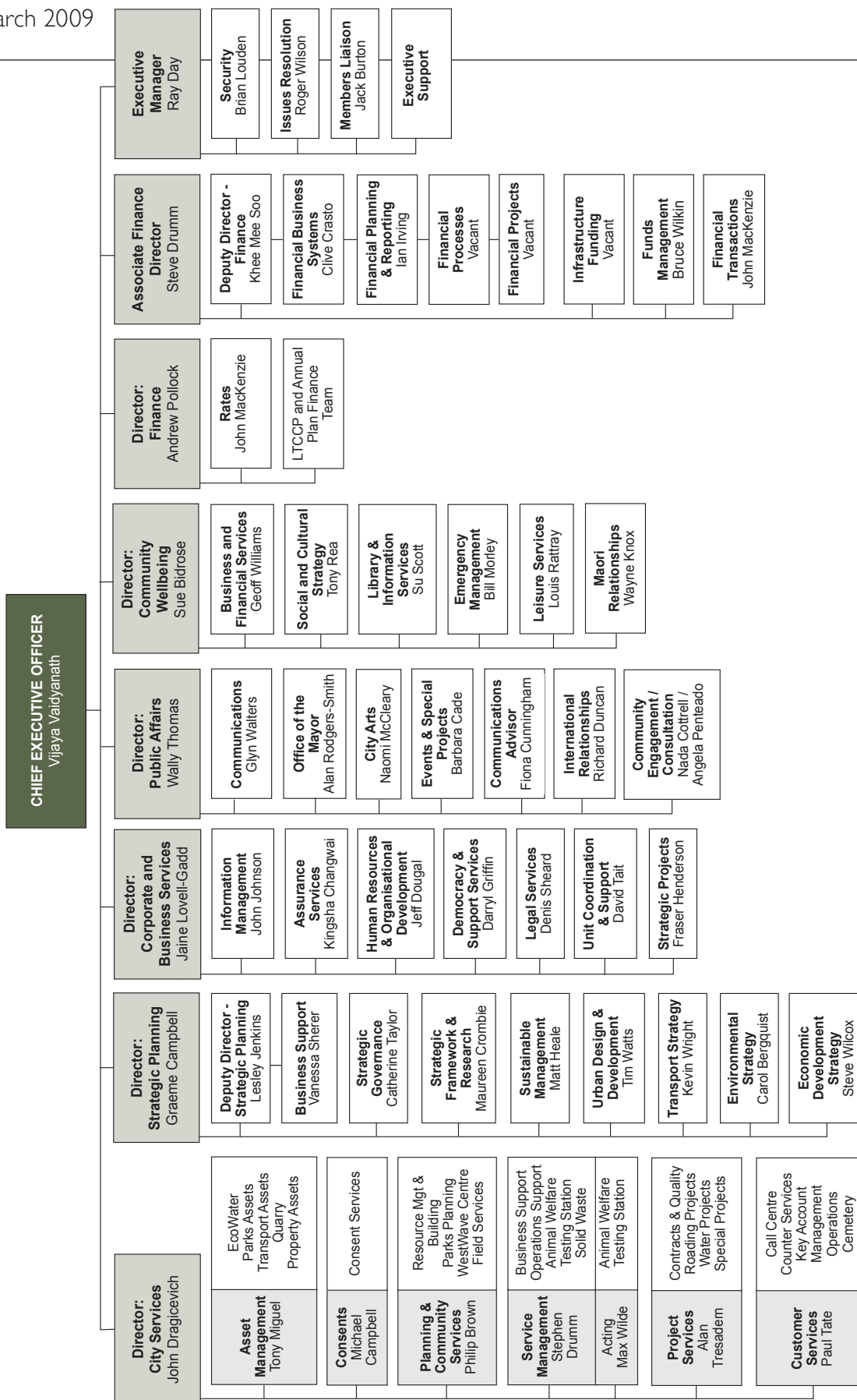
Chair: Cr JM Clews, QSO, JP

Oversight of the preparation of and consultation upon the Long Term Council Community Plan (including associated policies) and Annual Plan, the making of amendments to those documents following consultation and recommendation of the amended documents to the Council for adoption

| | | | | | |
|---|---|--|--|--|--|
| <p>FINANCE AND OPERATIONAL PERFORMANCE COMMITTEE</p> | <p>PERFORMANCE REVIEW COMMITTEE</p> | <p>YOUTH COUNCIL</p> | <p>TE TAUMATA RUNANGA</p> | | <p>COMMUNITY BOARDS</p> |
| <p>Chairman: Cr RI Clow Oversight of the Council's operations, service delivery, tenders, procurement, and financial management (including asset, cash, investment and debt management). Monitoring compliance with the Long Term Council Community Plan/ Annual Plan and budget implementation.</p> | <p>Chairman: RA Harvey, QSO, JP Dealing with all matters relating to the employment relationship between the Council and the Chief Executive Officer and monitoring the performance of the Chief Executive Officer in relation to agreed key result areas.</p> | <p>Chairman: C Finlay To provide the youth of Waitakere with a voice, through positive activities and accurate representation. Waitakere Youth Council provides a voice for the youth of the City and provides for input to Council decisions that will affect youth now and in the future.</p> | <p>Chairman: W Paki, JP Consideration of any matter before the Council in respect of which Maori may make a contribution to decision making and fostering the capacity of Maori to contribute to the Council's decision making processes.</p> | | <p>HENDERSON</p> <p>Chairman: EAG Grimmer, MNZM</p> <p>Street Events Subcommittee - Henderson Ward</p> <p>Chairman: WS Bainbridge</p> |
| <p>Tenders Subcommittee</p> | | | | <p>HEARING BY COMMISSIONERS</p> | <p>MASSEY</p> |
| <p>Chairman: Cr RI Clow Consideration and awarding of tenders and contracts for the procurement of goods and services by the Council where the contract value exceeds the delegated authority of officers, or the particular contract is referred to the subcommittee for a decision. Oversight and approval of the Council's procurement processes and the recommendation of policies relating to procurement to the Finance and Operational Performance Committee.</p> | | | | <p>Chairman: VS Neeson, JP Hearings pursuant to Resource Management Act; Building Matters; Sale of Liquor Act; Dog Control Act; Local Government Act; and Bylaws.</p> | <p>Chairman: JG Riddell</p> <p>Street Events Subcommittee - Massey Ward</p> <p>Chairman: AE Davies</p> <p>NEW LYNN</p> <p>Chairman: GPJ Marshall</p> <p>Street Events Subcommittee - New Lynn Ward</p> <p>Chairman: SL Taylor, JP</p> |
| <p>Creative Communities Scheme Allocation Subcommittee</p> | | | | | <p>WAITAKERE</p> <p>Chairman: KJP Witten-Hannah, JP</p> <p>Street Events Subcommittee - Waitakere Ward</p> <p>Chairman: EN Taylor</p> |

WAITAKERE CITY COUNCIL ORGANISATION CHART

as at 10 March 2009



WAITAKERE CITY COUNCIL MAYOR & COUNCILLORS

MAYOR AND COUNCILLORS

Mayor

Bob Harvey, QSO, JP
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TE TAUMATA RUNANGA

Te Taumata Runanga is a standing committee of the Council. The fields of activity of Te Taumata Runanga are to ensure Maori values are considered in the Council's decision making; ensure that the Council can meet its obligations to the Tangata Whenua; ensure that the Council considers the needs of the Maori community in effective service provision; regularise communication between Maori and the Council and its committees, ensure that the Council is aware of and sensitive to issues of concern to the Tangata Whenua and local Maori people, and to provide the Council with a structure to facilitate input into the Council's decisions that have cultural significance to Maori people. A member of Te Taumata Runanga is appointed to the Policy and Strategy Committee to further enhance this input into the Council's decision making process.

REPRESENTATIVES

HOANI WAITITI MARAE REPRESENTATIVE

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Mobile: 027 577 5247

TE PIRINGATAHI O TE MAUNGARONGO REPRESENTATIVE

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TE ROOPU PUAWAI O WAITAKERE REPRESENTATIVE

Wiremu Ellis
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TE RUNANGA O NGATI WHATUA REPRESENTATIVE

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TE ROOPU WAHINE MAORI TOKO I TE ORA REPRESENTATIVE

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TE ATATU REPRESENTATIVE

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TE WHANAU O WAIPAREIRA TRUST

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COMMUNITY BOARDS

Community Boards are responsible for:

- Local decision-making, assessing and responding to local needs, advocating on behalf of the community, input to the Council's Annual Plan and long term planning, communication with community associations and special interest groups within the community
- Overview of local road works, water and wastewater, stormwater, drainage, parks, recreational facilities, community activities, provision of community advisory services, libraries and community centres, and traffic management within the community
- Allocation of funding for local community projects from the Community Wellbeing Fund
- Decisions on matters specifically delegated by the Council.

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Note: All addresses are in Waitakere

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MAP OF WAITAKERE



GLOSSARY

This section is designed to help you understand some of the specialised terms, names and acronyms the Council uses.

Accounting Policies - the accounting practices the Council uses in preparing its financial statements.

Activity - a group of functions that form part of an activity plan.

Activity Costs - costs directly attributable to an activity or function.

Activity Groups - a group of activities that perform complementary roles.

Activity Plan - a business plan identifying a series of actions to be taken to achieve defined outcomes.

Activity Revenue - income directly attributable to an activity or function.

Agenda 21 - a blue print for sustainable development created by the United Nations in 1992 that explains how cities can achieve a sustainable future working at a local level.

Amenities - the natural and physical character of an area that contributes to people's enjoyment - anything from a public convenience to attractive trees in a park, to safe and walkable streets.

Annual Plan - the Council's action plan and budget for the following year.

ARC - Auckland Regional Council.

Asset - an item owned by the Council. Such as roads, parks, plant and machinery, buildings and utility systems.

Asset Management Plans - operational documents which guide how assets are managed. Asset management plans contain service standards, operating maintenance and capital costs in relation to infrastructural assets like parks, roads, stormwater, water and the sewerage network.

Capital Expenditure - the money spent upfront to build or buy a new asset or to improve the standard of an existing asset.

Catchment - generally, a water catchment, an area which concentrates water to a point such as a stream.

Catchment Plan - establishes how water is to be managed in a particular catchment.

Community - a network of people and organisations linked together by common factors or interests.

Community Outcomes - what local communities think are important for their current and future social, economic, environmental and cultural wellbeing.

Consultation - a dialogue between the Council and the community to decide the best course of action on a particular issue.

Council-Controlled Organisation - an organisation the Council directly or indirectly controls by having more than 50 percent of the vote at meetings of that organisation.

Council-Controlled Organisation - an organisation the Council directly or indirectly controls more than 50 percent of the votes at meetings of that entity

Democracy - active participation by citizens in decisionmaking processes that ensures the Council is accountable to residents, ratepayers and the community for its decisions and activities.

Depreciation - the wearing out, consumption or other loss of value of an asset arising from use, passing of time or obsolescence through technological and market changes. It is accounted for by the allocation of the historical cost (or revalued) amount of

the asset less its residual value over its useful life.

Development Contributions - a fee paid by developers for the right to subdivide or build new dwellings, or by newly established businesses to help the city recover the additional cost of providing network and community infrastructure required for growth.

District Plan - 10 year plan created under the Resource Management Act, manages, through rules, potentially damaging impacts of land uses on the environment of the City.

Eco city - a city which responds to the challenges of the 21st century by working creatively with the community to increase the social, environmental, economic and cultural wellbeing of present and future generations.

EcoWater - the Council's business unit with responsibility for water, stormwater and wastewater infrastructures.

Financial Contributions - the Council's policy to take financial contributions, under the Resource Management Act, for reserves and for environmental mitigation.

Financial Statements - the summary of the Council's operating costs and revenue, asset movements, cash movements and other information as required by the Local Government Act 2002 and generally accepted accounting practice.

Financial Year - the Council's financial year starts on July 1 and ends on the June 30 the following year.

Funding Impact Statement - a financial statement disclosing the revenue and financing mechanisms the Council proposes to use.

Governance - how the Council oversees the

effective and responsible management of resources, delivers services and sets the strategic direction for the city including how it engages with the community (representation).

Greenprint - a statement of the Council's eco city vision and long term goals, developed in 1994. The Greenprint responds to Agenda 21.

Hearing - a meeting at which members of the public speak to elected representatives and/or staff about an issue.

Indirect costs and allocations - unit administration, allocated overheads, interest and depreciation that is allocated to a strategic platform.

Infiltration - when stormwater leaks into the sewer pipes, often causing overflows into creeks and the harbour.

Infrastructure - the network of assets the Council provides includes roads, wastewater, stormwater pipes, water treatment facilities and parks.

Iwi - A Maori tribe usually comprised of a number of hapu (sub-tribes) which share a common ancestor.

Joint Venture - a commercial or non commercial partnership between the Council and one or more other parties in which all those involved work together to try and obtain a mutually beneficial set of outcomes.

Levels of Service - the standard to which services are provided, e.g., speed of response times to information requests, the standard of the stormwater drainage system to prevent incidents of surface water flooding.

Local Government Act 2002 - the legislation that explains what the Council's responsibilities are to the community and how it must fulfil them.

Long Term Council Community Plan (LTCCP) - a 10 year plan for the city. The LTCCP also links the activities of the Council with its financial planning.

Mana Whenua - customary authority exercised by an iwi or hapu in an identified area.

Marae - a gathering place.

Metropolitan Urban Limits - MUL urban growth boundaries defined to limit urban sprawl. The MUL is used in the Auckland Regional Policy Statement to delineate the outer edge of metropolitan Auckland.

Ngati Whatua - one of the local iwi of the Auckland Region.

NorSGA - the urban growth area in northern Waitakere is referred to as the Northern Strategic Growth Area.

Operating Costs - costs to run the Council on a day-by-day basis and range from maintenance of infrastructure to staff salaries.

Partnership - the Council's relationship with groups within the community to achieve outcomes consistent with eco city goals. This does not refer to a legal partnership.

Performance Measure - a way to gauge the level of success in achieving community outcomes, strategic priorities and levels of service.

Public Open Spaces - parks, reserves, pedestrian areas in town centres, walkways and beaches.

Quadruple Bottom Line - the form of decision making that considers social, environmental and cultural impacts as well as the more typical economic impacts.

Rates - what each property owner pays for the services provided by the Council.

Recovery to Rates - the term used when the revenue for an activity exceeds the costs of that activity. This means that the excess of this revenue over the operation costs is used to reduce the rate requirement for the Council.

Recyclable - a product or packaging which can be collected, re-processed and resold as a new product (e.g. in NZ - glass, aluminium, paper, and some plastics).

Recycle - the process whereby existing products, parts of products or packaging are collected and reused to make new products (recyclable products in NZ generally includes glass, aluminium, paper, and some plastics).

Renewable - something that can be used over and over again without running out - e.g. solar energy.

Revenue - council income from services such as building permits and concerts.

Revenue and Financing Policy - a statement about who should pay for the services provided by the Council. The policy outlines who will benefit from each activity and who should pay for it, taking into account fairness and practicality.

Significance Policy - sets out conditions that ascertain the significance of proposals and decisions. Councils have to comply with special consultative obligations when decisions or proposals are deemed to be significant.

Special Consultative Procedure - the way the Council must consult with the community as required by the Local Government Act 2002.

Stormwater - rain which runs off roads, yards and roofs and down gutters into stormwater pipes, streams or wetlands.

Strategic Priorities - overarching priorities that must be evident in all of the Council's activities.

Submission - feedback or proposal from a citizen or group on an issue.

Sustainability - using all resources in such a way that they can be maintained in perpetuity.

Te Kawerau A Maki - the local iwi within Waitakere.

Territorial Local Authority - a city council or district council as listed in the Local Government Act 2002.

Te Taumata Runanga - the name adopted by the Maori Standing Committee of the city meaning "The High Council".

UAGC and UAC - stands for "Uniform Annual General Charge" and is the fixed charge component of the rates. UAC stands for "Uniform Annual Charge" which is a fixed charge for

a specific item such as solid waste collection and disposal.

Urupa - a cemetery area which provides burial plots for urban Maori

Wastewater - domestic and industrial sewerage and trade waste

Wellbeing - the Local Government Act 2002 associates wellbeing with four considerations - social, economic, environmental and cultural.



COUNCIL SERVICES CONTACT DETAILS

ON LINE

www.waitakere.govt.nz
e-mail: info@waitakere.govt.nz

CUSTOMER SERVICES CALL CENTRE

All enquiries - 24 hours, 7 days per week
Telephone: 839 0400

WAITAKERE CENTRAL

8.00 am to 5.00 pm - Monday to Friday
6 Henderson Valley Road
Henderson
Waitakere 0612
Telephone: 836 8000
(This is also the prime contact number, should you know the extension number of the person you need to speak to.)
Facsimile: 836 8001

NEW LYNN WAR MEMORIAL LIBRARY

9.00 am - 5.30 pm Monday to Thursday
9.00 am - 8.00 pm Friday
10.00 am - 4.00 pm Saturday & Sunday
3 Memorial Drive
New Lynn
Waitakere 0600
Telephone: 839 2260
Facsimile: 827 3393

MASSEY LIBRARY

9.00 am - 5.30 pm - Monday, Wednesday,
Thursday & Friday
9.00 am - 8.00 pm - Tuesday
10.00 am - 4.00 pm - Saturday & Sunday
Corner of Don Buck Road and Westgate Drive
Massey
Waitakere 0614
Telephone: 832 5389
Facsimile: 832 5341

GLEN EDEN LIBRARY

9.00 am - 5.30 pm - Monday, Tuesday, Thursday & Friday
9.00 am - 8.00 pm - Wednesday
10.00 am - 4.00 pm - Saturday
Closed - Sunday
12 - 32 Glendale Road
Glen Eden
Waitakere 0602
Telephone: 839 2260
Facsimile: 818 5363

TE ATATU PENINSULA LIBRARY

9.00 am - 5.30 pm - Monday to Wednesday & Friday
9.00 am - 8.00 pm - Thursday
10.00 am - 4.00 pm - Saturday
Closed - Sunday
595 Te Atatu Road
Te Atatu Peninsula
Waitakere 0610
Telephone: 839 2260
Facsimile: 834 2596

TITIRANGI LIBRARY

9.00 am - 5.30 pm - Monday to Wednesday & Friday
9.00 am - 8.00 pm - Thursday
10.00 am - 4.00 pm - Saturday
Closed - Sunday
500 South Titirangi Road
Titirangi
Waitakere 0604
Telephone: 839 2260
Facsimile: 817 6085



WAITAKERE CITY COUNCIL
Best for the West - Waitakere's 10 year Plan

PART A

