

In 2005 many people in Waitakere City took the opportunity to come together and discuss a vision for Waitakere City both at a very local and personal level and also at a level that looked to the future. These are the community outcomes, as described in the Local Government Act 2002, a collective vision for the future that also reflects the diverse goals of the many communities of Waitakere City.

It is important to recognise that they are not the Council's outcomes. The Council's Strategic Direction and the outcomes that the Council wants for the city are detailed in the strategic platforms and priorities.

The Local Government Act 2002 requires councils to consult with their community to identify outcomes for the intermediate and long-term future of its district or region.

These community outcomes rely on many other organisations and groups to achieve them and it is incumbent on the Council to secure, if practicable, their agreement. The Council under the Local Government Act 2002 includes in its Long Term Council Community Plan how it will contribute to these community outcomes.

When looking at determining the community outcomes, many members of the community felt that it was important to recognise Maori within the city and to specifically acknowledge the partnership provided for in the Treaty of Waitangi. To this end, the community outcomes were determined with a two world view, that of the Maori community and that of the general community to take advantage of the moemoea that is implicit in the Treaty of Waitangi. There are many common areas between these two world views.

The Community Outcomes for Waitakere City 2006 -2009 - Nga hua kōwhiringa o te Iwi Whanui o Waitakere are as follows:

Green Network

He tuituitanga kakariki

- 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.

Mauri Ora

Access to Maori resources

- 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

Nga Manukura

Maori Leadership

- Maori determination and integrity
- Sustained Iwi Maori leadership in Waitakere

Strong Communities

He Iwi Kaha

- Waitakere has a strong sense of connection and networks of community and people feel safe and have a sense of belonging
- We are civil and respectful of each other and have a good work life balance and contribute to our city, community, friends and family

Strong Economy

He tupuranga kaha ihi wana

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

Sustainable Integrated Transport

Kauneke Tauwhiro me te Whakaurunga Waka

- 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 need

Sustainable Environment

Kauneke Tauwhiro Taiao

- We manage our growth in a way that increases our sustainability and enables a healthy living environment
- We are a leader in sustainable housing and building practices
- We have access to good quality water and air and we manage our energy, waste and water innovatively and responsibly

Te Mana Whakahaere

Autonomy

- Active protection of Maori interests in accordance with the Treaty and recognition of Iwi Maori

FINANCIAL INFORMATION:

- Contents
- Framework of the LTCCP
- **Community Outcomes**
- Strategic Priorities and Platforms
- Levels of Service
- The Council's Role
- Cost of Services Statements
- Summary of Cost of Service Statements
- Capital Expenditure
- Summary of Support Allocations
- Funding Impact Statement
- Rating Information
- Forecast Financial Statements
- Statement of Accounting Policies
- Forecasting Assumptions
- Summary of Future Borrowing
- Council-Controlled Organisations
- Glossary

FINANCIAL INFORMATION:

- Contents
- Framework of the LTCCP
- **Community Outcomes**
- Strategic Priorities and Platforms
- Levels of Service
- The Council's Role
- Cost of Services Statements
- Summary of Cost of Service Statements
- Capital Expenditure
- Summary of Support Allocations
- Funding Impact Statement
- Rating Information
- Forecast Financial Statements
- Statement of Accounting Policies
- Forecasting Assumptions
- Summary of Future Borrowing
- Council-Controlled Organisations
- Glossary

Community Outcomes *(continued)***Toiora***Healthy Lifestyles*

- Good health, education and increased participation in a healthy and positive lifestyle

Urban and Rural Villages*Nga kainga taone tuawhenua*

- 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 place and to each other
- Villages have an identified centre, are safe and have accessible common areas
- Homes are healthy and environmentally responsible

Vibrant Arts and Culture*Toi me nga Tikanga Taketake*

- 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

Waiora*Environmental Protection*

- 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

Whaiora*Participation in society*

- Comprehensive participation of Iwi Maori in the affairs of Waitakere City, Aotearoa and the world
- Sustain positive growth of innovative Maori economic development

Working Together*Te Mahi Tahi*

- We have a culture of working together as a City, as neighbourhood and as a family, efficiently utilising our time, people and resources
- We mobilise local energy and empower people to participate though providing information people need and open transparent decision-making

Golden Threads

Weaving through these community outcomes and highlighting important focus areas are seven golden threads:

- The Treaty of Waitangi
- Equity and fairness
- Sustainability
- Safety
- Children and Youth
- Empowerment and Participation
- Lifelong learning

Measuring Progress

To enable the assessment of progress towards achieving the community's outcomes, we have identified what success might look like and how we might measure progress.

The community outcomes were developed in a parallel process with Maori and this process is reflected in the different community outcomes.

As part of Council's commitment to the Treaty of Waitangi, the measurement of these outcomes are also being developed in a parallel process.

The community outcomes that have been developed by Maori will have measures that will have been developed by Maori, however as this is new ground for both Maori and the Council, these measures have been developed in collaboration with Te Puni Kokiri and other key stakeholders to ensure that the measures accurately reflect the aspiration of success from a Maori perspective.

We recognise that as we develop the dialogue with the many agencies and organisations who contribute to progressing the outcomes, we will identify more indicators of progress.

The City Council and the other influencing agencies will be reporting on progress approximately every two years (timed to inform the dialogue as we plan for the next set of outcomes) and also in the next Long term Council Community Plan. These reports will also consider how we have gone in achieving the priority areas as detailed in the "Community Outcomes for Waitakere City 2006–2009 - Nga hua kōwhiringa o te Iwi Whanui o Waitakere".

Activity Contributions To Community Outcomes

The following details show how the Council is contributing to each community outcome through its activities. These tables are a summary of the Council's responsiveness to the community outcomes and the full work programme is detailed in pages 47 to 80.

Green Network – He tuituitanga kakariki

Key Activity Plans and Projects that primarily contribute to this outcome

- Animal Welfare – Animal control
- Cemetery – Weed control, remedial tree work
- Consents, Compliance and Enforcement - District Plan administration and advice, environmental compliance
- Emergency Management – Civil defence and rural fire
- Parks - Keep Waitakere Beautiful, Revegetation programme, Bethells Beach effluent and water supply, Karekare Beach toilet and effluent system, Reserve management plans, Ecosourced plants
- Stormwater – Project Twin Streams, Enviroschools programme, Rewarewa Stream restoration programme
- Waste Management - Harbour Cleanup Trust , Litter control, Abandoned vehicles, Stream cleaning, Illegal dumping, Education programmes, Zero Waste advocacy
- Wastewater – Sewerage overflows, Sewerage infiltration control, Wastewater treatment and disposal
- Strategic Projects - Low impact urban design for all new developments, Promotion and implementation of Waitakere Ranges Area Heritage Bill, Waitakere Ranges and Foothills protection programme

Mauri Ora – Access to Maori Resources

Key Activity Plans and Projects that primarily contribute to this outcome

- Arts and Culture - Waitangi Day festival, Matariki celebrations
- City Promotion - Te Taumata Runanga awards
- Consents, Compliance and Enforcement - Resource Management, District Plan
- Democracy and Governance - Te Taumata Runanga
- Leisure - Leisure and community database
- Libraries - Maori events and programmes, Digitisation project, Oral history recordings, Conservation and preservation
- Parks - Revegetation programme, Reserve management plans
- Stormwater - Environmental protection of streams
- Strategic Projects - Te Henga Marae, Treaty of Waitangi framework, Urupa working group, Heritage strategy, Deeds of Acknowledgement for recognising sites of significance to Tangata Whenua

Nga Manukura – Maori Leadership

Key Activity Plans and Projects that primarily contribute to this outcome

- City Promotion - Te Taumatua Runanga awards
- Democracy and Governance - Te Taumata Runanga

- Emergency Management - Civil Defence and Rural Fire
- Arts and Culture - Waitangi Day festival, Matariki celebrations
- Libraries - Maori events and programmes, Digitization project, Oral history recordings, Conservation and preservation
- Stormwater – Project Twin Streams
- Strategic Projects - Treaty of Waitangi Framework, Marae Open Days, Te Rōpu Puawai ō Waitakere (Maori youth forum), Te Henga Marae, Urupa support, Waitakere Citizens Advice Bureaux, Maori economic strategy

Strong Communities – He iwi kaha

Key Activity Plans and Projects that primarily contribute to this outcome

- Animal Welfare - Education of animal owners and the general public in relation to animal welfare
- West Wave Aquatic Centre – Provision of leisure facilities
- Arts and Culture - Corban Estate and Lopdell House development, Christmas festivals and parades
- Consents, Compliance and Enforcement - District Plan framework for land use development, Building and resource consent application processing
- Emergency Management - Civil defence and rural fire
- Housing for Older Adults - Provision of low cost rental accommodation
- Leisure - Community centres and houses, Community assistance and funding, Community facilities
- Libraries - Waitakere Citizens Advice Bureaux, Library development and remodelling
- Parks - Weed and pest management, Litter control, Graffiti control, Streetscape maintenance, Town centre maintenance
- Stormwater - Project Twin Streams, Flood protection
- Water Supply - Drinking water quality
- Strategic Projects - Safe Waitakere (Injury prevention, Alcohol and crime, Community action on youth and drugs), Town centre leisure planning, Ranui and McLaren Park community projects, Massey community building, Waitakere Ranges and Foothills protection, Wellbeing strategy

Strong Economy – He tupuranga kaha ihi wana

Key Activity Plans and Projects that primarily contribute to this outcome

- Arts and Culture – Major events such as Trash to Fashion and the Literary Festival
- City Promotion – Bidding for events to benefit the city
- Transport and Roads – Better transport for residents to travel to and from work
- Strategic Projects - Creative industries strategy, Waitakere Enterprise Board, Attracting new business initiatives, New migrant settlement support service,

FINANCIAL INFORMATION:

- Contents
- Framework of the LTCCP
- **Community Outcomes**
- Strategic Priorities and Platforms
- Levels of Service
- The Council's Role
- Cost of Services Statements
- Summary of Cost of Service Statements
- Capital Expenditure
- Summary of Support Allocations
- Funding Impact Statement
- Rating Information
- Forecast Financial Statements
- Statement of Accounting Policies
- Forecasting Assumptions
- Summary of Future Borrowing
- Council-Controlled Organisations
- Glossary

FINANCIAL INFORMATION:

- Contents
- Framework of the LTCCP
- **Community Outcomes**
- Strategic Priorities and Platforms
- Levels of Service
- The Council's Role
- Cost of Services Statements
- Summary of Cost of Service Statements
- Capital Expenditure
- Summary of Support Allocations
- Funding Impact Statement
- Rating Information
- Forecast Financial Statements
- Statement of Accounting Policies
- Forecasting Assumptions
- Summary of Future Borrowing
- Council-Controlled Organisations
- Glossary

Community Outcomes *(continued)*

City image / marketing, Swanson, Ranui, Titirangi and Glen Eden town centre planning, Strategic land purchases, Waitakere business sector sustainability initiatives, Cadetship programme, Town centre development

Sustainable and Integrated Transport – Kauneke Tauwhiro me te Whakaurunga Waka

Key Activity Plans and Projects that primarily contribute to this outcome

- Transport and Roads - Road network maintenance and development, Road network safety, Railway double tracking projects, Railway undergrounding at New Lynn, Alternative transport solutions and promotion, Town centre development, Lincoln Road and Te Atatu Road corridors, Transport strategy implementation, Park and rides, Walking and cycling strategy implementation, Land use planning, State Highway 16 and 18 development projects, New Lynn, Henderson, Fruitvale, Glen Eden and Sunnyvale railway stations precinct development

Sustainable Environment – Kauneke Tauwhiro Taiao

Key Activity Plans and Projects that primarily contribute to this outcome

- Animal Welfare – Animal control
- Consents, Compliance and Enforcement – Resource consents, Resource management, Environmental compliance, Building and resource consent application processing
- Parks - Weed and pest management, Litter control, Graffiti control, Planting maintenance
- Stormwater – Stormwater Treatment, Flood Prevention, Project Twin Streams, Rewarewa Stream Restoration Programme
- Transport and Transport Assets - Better transport for residents to travel to and from work
- Vehicle Testing Station – Emission testing
- Waste Management - Harbour Cleanup Trust, Stream cleaning, Litter control, Abandoned vehicles, Illegal dumping, Education programmes, Zero waste advocacy
- Wastewater - Sewerage overflows, Sewerage infiltration control, wastewater treatment and disposal
- Water Supply – Drinking water quality
- Strategic Projects - Beacon project and the NOW house, Cleaner production Initiatives, Eco Matters Environment Trust, Energy efficient projects for council buildings, Climate change initiatives, Action plan on energy and energy generation pilot projects, Promotion and implementation of Waitakere Ranges Area Heritage Bill

Te Mana Whakahaere – Autonomy

Key Activity Plans and Projects that primarily contribute to this outcome

- Arts and Culture - Waitangi Day festival, Matariki celebrations
- Cemetery – Urupa
- City Heritage – Heritage buildings and heritage assistance
- Consents, Compliance and Enforcement – Resource consents, Resource management, Environmental compliance
- Democracy and governance - Te Taumata Runanga
- Libraries – Te Aka Kumara advisory group, Oral history and reading programme to encourage bilingual and Maori total immersion schools to participate, Waitakere Citizens Advice Bureaux
- Strategic Projects - Treaty of Waitangi framework, Marae open days, Te Taumata Runanga Maori community awards, Te Rōpu Puawai ō Waitakere, Maori youth forum, Maori economic strategy

Toiora – Healthy Lifestyles

Key Activity Plans and Projects that primarily contribute to this outcome

- West Wave Aquatic Centre – Learn to Swim programme
- Libraries – Te Aka Kumara advisory group, Oral history and reading programme to encourage bilingual and Maori total immersion schools to participate, Waitakere citizens advice bureau
- Stormwater – Flood prevention
- Wastewater – Sewerage overflows, Sewerage infiltration control, Wastewater treatment and disposal
- Water Supply – Drinking water quality
- Strategic Projects - Safe Waitakere (Injury prevention, Alcohol and crime, Community action on youth and drugs), Town centre leisure planning, Ranui and McLaren Park community projects, Massey community building, Waitakere Ranges and Foothills protection, Maori community injury prevention project

Urban and Rural Villages – Nga kainga taone, tuawhenua

Key Activity Plans and Projects that primarily contribute to this outcome

- Arts and Culture – Public Art, Events, Concerts
- Cemetery – Provision of cemetery and crematorium
- City Heritage – Heritage buildings and heritage assistance
- Consents, Compliance and Enforcement - District Plan framework for land use development, Building and resource consent application processing
- Leisure – Community centres and houses, Community assistance, maintenance and funding, Community facilities
- Parks – Open spaces, Litter control, Graffiti control, Streetscape, Town centre maintenance

- Strategic Projects - Henderson and New Lynn development planning and co-ordination, Swanson, Ranui, Titirangi and Glen Eden town centre planning, Strategic land purchases, West Park Marina development, Public art collaboration in community facility development, Community arts projects, Hobsonville and Whenuapai concept planning, Promotion and Implementation of Waitakere Ranges Area Heritage Bill

Vibrant Arts and Culture – Toi me nga Tikanga Taketake

Key Activity Plans and Projects that primarily contribute to this outcome

- Arts and Culture – Public Art, Events, Concerts, Artwork on construction projects, Corban Estate and Lopdell House development, Community Arts Councils
- Cemetery - Chapel of Faith in the Oaks, Burial records
- City Heritage – Heritage buildings and Heritage assistance
- Libraries - Oral history recordings, Historical collection, Te Aka Kumara advisory group
- Strategic Projects – Investigation of Dalmatian Cultural Centre

Waiora – Environmental Protection

Key Activity Plans and Projects that primarily contribute to this outcome

- Animal Welfare – Animal control
- Consents, Compliance and Enforcement - District Plan administration and advice, District Plan, Environmental compliance
- Parks – Parks strategy, Asset management, Revegetation programme, Litter control, Graffiti control

- Stormwater – Stormwater treatment, Flood protection, Project Twin Streams, Rewarewa Stream Restoration
- Vehicle Testing Station - Emission testing
- Waste Management - Litter control, Harbour Cleanup Trust, Abandoned vehicles, Stream cleaning, Illegal dumping, Education programmes
- Wastewater - Sewerage overflows, Sewerage infiltration control, Wastewater treatment and disposal
- Strategic Projects - Low impact urban design for all new developments, Waitakere Ranges and Foothills Protection, Promotion and implementation of Waitakere Ranges Area Heritage Bill, Climate change action plan, Energy action plan

Whaiora – Participation in Society

Key Activity Plans and Projects that primarily contribute to this outcome

- Democracy and Governance - Te Taumata Runanga
- Strategic Projects - Treaty of Waitangi framework Maori economic development, Iwi consultation Maori economic strategy

Working Together – Te Mahi Tahī

Key Activity Plans and Projects that primarily contribute to this outcome

- Democracy and Governance - Te Taumata Runanga, Long Term Council Plan and Annual Plan
- Strategic Projects - Treaty of Waitangi framework Maori economic development, Iwi consultation, Maori economic strategy, Waitakere Ethnic Board, Pacific Islands Advisory Board, Council kiosk / information booth development, Wellbeing collaboration project, Civic education project

FINANCIAL INFORMATION:

- Contents
- Framework of the LTCCP
- **Community Outcomes**
- Strategic Priorities and Platforms
- Levels of Service
- The Council's Role
- Cost of Services Statements
- Summary of Cost of Service Statements
- Capital Expenditure
- Summary of Support Allocations
- Funding Impact Statement
- Rating Information
- Forecast Financial Statements
- Statement of Accounting Policies
- Forecasting Assumptions
- Summary of Future Borrowing
- Council-Controlled Organisations
- Glossary

FINANCIAL INFORMATION:

- Contents
- Framework of the LTCCP
- **Community Outcomes**
- Strategic Priorities and Platforms
- Levels of Service
- The Council's Role
- Cost of Services Statements
- Summary of Cost of Service Statements
- Capital Expenditure
- Summary of Support Allocations
- Funding Impact Statement
- Rating Information
- Forecast Financial Statements
- Statement of Accounting Policies
- Forecasting Assumptions
- Summary of Future Borrowing
- Council-Controlled Organisations
- Glossary

Community Outcomes *(continued)*

Community Outcome Indicators

Community Outcome	We will know we are succeeding when	Progress will be measured using these key indicators
<p>Green Network - He tuituitanga kākāriki 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>	<p>Residents are proud of the city and its environmental qualities and aware of environmental issues, particularly around growth</p> <p>Waitakere City has an increased land area given over to quality native wildlife habitat</p> <p>The ecological network of linked natural areas is improved and valued</p> <p>Local people can locally gather native plants for cultural use</p> <p>There are more opportunities and a high level of participation in ecological programmes and decision making</p>	<p>Perceptions of the natural environment in the city, and local and regional issues</p> <p>Statistics on participation in ecological programmes and decision making</p> <p>Measures of flora and fauna, native and exotic</p>
<p>Mauri Ora – Access to Maori resources <i>Tikanga/Kawa (Values)</i></p> <p>Mana Tipuna/Whakapapa - Ancestral links between past, present and future</p> <p><i>Tautoko (Vision Moemoeā – Aspirations/goals)</i></p> <p>Live as Maori. Celebrate being Maori</p> <p>Celebrate ethnic cultural diversity</p> <p>Celebration of the City's unique and rich tribal and Maori history</p>	<p>Cultural knowledge is passed from one generation to another</p> <p>The quality of tē reo (Maori Language) and tikanga is sustained</p> <p>Cultural practices including calendars are celebrated such as Waitangi Day and Matariki (Maori New Year)</p> <p>We have marae development and marae policy</p> <p>We have cultural villages established</p> <p>Actively contribute as Maori, as New Zealanders and as global citizens</p> <p>Mana Whenua intellectual properties rights and interests are thriving</p>	<p>Archive and library statistics</p> <p>Te reo and tikanga stats via Kura kaupapa, Kohanga Reo, Whare kua, Kura Tuarua and Whare wananga. Also general educational streams, as well as other reo courses such as Te Ara Reo and Te Ataarangi courses.</p> <p>Marae cultural programmes statistics such as At risk Youth Programmes</p> <p>Cultural performing arts statistics via kapa haka clubs</p> <p>Maori Heritage Sites Statistics</p> <p>Perceptions from Kaumatua</p> <p>Mana Whenua initiatives such as Project twin Streams and pou projects</p>

Community Outcome	We will know we are succeeding when	Progress will be measured using these key indicators
<p>Nga Manukura – Maori leadership <i>Tikanga/Kawa (Values)</i></p> <p>Whanaungatanga (relationship building)</p> <p><i>Tautoko (Vision Moemoeā – Aspirations/goals)</i></p> <p>Maori determination and integrity.</p> <p>Sustained Iwi Maori leadership in Waitakere</p>	<p>A strengthened capacity for Iwi Maori to develop rangatahi (tuakana teina)</p> <p>Mandates, accountability and transparency are consistent</p> <p>A mentoring programme is established to maintain leadership capacity</p> <p>The vision of Maori leadership is maintained through the recognition of Iwi Maori leadership and the representation of Maori in governance</p> <p>Bi-lingual signage throughout the city increases</p> <p>Maori achievement is celebrated (Maori included on walkway of frame and Te Taumata Runanga newspaper)</p>	<p>Perceptions of how well represented Maori feel</p> <p>Maori leadership and representation statistics</p> <p>Appointments and representation on key local Council decision - making processes and on other partnership processes</p> <p>High satisfaction of Te Taumata Runanga</p> <p>Perceptions from Kaumatua</p>
<p>Strong Communities - He iwi kaha</p> <p>Waitakere has a strong sense of connection and networks of community and people feel safe and have a sense of belonging.</p> <p>We are civil and respectful of each other and have a good work life balance and contribute to our city, community, friends and family.</p>	<p>Residents are able to contribute to and participate in their community and with friends and family, including residents that are most vulnerable</p> <p>People are safe in their home, neighbourhood and city</p> <p>People can easily access the services and support they need locally</p> <p>A diverse range of people feel a sense of community in Waitakere City</p> <p>There is an increase in the positive contact with people in the neighbourhood</p>	<p>Statistics about community participation in events, arts, recreation and learning opportunities</p> <p>Volunteer statistics</p> <p>Perceptions of safety, community contact, and work/life balance</p> <p>Health, dental and injury statistics</p> <p>Income levels and sources statistics</p> <p>Perceptions of people across diverse ethnic communities about how activities of council contribute to their quality of life</p> <p>Crime and safety statistics</p> <p>Deprivation Index</p> <p>Discrimination statistics</p> <p>(Statistics above examined to include groups of interest, including young people, older people, ethnic groups, disabled people)</p>

FINANCIAL INFORMATION:

- Contents
- Framework of the LTCCP
- **Community Outcomes**
- Strategic Priorities and Platforms
- Levels of Service
- The Council's Role
- Cost of Services Statements
- Summary of Cost of Service Statements
- Capital Expenditure
- Summary of Support Allocations
- Funding Impact Statement
- Rating Information
- Forecast Financial Statements
- Statement of Accounting Policies
- Forecasting Assumptions
- Summary of Future Borrowing
- Council-Controlled Organisations
- Glossary

FINANCIAL INFORMATION:

- Contents
- Framework of the LTCCP
- **Community Outcomes**
- Strategic Priorities and Platforms
- Levels of Service
- The Council's Role
- Cost of Services Statements
- Summary of Cost of Service Statements
- Capital Expenditure
- Summary of Support Allocations
- Funding Impact Statement
- Rating Information
- Forecast Financial Statements
- Statement of Accounting Policies
- Forecasting Assumptions
- Summary of Future Borrowing
- Council-Controlled Organisations
- Glossary

Community Outcomes *(continued)*

Community Outcome	We will know we are succeeding when	Progress will be measured using these key indicators
<p>Strong Economy - He tupuranga kaha ihi wana</p> <p>Our local economy is sustainably prosperous with abundant local jobs, strong businesses, high quality education and training opportunities and contributes to a sustainable regional economy.</p> <p>Waitakere City is an attractive place to work and do business where people have choices.</p> <p>People have a good work life balance, quality of life and participate in family and community life.</p>	<p>Waitakere has a strong healthy economy</p> <p>Standards of living for residents improve</p> <p>Residents are increasingly working locally</p> <p>There are more good quality employment options available</p> <p>There are more environmentally responsible businesses growing locally</p> <p>Waitakere City is a good place to do business, where the council responds to business needs</p> <p>Local residents, particularly young people, receive high quality education to fit them for life and a diverse employment market</p> <p>There is perception amongst residents that their improving economic conditions have resulted in an improved quality of life.</p>	<p>Regional GDP figures and Deprivation Index</p> <p>Personal, family and household income levels</p> <p>Social deprivation statistics</p> <p>Perceptions of economic position and quality of life</p> <p>Business number statistics, including business cluster development</p> <p>Employment data</p> <p>Cleaner production statistics</p> <p>Business owners' perceptions regarding council and city</p> <p>Local education statistics</p>
<p>Sustainable Integrated Transport - Kauneke Tauwhiro me te Whakaurunga Waka</p> <p>Sustainable transport systems provide fast and effective movement of people, goods and services within and in and out of the city.</p> <p>The transport network is integrated, innovative, safe and environmentally responsible and supports excellent lifestyles and quality urban and village design.</p> <p>Public transport services are appealing, reduce car dependency and match local need.</p>	<p>Public transport meets resident's needs, giving them environmentally sustainable choice in their transport options</p> <p>People are increasingly using more sustainable modes of transport</p> <p>There is a decrease in the time taken and distance traveled for work and educational opportunities</p> <p>Transport is increasingly safe</p> <p>Urban design and development and the transport infrastructure are complimentary</p>	<p>Perceptions of public transport convenience and reach</p> <p>Statistics describing modes of transport use, including public and private</p> <p>Transport-related casualty statistics</p> <p>Examples and perceptions of integration of city development and its transport system</p> <p>Air quality statistics</p>

Community Outcome	We will know we are succeeding when	Progress will be measured using these key indicators
<p>Sustainable Environment - Kauneke Tauwhiro Taiao</p> <p>We manage our growth in a way that increases our sustainability and enables a healthy living environment.</p> <p>We are a leader in sustainable housing and building practices.</p> <p>We have access to good quality water and air and we manage our energy, waste and water innovatively and responsibly.</p>	<p>Waitakere's water supply provides adequate supply and quality water</p> <p>Residents, businesses and institutions are using less water on average and Waitakere residents have increased awareness and uptake of sustainable wastewater solutions</p> <p>Waitakere City has an increased supply of energy from sustainable sources</p> <p>Waitakere City's uptake of sustainability initiatives is amongst the highest in the country</p> <p>There is a decrease in average energy consumption and in greenhouse gas emissions per capita in Waitakere City.</p> <p>Residents, businesses and institutions are actively working to reduce the volume of waste being sent to the landfill</p> <p>Residents are aware of waste issues, and shop with waste/recycling in mind</p> <p>Waitakere City has increased percentages of waste being recycled</p> <p>Waitakere City has a reduction in littering and illegal dumping</p>	<p>Water quality and supply statistics</p> <p>Wastewater awareness and statistics</p> <p>Water consumption statistics</p> <p>Statistics about number of rainwater tanks installed in town supply area</p> <p>Statistics about wastewater solutions</p> <p>Fish counts and other water quality measures</p> <p>Statistics regarding renewable and non-renewable energy sources and consumption, and security of supply where available</p> <p>Statistics about local energy sustainability initiatives in homes, businesses and institutions</p> <p>Perceptions of change in behaviour around waste</p> <p>Recycling statistics</p> <p>Littering and dumping statistics</p>

FINANCIAL INFORMATION:

- Contents
- Framework of the LTCCP
- **Community Outcomes**
- Strategic Priorities and Platforms
- Levels of Service
- The Council's Role
- Cost of Services Statements
- Summary of Cost of Service Statements
- Capital Expenditure
- Summary of Support Allocations
- Funding Impact Statement
- Rating Information
- Forecast Financial Statements
- Statement of Accounting Policies
- Forecasting Assumptions
- Summary of Future Borrowing
- Council-Controlled Organisations
- Glossary

FINANCIAL INFORMATION:

- Contents
- Framework of the LTCCP
- **Community Outcomes**
- Strategic Priorities and Platforms
- Levels of Service
- The Council's Role
- Cost of Services Statements
- Summary of Cost of Service Statements
- Capital Expenditure
- Summary of Support Allocations
- Funding Impact Statement
- Rating Information
- Forecast Financial Statements
- Statement of Accounting Policies
- Forecasting Assumptions
- Summary of Future Borrowing
- Council-Controlled Organisations
- Glossary

Community Outcomes *(continued)*

Community Outcome	We will know we are succeeding when	Progress will be measured using these key indicators
<p>Te Mana Whakahaere - Autonomy</p> <p><i>Tikanga/Kawa (Values)</i></p> <p>Rangatiratanga (Whanau based self determination)</p> <p><i>Tautoko (Vision Moemoeä – Aspirations/goals)</i></p> <p>Active protection of Maori interests in accordance with the Treaty and recognition of Iwi Maori</p>	<p>Recognition is given to Maori on cultural frameworks</p> <p>There is increased participation of Maori in Council consultation</p> <p>Policies are either Maori focused or contain a Maori component</p> <p>Iwi and Maori determine their own needs, interests and resources</p> <p>Treaty of Waitangi is upheld in the Council policies and procedures</p> <p>Maori and mana whenua groups are directly involved in city's development</p>	<p>Maori voting numbers at local and general elections</p> <p>Participation of Maori in Council run community consultations</p> <p>Perceptions of how well Maori feel represented and their ability to make an impact</p> <p>Treaty of Waitangi is included in key policies and procedures</p> <p>Number of sustained Maori community organizations and initiatives</p>
<p>Toiora – Healthy lifestyles</p> <p><i>Tikanga/Kawa (Values)</i></p> <p>Wairuatanga (Intrinsic values)</p> <p><i>Tautoko (Vision Moemoea – Aspirations/goals)</i></p> <p>Good health, education and increased participation in a healthy and positive lifestyle</p>	<p>Stronger connectivity of Maori with each other and others in the community</p> <p>There is an increase in the level of parenting support for young and single parents</p> <p>Strive for high education achievement levels, including retraining</p> <p>An increase in youth recreation facilities</p> <p>Range of housing options are available</p> <p>Maori practioners, technical skills and professional services are maximized</p> <p>Maori social statistics show improvement</p>	<p>Perceptions of safety, community contact and work/life balance</p> <p>Maori youth statistics</p> <p>Maori health, dental and injury statistics</p> <p>Maori social statistics</p> <p>Maori housing statistics</p> <p>Discrimination statistics</p> <p>Partnership research projects such as the Foundation for Research in Science and Technology, "Strengthening Communities Through Local Partnership."</p> <p>Maori research and evaluation methodologies</p> <p>Maori social service providers and iwi data</p> <p>Perceptions of Maori about how activities of Council contribute to their quality of life</p>

Community Outcome	We will know we are succeeding when	Progress will be measured using these key indicators
<p>Urban and Rural Villages - Nga kainga taone tuawhenua</p> <p>Henderson is the key central town centre with Westgate and New Lynn as major centres and a network of smaller villages and neighbourhoods</p> <p>Thriving well connected town and neighbourhood centres where people want to live, play and work.</p> <p>The centres reflect local character and foster pride.</p> <p>People feel connected to their local place and to each other.</p> <p>Villages have an identified centre, are safe and have accessible common areas.</p> <p>Homes are healthy and environmentally responsible</p>	<p>The city offers affordable quality housing options that meet resident's needs and offer housing choices</p> <p>We design our city to meet current needs and future challenges</p> <p>Our lifestyles and heritage are enhanced by our urban environment</p> <p>Our town centres are busy places with increased local community activity</p> <p>There is an increased pride in our city neighbourhoods express their local identities</p> <p>The key health indicators that are influenced by housing are improving.</p> <p>There is an increase in the number of people living in homes that have undertaken sustainability initiatives.</p>	<p>Perceptions of look and feel of the city and expression of local identity</p> <p>Perceptions of recreational space</p> <p>Home ownership</p> <p>Household crowding</p> <p>Statistics about housing costs and affordability</p> <p>Population density in town centres</p> <p>Pedestrian counts</p>
<p>Vibrant Arts and Culture - Toi me nga Tikanga Taketake</p> <p>Waitakere City's arts and culture is reflected and appreciated in our everyday life and the city is itself a work of art.</p> <p>We participate in creative pursuits and have a deep and wide perception of arts and cultures in our city.</p>	<p>Residents perceive that Waitakere City has a culturally rich and diverse arts scene</p> <p>Waitakere residents are able to retain, interpret and express their arts, history, heritage and traditions</p> <p>Maori arts and culture are thriving and valued by residents</p> <p>Pacific arts and events are flourishing in the city</p> <p>There is an increase in public art in the city</p> <p>Our heritage is protected through the generations</p>	<p>Statistics about community participation in events and arts, including employment statistics</p> <p>Arts and cultural activity statistics, including events, food, education</p> <p>Archive and library statistics and historical collections</p> <p>Heritage site statistics</p> <p>Perceptions about arts in the city</p> <p>Public art statistics</p> <p>Language statistics</p>

FINANCIAL INFORMATION:

- Contents
- Framework of the LTCCP
- **Community Outcomes**
- Strategic Priorities and Platforms
- Levels of Service
- The Council's Role
- Cost of Services Statements
- Summary of Cost of Service Statements
- Capital Expenditure
- Summary of Support Allocations
- Funding Impact Statement
- Rating Information
- Forecast Financial Statements
- Statement of Accounting Policies
- Forecasting Assumptions
- Summary of Future Borrowing
- Council-Controlled Organisations
- Glossary

**FINANCIAL
INFORMATION:**

- Contents
- Framework of the LTCCP
- **Community Outcomes**
- Strategic Priorities and Platforms
- Levels of Service
- The Council's Role
- Cost of Services Statements
- Summary of Cost of Service Statements
- Capital Expenditure
- Summary of Support Allocations
- Funding Impact Statement
- Rating Information
- Forecast Financial Statements
- Statement of Accounting Policies
- Forecasting Assumptions
- Summary of Future Borrowing
- Council-Controlled Organisations
- Glossary

Community Outcomes *(continued)*

Community Outcome	We will know we are succeeding when	Progress will be measured using these key indicators
<p>Waiora – Environmental protection <i>Tikanga/Kawa (Values)</i></p> <p>Kaitiakitanga (Guardianship)</p> <p><i>Tautoko (Vision Moemoeā – Aspirations/goals)</i></p> <p>Replenishment of nature's food chain of tiriwā, (the flora and fauna). Maori and non Maori respect and appreciate the City's natural taonga/wonders</p>	<p>There is an increase in the number of wahi tapu sites protected</p> <p>Mana Whenua is visible through the Pou and leading cultural interpretation</p> <p>The ecological network of linked natural areas is improved and valued</p> <p>Local people can gather native plants for cultural use</p> <p>There are more opportunities and a high level of participation in ecological programmes and decision-making</p>	<p>Wahi Tapu site numbers</p> <p>Enterprise Waitakere is engaged with Mana Whenua Eco tourism</p> <p>Perceptions of the natural environment in the City, and local and regional issues</p> <p>Statistics on participation in ecological programmes and decision-making</p> <p>Measures of native flora and flora</p>
<p>Whaiora – Participation in society <i>Tikanga/Kawa (Values)</i></p> <p>Kotahitanga (Collaboration)</p> <p><i>Tautoko (Vision Moemoeā – Aspirations/goals)</i></p> <p>Comprehensive participation of Iwi Maori in the affairs of Waitakere City, Aotearoa and the world. Sustain positive growth of innovative Maori economic development.</p>	<p>An increase in Maori achievement</p> <p>An increase in social and economic development</p> <p>Youth and Kaumatua increasingly feel included in society</p> <p>Recognising significant aspects of Maori culture</p>	<p>Statistics about Maori participation in events, arts, recreation and learning opportunities in Waitakere City</p> <p>Maori employment and business statistics</p> <p>Maori education statistics</p> <p>Maori health statistics</p> <p>Maori social statistics</p> <p>Perceptions of inclusion</p> <p>Maori social deprivation statistics</p> <p>Maori volunteer statistics</p> <p>Maori perceptions of public transport convenience, affordability and reach</p> <p>Perceptions from Kaumatua</p>

Community Outcome	We will know we are succeeding when	Progress will be measured using these key indicators
<p>Working Together - Te mahi tahi We have a culture of working together as a city, as neighbourhood and as a family, efficiently utilising our time, people and resources.</p> <p>We mobilise local energy and empower people to participate through providing information people need and open transparent decision-making</p>	<p>Residents feel that they have access to quality information and the opportunity to participate in public decision making</p> <p>Residents feel well represented by decision makers, including people across ethnic groups and age groups</p> <p>Participation in and organisation of community initiated activities increases</p> <p>People feel that they can make the city a better place to live</p> <p>More people believe that we work well together as a community, a neighbourhood and a city</p>	<p>Voting numbers, including breakdowns by ethnic group and age group, at local and general elections</p> <p>Perceptions of how well represented residents feel and their ability to have an impact</p> <p>Consultation numbers</p> <p>Volunteer statistics</p> <p>Council community activity participation statistics</p>

FINANCIAL INFORMATION:

- Contents
- Framework of the LTCCP
- **Community Outcomes**
- Strategic Priorities and Platforms
- Levels of Service
- The Council's Role
- Cost of Services Statements
- Summary of Cost of Service Statements
- Capital Expenditure
- Summary of Support Allocations
- Funding Impact Statement
- Rating Information
- Forecast Financial Statements
- Statement of Accounting Policies
- Forecasting Assumptions
- Summary of Future Borrowing
- Council-Controlled Organisations
- Glossary