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Monday, 6 September 2021

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*Te Hui o Te Kaunihera ā-Rohe o Heretaunga*

**Hastings District Council**

**Hastings District Rural Community Board Meeting**

*Kaupapataka*

# Attachments – Volume 1

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*Te Rā Hui:*  
Meeting date: **Monday, 6 September 2021**

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*Te Wā:*  
Time: **2.00pm**

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*Te Wāhi:*  
Venue: **Via Zoom (Audiovisual Link)**

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**TE KAUNIHERA Ā-ROHE O HERETAUNGA**

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6.	<b>GREAT COMMUNITIES STRATEGIC OVERVIEW</b>	
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KEY TARGETS



KEY ACTION

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# Vision - Hastings District 2030

The Hastings District is at the heart of the Hawkes Bay region. Our role as the economic powerhouse for the region is critical to our future prosperity. Whether that's as the leading food producing hub in New Zealand, with its related downstream manufacturing activity, through to the industrial and employment hub for the region.

The Hastings district also plays a key role in visitor attraction and cultural fulfilment being the home of the regions many outstanding natural areas, recreation and cultural experience opportunities.

Heretaunga, the home of Ngāti Kahungunu gives us our cultural identity and cultural narratives captured through the following whakatauki and which are embedded in our strategic approach:

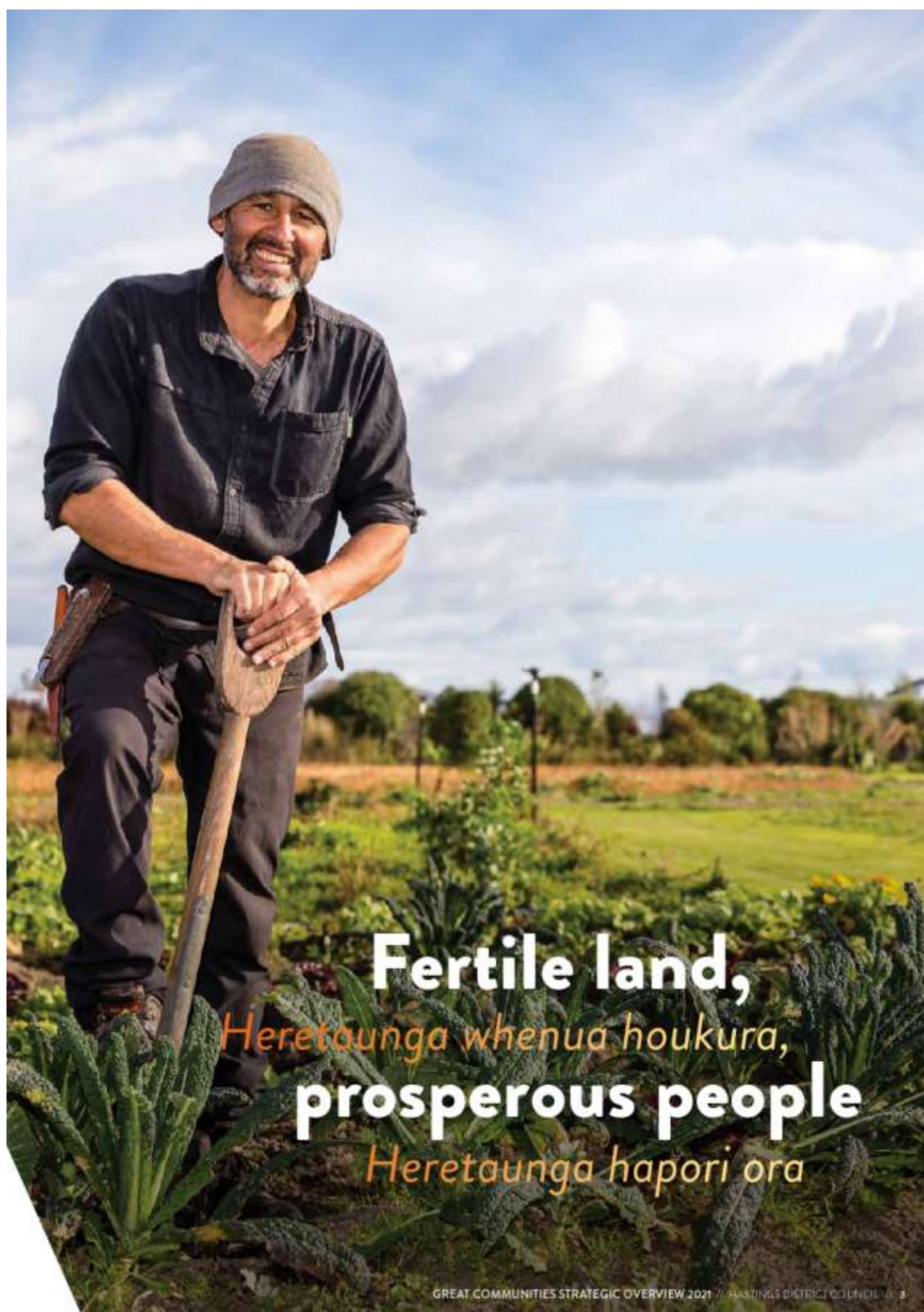
- Heretaunga-ara-rau – myriad of pathways and opportunities to be seized
- Heretaunga-haukū-nui – life enriching waters that sustain the region
- Heretaunga-hārō-o-te-kāhu – the beauty of our landscape through the eyes of a hawk
- Heretaunga-raorao-haumako – the fertile landscape which underpins our prosperity

- Heretaunga-ringahora – renowned for warm hospitality and open arms
- Heretaunga takoto noa – strong leadership over the challenges ahead

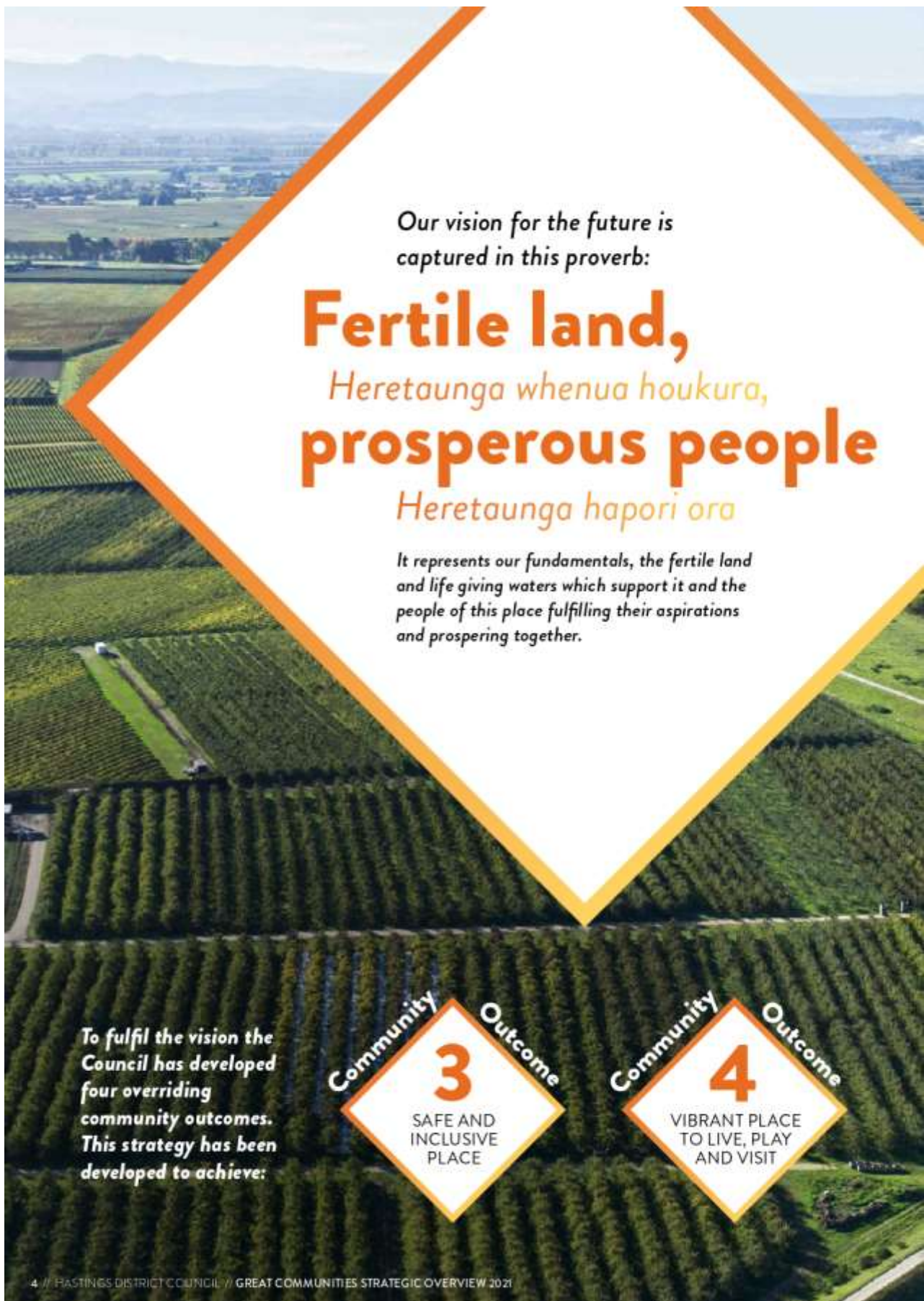
***We enjoy and treasure our great quality of life.  
It's a great balance that gives us some of the  
bigger city experience without the hassle and cost.***

There are however challenges. Hastings District is likely to be a highly desirable place to live for some time and managing how we grow effectively will be important; environmental quality cannot be traded for economic gain. Our economy needs to diversify to shift our reliance on land based production and we need to lead in innovation around the food and beverage sector. Not all our people are engaged with the economy, living prosperous lives and fulfilling their

potential and aspirations. The fruits of this place need to be shared more equitably. Climate change will impact on our community and we need to find the best path to mitigating and adapting to those impacts.







Our vision for the future is captured in this proverb:

# Fertile land,

*Heretaunga whenua houkura,*

# prosperous people

*Heretaunga hapori ora*

It represents our fundamentals, the fertile land and life giving waters which support it and the people of this place fulfilling their aspirations and prospering together.

To fulfil the vision the Council has developed four overriding community outcomes. This strategy has been developed to achieve:

Community Outcome

## 3

SAFE AND INCLUSIVE PLACE

Community Outcome

## 4

VIBRANT PLACE TO LIVE, PLAY AND VISIT

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## Council Priorities

The Council have established the following priorities which need to be given effect through strategy:

### **Hastings alive**

- Getting more people into the city
- Enhanced CBD vibrancy through the CBD activation plan
- Growing the youth vibe
- Telling our diverse stories to strengthen our identity

### **Pathways for people**

- Development of a Rangatahi Co-lab
- Connecting people, skills and jobs through our connector programme
- Encouraging youth to stay in school
- Connecting the educational/professional sector link by looking at multiple career pathways
- Improving equity in jobs, income and health outcomes

### **Enhancing where we live**

- Flaxmere Town Centre rejuvenation
- Masterplans for Flaxmere and Camberley
- Working with communities on focused initiatives in neighbourhood uplift areas
- Enhancing community safety
- Planning for coastal settlement futures
- Enabling marae-based settlement development

### **A better way to work**

- Maturing lwi partnerships
- Optimising local collaboration
- Adding to our "open for business" culture
- Central government partnership

*Note: particular references to these priorities are made through this document as appropriate.*



# Great Communities Strategic Overview

**A safe and inclusive place and a vibrant place to live, play and visit are two of four community outcomes for our district.**

*This document has been developed to show how the strategic outcomes will be achieved, through various strategies and action plans.*

## Our aspiration

A district that values its diversity and uses its cultural strength to create a vibrant urban environment where talented people choose to live, work and play. A district that embraces its iwi heritage and partnership. A district with strong diverse communities which are underpinned by a reputation as a safe place to live, work and play. A place of outstanding and varied arts, cultural and recreational opportunities. A place that supports its people to achieve their aspirations and potential.

## Our goals

We will work to make it easy for all Hastings District citizens to connect with each other and to the services, infrastructure, facilities and opportunities that support individual development, health, prosperity and wellbeing, for the greater good of our community as a whole.

The Hastings District will have great places for people with the attractions, recreation, arts and experiences of a bigger city without compromising our lifestyle.

We will build on our growing reputation as a destination of choice for people to work, live and play.

A vibrant, cohesive, diverse, safe and well connected community where every person is given opportunity resulting in equitable outcomes through balanced, sustainable social wellbeing.



GREAT COMMUNITIES STRATEGIC OVERVIEW 2021 | HASTINGS DISTRICT COUNCIL | 7



# Introduction



As the community grows and changes, Council needs to make sure its services and support networks respond to these changes as they emerge. This means considering diverse needs in the provision of libraries, community centres, cemeteries, arts facilities and the wide range of other community services. Council has an important role in working with community networks to support emerging leaders and to build capacity in communities, empowering and enabling people to take ownership and responsibility for their communities.

Hastings District is made up by a diverse number of communities, both rural and urban, with an increasingly diverse ethnic mix.

Whilst parts of our community thrive and grow the reality is that others are not thriving. Parts of our community underperform in respect of a number of health statistics, crime statistics, education outcomes, levels of income and quality and affordability of housing. These are issues that need to be addressed for our community to reach its potential.

Growing numbers of people are experiencing housing insecurity and demand for housing assistance is increasing. Council's role as a provider and advocate for housing is covered in more detail within the District Development Strategy.

There are an estimated 85,000 residents in the Hastings District. Approximately 22% are under the age of 15, 17% are over the age of 65 and 23% are Māori. There is variation within communities and ethnic groups – for example Flaxmere has 41% under the age of 20, 35% of Māori are under 15 and 40% of Pacific people are under 15.

Looking forward the 65+ age group is projected to increase by 104% by 2043 and the proportion of Māori is projected to increase by 25% by 2045.

The Council along with our partners need to work hard to compete for people, talent and investment, as well as improving how the district is perceived by locals, visitors and potential new citizens and investors. Continued investment in amenity within our community and exciting spaces for people will contribute to making the district a destination of choice.







Item 6





## Social wellbeing framework – Long Term

Council's Supporting Social Wellbeing Framework 2010 put a stake in the ground to say what Council would focus its resourcing on in order to gain traction in social wellbeing.

The priority areas were identified based on a number of criteria which included severity of any issues, opportunities available for Council to enhance its current input and to partner with central government and the community for greater effectiveness.

Two priorities were identified being the people to focus on, and the issues to address.

- **Our People:** Older and young people, Māori and people living in some areas characterised by high deprivation

### • Focus Areas:

- A safe and secure community
- A community where people are independent, are able to engage in the economy and add to the prosperity of Hastings
- A community that reduces the prevalence of illness and injuries by creating good environment, activity and great life style choices
- Supporting opportunities for recreation and social connection within the community to reduce isolation and vulnerability and improve individual and community wellbeing
- Supporting lifelong learning and activity to enhance individual and community wellbeing and social engagement



## Community Wellbeing Action Plan – Short Term

The COVID-19 pandemic put an immediate focus on community wellbeing recovery. The Community Wellbeing Action Plan was developed to address this and had the following key areas which focused on “Reconnecting” with and “Restoring” our communities.



### Whānau Pounamu

Actions focused on reviewing Community Plans, implementing the Camberley Crime Prevention Project, priorities and escalating our understanding of Homelessness, utilising current facilities to develop opportunities for Wellbeing Hubs and distributing and monitoring the Marae Development Fund. Continue to support Councils Senior Housing residents and Social Connection. Supporting community connection by continuing to provide services, programmes, events and activities that keep people connected with each other.

### Community Vibrancy

Actions focused on development of a Civic Pride, Arts, Culture and Events Recovery Plan and activation of Community Facilities and Public Spaces under COVID-19 alert levels.

### Rural Communities

Then and now actions focused on supporting and advocating on behalf of the Rural Support Networks and Rural Halls community.

### Youth

Actions focused on ensuring the youth voice is heard and supported through Youth Council, Youth Employment, and Youth Potential programmes and networks.

### Safe and Secure Communities

Actions focused on the development of a Safer Hastings Plan in partnership with the Safer Hastings Coalition, utilising the Neighbourhood Support Programme network and Street by Street Programme to support COVID-19 recovery and resilience.

### Community Funding and Grants

Actions focused on developing of a Rapid Relief Fund and reviewing the Community Grants Fund and Operational Budgets to align with COVID-19 recovery objectives. Now the Rapid Relief Fund has ceased and the Community Grants Fund has been reviewed, actions will focus on the implementation of the contestable grants and funding framework.





## Safe Communities

Safety is a fundamental human right – the wellbeing of all people is dependent on being free from harm and from the threat of harm. Perceptions of community safety impact on the way people feel and interact in their community.

Hastings District is an accredited Safe Community, and has processes in place to enable communities, businesses, local government, government agencies and others to work together in a coordinated and collaborative way to improve community safety.

The Council is committed to maintaining its Safe Community accreditation by working collaboratively with its coalition partners to continue making the Hastings District a safe place to live, work and play.

However there are challenges within our community, and some people in the community are most at risk of harm. Whilst Council has most influence in aspects such as the design of public places, neighbourhoods, city streets and readiness for natural disaster, other significant issues require a multi-agency approach. Of particular concern are the impacts of drug and alcohol abuse, and gambling addictions on family/whānau wellbeing, and the escalation and changing face of gang activity.

The Safe Communities action plan looking forward has a focus on building community resilience and strengthening neighbourhoods by connecting communities and agencies.

3 strategic priorities guide the 2021-2023 action plan which took effect from 1 July 2021.

**These priorities are:**

- Safe where I live
- Safe transport
- Safe in my community



### SAFE WHERE I LIVE

- Decrease in number of injury hospital admission by age
- Fewer fires resulting in property damage
- Decrease in number of Police responses to Family Harm incidents
- Decrease in the number of ACC Falls Claims
- Understanding characteristics, needs and causes of homelessness

### SAFE TRANSPORT

- Reduction in Crashes Resulting in Injury
- Improved driver behaviour
- Improved pedestrian and cyclist safety
- Increased use of child restraints

### SAFE IN MY COMMUNITY

- Reduction in victimisation by assault
- People who are surveyed feel safe in Hastings



## Positive Ageing Strategy

Older people are valuable resources and fulfil a number of important roles within our community; they are volunteers; paid workers; community leaders; mentors and important family members.

It is important that Council understands how it can best support the wellbeing of older people in our community so that they can live a fulfilling and enjoyable life that enables their active participation in both the economy and community; in ways that they choose.

**Key goals of the Positive Ageing Strategy are that services and facilities appropriate to older people are provided, and that older people:**

- are valued and respected
- encounter no barriers to mobility
- fully participate in society
- can be financially secure in their retirement
- feel safe, ageing positively in place
- enjoy an active, healthy lifestyle

This strategy was last reviewed in 2014 so is currently due to be reviewed.



REVIEW EXISTING  
POSITIVE AGING  
STRATEGY AND  
DEVELOP A NEW ONE.



## Connecting Communities – Community Plans

All of our communities are different, with different issues, different aims and different strengths. The things they have in common are their vibrancy and their people's passion for their neighbourhoods.

Council has been working closely with the people in a number of communities to ensure plans for the neighbourhoods reflect them – their needs, their issues and their hopes through community led planning – Community Plans. Supporting and growing capability and capacity within communities to be independent is Council's objective.

There are a number of common themes that come through all plans; safety, jobs, youth and infrastructure projects and each plan is unique to that community's goals and aspirations.

As new communities come on board with Community Planning Council needs to be in a position to best understand if what the community is asking for is a Community Plan, an Action Plan or a Master Plan.

A review of community plan actions was completed post COVID-19 with community plan groups. The aim was to understand the COVID-19 impacts and to integrate and implement initiatives from response to recovery.







Priority 2



SMART INNOVATION  
CONNECTS CITIZENS  
AND SERVICES

## Smart District Services

*'Smart City'- How we can use data and technology to improve the lives of our residents, workers and visitors to our district*

The Council, along with its partners need to provide services and facilities that respond to changing community needs and which embrace the advantages that technological advancement provides.

This will require more innovative and joined up approaches in service delivery and facility development in partnership with others to enhance services. It will require a focus on creating a 'smart city' that leverages off technological advancement in the areas of sensor technology and data analytics.

At the heart of this strategy is how we transform data into information to inform decisions, drive improvements and enable new innovations in service delivery.

The Smart Innovation Strategy focuses on four key themes:

**Regional Collaboration**

- Working together with peer councils
- Pooling resources
- Sharing & learning from each other
  - Shared web services
  - Shared service desk
  - Shared networks
  - Telephony
  - Open Data
  - Shared service models and collaborative consortia e.g. kōtuiti

**Digital Services**

- Enabling a connected community
- Easy access to online digital services
- Enhanced online customer experience and support
  - Online forms
  - Smartview
  - Public wi-fi
  - Library wi-fi

**Information Intelligence**

- Using data to drive insights and decision making
- Integrating disparate data
- Translating data into meaningful information
  - Councillor Dashboard
  - Business Intelligence
  - Integrated data reporting

**Mobility**

- Implementing business solutions to enable mobile working
- Solutions that support workflow efficiencies
  - City Assist
  - Building Inspections
  - Animal Control

There are future opportunities to further explore how innovation can enhance the lives of our residents – ‘Smart communities’, ‘We must create knowledge not just data’.



**KEY TARGETS**

**ONLINE SERVICES**  
Growth in digital forms and online processing

**PUBLIC WI-FI**  
Free CBD Wifi – retail boost with increased foot traffic

**COMMUNITY CONNECTEDNESS**  
Smartview mobile APP connects people to services & information

**INFORMATION INTELLIGENCE**  
Dashboards to support operational management & governance

**REGIONAL**  
Expansion in shared services and centres of expertise





Priority 3



THERE ARE GREAT  
SPACES FOR  
ALL PEOPLE

## Hastings City Centre

The shape of city centres continues to evolve through new technology and changing retail trends, such as online shopping and big box retail. We need to respond to these trends and to work with others to get the best out of our city centre and create the type of environment where people want to do business and socialise. Our city centre needs to be people-focused.

Along with facilitating new development and jobs in the CBD other key aspects of the City Centre Strategy are:

- Creating defined areas of concentrated activity
- Outdoor dining enhancement
- Civic Square upgrade
- Creating laneways for linkages
- Enabling first floor apartment conversions
- Façade enhancements
- Development of student accommodation
- Greenspace improvements
- Lighting for amenity and security
- Areas for play activity
- City vibrancy action plan

## Hastings City Centre Public Spaces Revitalisation Plan

The goal of the City Centre Revitalisation Plan, together with the City Centre Activation Plan is to develop a 'compact, legible, vibrant, fun, accessible and connected people-centre'. Adopted in 2019, it identifies 23 urban design initiatives to assist with the improvement of the performance, functionality and accessibility of the public spaces in the city centre. These include enhancements to our existing green spaces, including Central Mall and Civic Square, creation of new outdoor public spaces and dining areas and streetscape enhancements.

Projects already completed include:

- Railway Road corridor improvements,
- Eastbourne Street upgrade, and
- Toitoti entranceway improvements.

Projects underway are:

- Eat Street,
- Landmarks Square extension,
- Karamū Road street upgrade,
- Warren Street carpark outdoor dining zone, and
- Planning for Albert Square enhancements, Central Mall and Civic Square.



THE COMPLETION OF THE UPGRADE OF THE CITY CENTRE PUBLIC SPACES BY 2022.

## Hastings City Centre Activation Plan

The Hastings City Centre Activation Plan focuses on adding excitement to our city, bringing people into our public spaces to connect, have fun and support our city businesses.

The Activation Plan is put together annually, underpinned by feedback from and collaboration with our iwi partners, residents, business, and the arts community.

Activations can include temporary installations of all sizes, wall art, façade enhancement, performance art and technology that can make our spaces memorable, inclusive and exciting. They can range from small to large; be interactive or static, can tell our stories, historic and contemporary, and bring a sense of fun and surprise and build a sense of connection and belonging.



THE INSTALLATION CAPITAL OF NEW ZEALAND - A NEW ACTIVATION IN THE HASTINGS CITY CENTRE EVERY 8 WEEKS, TO CELEBRATE EVENTS, ENLIVEN OUR CITY AND UPLIFT AND ENTERTAIN OUR COMMUNITY.

**Council  
Priority**

PUTTING PEOPLE  
IN THE CITY



ENHANCING  
CBD VIBRANCY -  
THINGS TO DO



GROWING YOUTH  
PRECINCT VIBE



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## Arts, Culture & Events Recovery Plan

The goal of the Arts, Culture & Events Recovery Plan was to promote community wellbeing by supporting/facilitating events, cultural and artistic activity and practices. Adopted in 2020 post COVID 19 lockdown this plan identified that arts, culture and events could improve social cohesion, community resilience, spirit and pride; develop a stronger identity and sense of place and improve cross cultural awareness and understanding. The Plan was focused on delivering events, performances, installations and exhibitions for our community to enjoy, and feel part of a vibrant and exciting future for Hastings and Hawke's Bay.

### Projects already completed include:

- Titiro Mai (look this way) – a community facility day to encourage engagement in our facilities and our CBD
- Lightboxes – art installations promoting community and arts events.

- Heretaunga Stories – collaboration between Hastings City Art Gallery, Hastings Library and Toitū to showcase local artist's response to living in a diverse community.
- Walking Public Art Tours
- EAST 2020 & Education Programmes at the Library
- Stage Fright – scare tours of the Opera House run over Halloween

### Projects continuing are:

- Augmented Reality – a tour of Heretaunga East – hearing and seeing digital enhanced stories using your mobile device
- Video – valuing visual arts in the community
- Nerdvana – a comic con style event with onsite and virtual activities, workshops and speakers

This recovery plan will be superseded by a new Arts & Culture Strategy that will be developed in 2021. It will encompass the Opera House Strategy, Toitū, Hastings City Art Gallery, the Munciple building and aspects of Toitū.



## Flaxmere

A 2020 Flaxmere Town Centre urban design review guides the Council's future direction, options, and investment choices in respect of rejuvenating the town centre area.

The preliminary development options can be summarised as:

- Enhanced road and pedestrian connections;
- Potential public open spaces, green links using Council land
- Potential 'green social heart' and 'civic heart' using Council land;
- Areas released for housing;
- Options to extend and integrate the Council's pool/library/recreation/community facility complex;
- Potential entrance enhancement at the intersection of Henderson Road and Swansea Road to express the identity of Flaxmere;
- Potential for land exchange with, and development on privately owned parts of the town centre.



A package of change projects and work streams are currently in development broadly around the following themes through various partnership arrangements:

- Vibrant town centre
- Reserves, facilities and services
- Pride in the community
- Homes for our people



## Havelock North

The purpose of the **Havelock North Village Centre: Framework for Future Development** is to guide and manage future growth and development in the Village Centre. The ultimate aim is: 'to create a well-connected Village Centre with a compact form, memorable character and a strong sense of place, a Village which offers a variety of choice, enhances pedestrian experience and promotes creativity and quality design in a collaborative environment.'

The Framework focuses on the commercial areas of Havelock North and the land on its fringes and includes the main shopping area and supermarket, the industrial area including Martin Place and the commercial strip along Havelock Road.

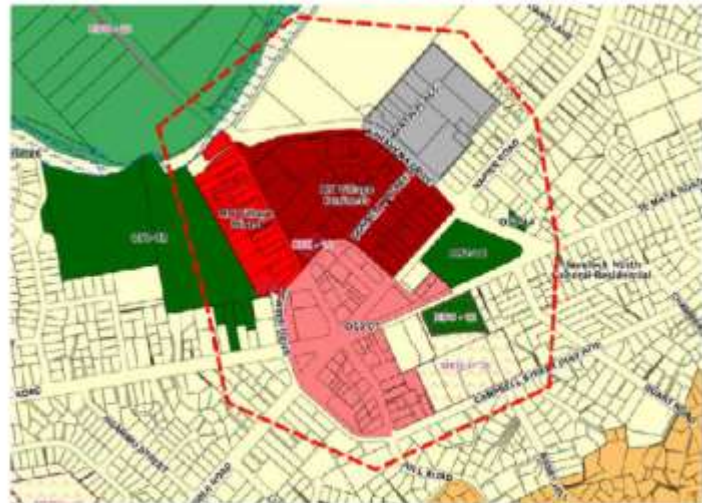
Design Guidelines are an integral part of the Framework which assist Council to manage the design quality of new building development. The intention is to achieve high quality buildings which fit in with and complement the local character of the Village Centre. **This can be achieved by ensuring that new buildings:**

- Are coherently designed and integrate well into their context
- Reinforce valued aspects of the area's local character
- Contribute to an environment that is attractive to all users

- Promote conditions of safety and accessibility
- Enhance the vitality and viability of the Village Centre.

Since 2006 Council has been working in partnership with local businesses to deliver the **Havelock North Streetscapes Programme**. In this time significant improvements have been made including the following areas: - the Havelock North Village Green; St Columba's carpark; Joll Road - stage 1 & 2; Middle and Havelock Roads. **We propose extending this programme for a further 10 years to increase the amenity in the Havelock North Village; street upgrades are being planned for:**

- Treachers Lane footpath upgrade - response to hospitality growth
- Grape climbing frames - additional to hospitality areas - Napier Road
- Joll Road enhancements - to compliment the planned extension to Campbell Street
- Donnelly and Cooper Street - to enhance streets to respond to expanding commercial service and retail uses
- Havelock North Road enhancements
- Miscellaneous enhancements; for e.g. enhanced design elements; lighting; sculpture trail.



## Camberley Masterplan

The Camberley Masterplan will overarch the Camberley Community Plan and will incorporate the potential for road design, housing development and zoning as well as economic and social trends for the next 20-30 years. Key Drivers for the Masterplan are: delivering on identified/agreed actions from the Hastings Medium and Long-Term Housing Strategy and delivering on the Camberley Community Vision 2020-2050 as contained in the Camberley Community Plan. A spatial plan is being sought for Camberley that:

- Is developed in partnership with the community, key stakeholders and partners
- Supports community needs and addresses wellbeing inequities in the community

- Creates a well-connected, accessible and safe neighbourhood providing a range of places for social interaction
- Contributes to a strong sense of identity, belonging and wellbeing for Camberley residents
- Provides direction to improving residential outcomes for Camberley, that has the agreement of key partners including Kainga Ora
- Embeds Māori values within the project processes and design outcomes
- Includes an implementation plan that sets out timeframes, partners and resourcing.

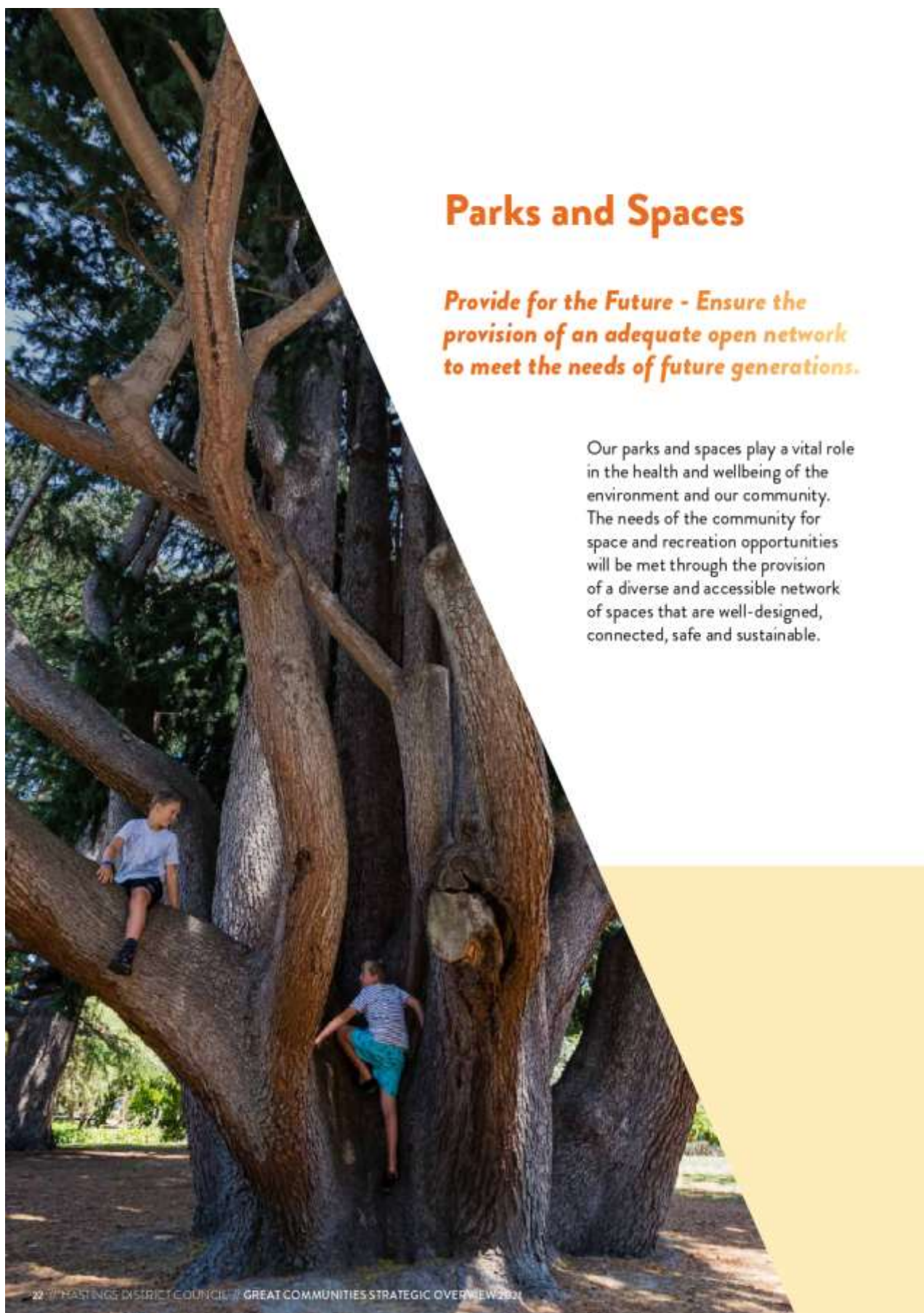




## Parks and Spaces

*Provide for the Future - Ensure the provision of an adequate open network to meet the needs of future generations.*

Our parks and spaces play a vital role in the health and wellbeing of the environment and our community. The needs of the community for space and recreation opportunities will be met through the provision of a diverse and accessible network of spaces that are well-designed, connected, safe and sustainable.



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Hastings District Council owns or manages 184 reserves, covering over 650 hectares on behalf of the community. The Council's current strategic intent in respect of the provision and management of our parks and open spaces draws from the 2009 Reserves Strategy (under review), the 2009 District Wide Reserves Management Plan, and the individual Reserve Management Plans that have been prepared for specific reserves.

Our focus is on six key themes:

- **Open Space Function** - Provide a diversity of open spaces across the District with different uses, purpose and values
- **Open Space Quantity** - Ensure that there is adequate open space to meet the current needs of the community
- **Open Space Distribution** - Provide a network of open spaces for communities to socialise and engage in physical activity that are easily accessible (within a ten minute walking distance)
- **Open Space Quality** - Manage, develop and upgrade existing open spaces to create quality and safe environments that meet the needs of the local community
- **Open Space Sustainability** - Develop and manage our open spaces efficiently and in a manner that is sustainable

There are key deficit areas primarily in Hastings and Havelock North where there are gaps in reserve provision. Opportunities will be actively considered when they arise, however, there is limited opportunity to significantly increase the provision of open space within the urban environment. Therefore in order to meet deficits and keep pace with population growth, qualitative improvements to existing open spaces can increase capacity, quality, diversity, usability and accessibility through enhancements of the existing network, while taking opportunities to provide additional open space in deficit areas when they arise. Partnerships with private open spaces such as the A&P Society will also be explored.

The key features of the forward work programme are:



#### RESERVE ENHANCEMENT PROGRAMME

Continue completion of programmed actions contained within the Reserve Management Plans for Cornwall Park, Havelock North Village Green, Tainui Reserve, Waimarama Reserves, Cape Coast Reserves and Raureka Reserves.

#### RESERVE MANAGEMENT PLANNING

- Prepare a 2021 Open Spaces Strategy
- Review the 2009 District Wide Reserve Management Plan
- Prepare Individual Reserve Management Plans for Keirunga Gardens; Tainui Reserve; Windsor Park, Frimley Park
- Parks and open spaces have a strong connection with the Eco District Strategy.

#### RESERVE ACQUISITION

94% of residential properties shall be within 500m of a Local Area Park.



### Walking and cycling

Making our great spaces accessible and connecting communities with active transport opportunities is a key strategic focus of the Council. The Hastings District is a leader within New Zealand through its promotion of walking and cycling and development of active transport infrastructure through the iWay programme.

Key aspects of the Council’s approach are:

- We acknowledge that all trips begin and end with walking;
- We provide for all types of cycling and micro-mobility;
- We provide for all abilities;
- We have a shared responsibility for supporting public transport;
- We integrate transport with land use planning.

The key features of the forward work programme are:

- A total of 26 enhancement projects rolled out over the next 10 years;
- More than 40% of our key roads will have cycle facilities;
- Over 90% of all schools within Hastings District will get safe and efficient walk-cycle connectivity;
- On-going promotion, training and engagement.

### CYCLING STRATEGY



**ACTIVE TRIPS**  
(10% annual increase in walking and cycling trips – 2018 baseline 5 600, 2028 target 14,500)



**MODE SHARE**  
(7% annual increase in walking and cycling share – 2018 baseline 11%, 2028 target 22%)





## Playgrounds

The Council's current strategic intent in respect of playground provision and maintenance draws from the 2004 'Coming out to Play Strategy', which is currently under review. Managing community expectations in respect of playground provision and quality is a key ongoing level of service discussion.

### Provision

There are 42 formal playscapes within the District, which includes 40 formal playgrounds and two standalone skate plazas. The playgrounds are categorised as Premier, Community or Neighbourhood, which determines their size, number of play components and expected features (such as toilets, BBQ's, furniture, shade and pathways). There are 3 premier, 10 community and 29 neighbourhood playgrounds within the District.

### Condition

Regular inspections and maintenance is carried out on our playgrounds, which helps inform renewal prioritisation by condition grading the equipment on a scale of 1-5. The latest condition data

currently shows 24 playgrounds in Excellent or Good condition with 18 playgrounds in Fair or Poor condition that are the priority for renewal or upgrade in the coming years.

### Location

Service provision targets currently state that 56% of residential properties shall be within 500m of a Playground.

Between 2013 and 2018 Census the number of urban properties within 500 metres of a playground reduced for both Hastings (53% to 49%) and Havelock North (59% to 51%); but increased for Flaxmere (88% to 89%). There are several areas within both Hastings and Havelock North that do not live within a ten minute walk of a playground.



### NEIGHBOURHOOD PLAY SPACE

Residents within 500m are likely to visit as a handy place for a quick play; small playground that may have seats and shade from trees.

### COMMUNITY PLAY SPACE

Residents within 800m are likely to visit as there will be enough activities and amenities for a longer stay; medium sized playground that is likely to have toilets, pathways, seats, shade, drinking fountain and carparking.

### DESTINATION PLAY SPACE

A premium playground that attracts residents within 800m, the wider community, visitors and tourists; large playground that will have toilets, pathways, seats, shade sails, drinking fountains and carparking.



### REVIEW AND UPDATE THE 'COMING OUT TO PLAY' STRATEGY



Aquatics

The Council's current strategic intent in respect of aquatics provision draws from the 2009 strategy which has a 30 year planning horizon and definitive actions through to 2022. That strategy recommended retention and upgrade of the four existing pools along with investigation into a new district pool. A total of \$5.5m was committed to the upgrade of the four existing pools at Frimley, Flaxmere, Clive and Havelock North with these works subsequently being completed. A review of pool management also recommended that the management of the district pools be returned in-house and this has also subsequently occurred.



No provision is currently made for a new district pool and this is subject to ongoing discussion at a regional level as to future regional aquatic needs and facility provision especially due to the development of a pool complex at the Mitre 10 Regional Sports Park.

REVIEW AQUATICS PROVISION IN THE REGION TO INFORM FUTURE STRATEGY



Splash Planet

A 2018 master planning study into splash planet recommended that Council set aside capital funding for reinvestment in Splash Planet, including provision for an indoor aquatics facility and indoor recreation centre, subject to a detailed needs and feasibility analysis.

This matter has not yet been considered by Council, and is contingent on other regional aquatic decisions and a wider strategic review of Windsor Park. The visitor attraction aspect of splash planet is also noted in the District Development Strategy.

100,000 VISITORS TO SPLASH PLANET PER ANNUM

SPLASH PLANET / WINDSOR PARK CATCHMENT REVIEW

Hastings Sports Centre

A 2017 review identified the need for a more focused and targeted service delivery model for the Hastings Sports Centre, which focused less on high value (but sometimes high risk) services and concentrated more on providing a venue for the delivery of low or no cost sports-based programmes for the community.

Utilisation of the facility is high and it provides a venue for basketball and other court-based sports, but development of a long term strategy for the centre will ensure it grows as a first class local sports venue.



DEVELOPMENT OF THE HASTINGS SPORTS CENTRE STRATEGY

## Community Centres

Formerly run by a Trust, the **Camberley Community Centre** was taken back under Council management in 2016 and delivers a range of services for the community, with a particular focus on tamariki, rangatahi and older people. Establishment of a community wellbeing hub from the Centre is a priority to bring together a range of providers focused on enhancing whānau and community wellbeing.

Management of the **Flaxmere Community Centre** returned to Council a decade ago. With a strong focus on exercise and health, the centre delivers a range of programmes for the community to build physical and mental wellbeing and to connect with youth.

Long term community needs should be considered in the context of possible redevelopment of the entire complex, including the Library, Community Centre and Pool, in addition to any other agencies. A review of the business model for use of Flaxmere Community Centre spaces would also provide greater transparency and certainty for all parties.



**STRATEGIC PLAN FOR BOTH THE CAMBERLEY AND FLAXMERE COMMUNITY CENTRES TO BE DEVELOPED IN 2021.**

## Hastings District Libraries

Review of its preceding strategic plan showed progress had been made in enabling access to library services and programmes. Community engagement undertaken for the **Libraries' Strategic Plan, 2021-2025** however suggests that ageing physical facilities are constraining the ability to plan and deliver modern public library services, particularly at the Hastings site. Delivering the services, programmes and events expected by modern library users are limited by a facility that was not designed with these activities and uses in mind and a plan for future development is now needed. This

is signalled in the Library Strategic Plan 2021-2025.

This has not yet been considered by Council but with a proposal to better connect the Hastings Library and the Art Gallery in the context of Civic Square redevelopment, it is timely to consider the contribution library services make to community wellbeing. Research shows that investment in libraries positively impacts social engagement; supports literacy, lifelong learning and knowledge development; and provides access, spaces and



services to support social inclusion and connection and contribute to vibrant city centres; literate people who have a strong sense of identity and place based connection, stories and culture.



## Hastings City Art Gallery

Te Whare Toi o Heretaunga Hastings City Art Gallery is Hawke's Bay's premier space to engage with contemporary art through exhibitions, programmes, events and a high quality visitor experience. The Gallery ensures the aspirations of tāngata whenua and Te Ao Māori (Māori world view) perspectives are reflected in the Gallery's exhibitions, programmes and activities work in the Gallery's spaces. The exhibitions strategy includes Te Ao Māori and tāngata whenua perspectives and has openings, programmes and activities that support tikanga Māori and other cultural perspectives.

The Hastings City Art Gallery will be part of the Civic Square Redevelopment project.





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## Mana Whenua Partnerships

Ngāti Kahungunu have held mana whenua status across Heretaunga Hastings District since the 16th century migration from the Turanganui Gisborne District of Ngāti Rākahikuroa and Ngāti Ngarengare, and conquest and intermarriage with Ngāti Whatumamao and Rangitāne. These historical events resulted in a complex tributary political system of interconnected hapū kinship groups, and a heritage legacy of more than 1000 years settlement across Te Matau-a-Māui Hawke's Bay.

Mana whenua partnerships today are underpinned by Te Tiriti o Waitangi The Treaty of Waitangi as the founding document of Aotearoa New Zealand. For Ngāti Kahungunu more specifically is the East Coast Sheet of The Treaty, carried by the HMS Herald along the Ngāti Kahungunu coastline over June-July 1840.

Te Kaunihera ā-rohe o Heretaunga Hastings District Council recognise that the Territorial Authority area includes the mandated areas of interest for:

- Ngāti Kahungunu Iwi Inc.
- Te Taiwhenua o Heretaunga
- Te Taiwhenua o Te Whanganui-a-Orotū
- Heretaunga-Tamatea Settlement Trust
- Mana Ahuriri Trust
- Maungaharuru-Tangitū Trust
- Ngāti Pāhauwera Development Trust
- Ngāti Hineuru Iwi Trust
- Takitimu District Māori Council

Mana whenua partnerships and engagement with Council operations are guided by:

- Te Kura Nui Māori Relationships Framework
- Heretaunga Ringahora Māori Engagement Framework
- Heretaunga Ararau Te Reo Māori Strategy
- Te Aranga Cultural Design Guide





## Te Kura Nui Māori Relationships Framework

Te Kaunihera ā-rohe o Heretaunga Hastings District Council mana whenua partnerships are guided by Te Kura Nui Māori Relationships Framework. Te Kura Nui acknowledges that mana whenua have an innate spiritual connection to whenua land and their respective landscapes unique to Heretaunga. This acknowledgement frames the Heretaunga cultural lens through which all things Māori are viewed and worked through alongside Council policies, procedures and legislation. Te Kura Nui becomes the kahu (cloak) that embraces

and guides Council to an understanding of mana whenua aspirations for achieving positive economic, social, environmental and cultural outcomes. Te Kura Nui Māori Relationships Framework lays the foundation for positive trusting partnerships to flourish and thrive as we continue to embrace and uphold the articles of Te Tiriti o Waitangi The Treaty of Waitangi. In this way, the 'kura nui' is viewed as the vessel that houses a philosophy, a kahu cloak, as a way of knowing, of being, and of doing.

### Whakamārama

Te Kura Nui takes its name from the ancient lullaby 'Pinepine Te Kura', composed in the 17th century by the Chief Whatuāpiti for his son Te Umurangi, and the lyrics personify him as the 'little tiny treasure' who came from below Awarua, the noble treasure, the famous treasure, the treasure from afar off, the treasure of Tūhaepō.

## Heretaunga Ringahora – Māori Engagement Framework

A Māori Engagement Framework, Heretaunga Ringahora is being developed to support Council's Te Kura Nui Māori Relationships Framework; it will prescribe how Council and staff should move towards a future where it's best practice to view all Council work through a Māori relationship lens.

The Crown requires local government to meet its Tiriti obligations. Consequently, Council operates under a number of statutory regimes that require either 'consultation or 'engagement' with Māori, and to provide opportunities for participation.

Heretaunga Ringahora will emphasise the importance of engagement with Māori that is early, inclusive and broad.

### Whakamārama

Heretaunga Ringahora refers to the hospitality and kindness that the district is renowned for. Ringahora is a metaphorical representation that symbolises hospitality with open hands and an acknowledgement of the welcome extended by mana whenua to settlers and visitors to Heretaunga since the 1850s.



## Te Aranga Cultural Design Guide

As Heretaunga Hastings District continues to shape and grow, it is of importance to mana whenua that the cultural legacy of 1000 years is maintained and promoted through place-based design practice. The identification, articulation, and integrity of mana whenua cultural heritage in the planning and development of Heretaunga Hastings District is driven by our own Te Aranga Cultural Design Guide.

The guide takes its name from Te Aranga Māori Cultural Landscape Strategy developed at Te Aranga Marae Flaxmere by leading Māori designers, architects, and planners, as the first concerted and cohesive effort by Māori to articulate Māori interests and design aspirations in the built environment.

In the spirit of Te Aranga, the guide will be an online toolkit for residents, planners, designers, builders, schools, artists and creatives to connect with mana whenua narratives and cultural design outcomes. The guide sets the process and expectations of cultural inclusion and collaboration as we work together to articulate and strengthen our sense of belonging and connection to Heretaunga Hastings District.

Te Kaunihera ā-rohe o Heretaunga Hastings District Council, alongside mana whenua, will exemplify and lead the implementation of Te Aranga Cultural Design Guide through Council-led projects to unlock the potential of cultural design outcomes in urban

intensification, CBD development, visitor experience, and District wide spatial planning.

### Whakamārama

*Te Aranga means to arise, to emerge and be made known. Te Aranga design approaches will see the emergence of Māori artform naturally incorporated into buildings, landscape and streetscape design. The emergence of Māori language and artform will become normalised in everyday situations.*

## Heretaunga Ararau – Te Reo Māori Policy

Heretaunga Ararau recognises the importance and significance of the Māori language as an official language of New Zealand, and provides a framework to support and revitalise the language through the Council's actions, both within the organisation and as well as its dealings with the wider community.

The policy reflects the Council's desire to become accustomed to te reo Māori, local Māori aspirations, to form strong relationships and be consistent in its cultural responsiveness to the community.







## Cultural fulfilment

Telling the story of mana whenua in relation to cultural narratives and the arts, alongside those histories of our wider community.

**Toitōi** – Hawkes Bay Arts and Events Centre sits at the cultural heart of Hastings and Hawkes Bay. Recent significant redevelopment now provides the opportunity to bring life back into this iconic facility for culture, community and commercial to come together to create an energetic, busy welcoming hub of activity.

The strategic approach proposes three priorities in the short to medium term focussed on the following:

**Operational Leadership & Sustainability** – The focus here is on integrating best practice throughout all operational aspects of the organisation, developing fruitful collaborations and partnerships and providing excellence in customer experience.

**Local Pride** – The focus here is on ensuring tikanga underpins the organisation and cultural awareness is enhanced, ensuring programming reflects the diverse community and supporting the development of a sustainable performing arts and events community.

**Vibrant Hub** – The focus here is on growing conferencing and events at the precinct, ensuring diversity in programming and developing key industry sector networks and relationships.



## Civic Pride

Council continues to undertake an ongoing programme of work to promote civic pride both within the organisation and amongst the community. The key areas of focus can be broken down to four areas: People; Culture; Environment and Heritage as outlined here.



### PEOPLE

- Ambassador
- LMT Challenge
- Staff Awards
- Civic Honours Awards
- Hawke's Bay A&P Show
- Community
- Sports heroes
- Local heroes



### CULTURE

- Ngā Pou o Heretaunga
- Landmarks
- Matariki Celebrations
- Treaty of Waitangi Celebrations
- Lighting of the Osmanthus Gardens
- International Cultures Day
- Art in public places
- Heretaunga themes
- Stories



### ENVIRONMENT

- Parks
- Splash Planet
- Icons Portrait Project
- Te Mata Peak
- Opera House Project
- Streetscape (trees)
- Shrub bed enhancements
- Chorus Cabinets
- Monuments
- Hanging Baskets
- Sculptures
- City Centre Art Installation



### HERITAGE

- Blossom Parade
- ANZAC Day Service
- Poppy Places
- 1931 Earthquake Commemoration
- Architecture/Buildings
- Façade Enhancement
- Industrial history such as Tomoana Freezing works and Watties
- Horticulture and viticulture
- Māori Built Heritage

## Te Rautaki Kākano Maha O Heretaunga – The Hastings District Multicultural Strategy

This strategy was created in response to an increasingly diverse Hastings community and will help ensure our services are accessible to all and that everyone is able to participate in our district's democratic services.

These principles of accessibility and participation underpin this strategy; its vision, goals and proposed actions. The vision of the strategy is "Hastings District is an inclusive, welcoming community where everyone belongs."

### The goals of the strategy are:

- Multiculturalism and diversity is celebrated in the Hastings District
- Hastings district is a welcoming, inclusive and safe place for all
- People of all cultures have equitable access to Council services and resources
- All residents feel empowered to participate in Council decision-making
- Council to be a role model in terms of cultural diversity in the work force.

### Whakamārama

*Te Rautaki Kākano Maha o Heretaunga* - literal meaning refer to the multiple/many/lots of 'seeds' of Heretaunga. Metaphorically this refers to the many different people that reside in Heretaunga.







OUR YOUTH  
HAVE POSITIVE  
PATHWAYS

## Youth Development

Councils approach to Youth Development is delivered through the Youth Strategy 2012; Youth Employment, Youth Council and Youth Potential.

### Youth Employment

The success of the Youth Employment programme has seen further Government investment announced for a further 2 years. The funding has enabled the programme to continue and increase its existing services.

#### KEY INITIATIVE

The opening of the youth employment pop-up in the Hastings CBD in August 2019 has increased our reach into community. In 2020, satellite Youth Employment spaces were opened in both the Flaxmere and Camberley Community Centres. The Government funding also enabled the team to be more mobile with the purchase of a Youth Employment Caravan in 2021. The focus will now be on getting out and about to our rural communities, attending open days, onsite visits with employers and supporting our satellite spaces.

Councils Youth Employment approach is support by the Youth Futures Trust. The vision of the Trust is "100% of young people into education training and employment". The Trust provides a positive platform and a "Whatever It Takes" to Youth Employment.

According to MBIE figures from June 2020 Hawke's Bay has a NEET (Not in Education, Employment or Training) rate of 14%, down from 17.5% in June 2018, in part due to the efforts of council's youth employment team and its partners through He Poutama Rangatahi.

## Youth Council

The Hastings Youth Council plays a vital role in how Council engages with youth. The 2021 Youth Council are strong advocates for youth voice. To this end, they are working hard to ensure that youth representation is across all of Councils' main committees.

### KEY INITIATIVE

Another focus for youth council is the development of a virtual Rangatahi Co-Lab - A one-stop shop for young people.



## Youth Potential

The Vision of the Youth Potential Action Plan is to "Realise the true potential of all youth at risk in the Hastings district".

This is delivered through supporting those organisations who work with young people and provide leadership, mentoring, life skills and positive pathway interventions for young people.



90 RANGATAHI  
ENGAGED OVER  
12 MONTHS



80 RANGATAHI  
INTO EMPLOYMENT  
OVER 12 MONTHS



## Toitoti Strategic Plan and Youth

The strategic plan is focused on enabling community access and participation in performing arts and cultural activities and facilitating opportunities for youth employment, cultural expression and pride. This is achieved by facilitating employment pathways by providing a learning environment which includes inclusive educational programming that authentically reflects our diverse community.

### Key Initiatives:

- Creative Leaders Programme – students from most high schools in Heretaunga who attend regular workshops over the year with art sector professionals and are involved in the HB Arts Festival Ambassador Programme.
- Three apprentices completing the NZ Entertainment Level 4 Entertainment and Event Technology Certificate.
- Gateway students working at Toitoti learning the production aspects of a Technician role.









Our partners are important and success depends on collaborative effort on focused priorities. Key strategic partnerships include:

### **Safer Hastings Coalition**

Has the objective of the prevention of deaths and injuries by accidents, violence, suicide or natural disaster by integrating the way of doing business through partnerships and collaboration.

Partners:

ACC • Age Concern • Best Start Education and Care Centres • Brain Injury Hawke's Bay • Department of Internal Affairs • Directions Youth Health Centre • Emerge Aotearoa • Enliven • Family VIP Services Hawke's Bay • Fire and Emergency NZ • Hastings District Council • Hawke's Bay Civil Defence Emergency Management • Hawke's Bay District Health Board • Health Hawke's Bay • Inland Revenue • Kāinga Ora • Ministry of Social Development • New Zealand Police • New Zealand Red Cross • Plunket • Roadsafe Hawke's Bay • Sport Hawke's Bay • Te Kapenga Houora Ahuriri • Te Puni Kōkiri • Te Rongihoua Oranga Trust • Gambling Recovery Service HB • Te Taiwhenua a Heretaunga • Te Whare Whānau Pūriri Māori Women's Refuge • Volunteering Hawke's Bay • Waka Kotahi NZ Transport Agency • Whānau Trust

### **Youth Development**

Council supports the collaboration of all providers who work with young people.

### **Youth Employment**

Partners:

Ministry of Business Innovation and Employment • Ministry of Social Development • Eastern and Central Community Trust

### **Youth Potential**

Partners:

Whāia Te Tika: delivered by Ngāhere Trust • Horizons Basketball Academy: delivered by EB Sports • Violins in Schools: Orakohanga Music Trust • Tīhei Heretaunga: delivered by Ngāhere Trust • Te Aka Trust

### **Arts and Culture**

We will continue to foster and develop our relationships with key local groups and partners which continue to be aligned with supporting the region's events, creatives and creativity, including:

Partners:

Arts Inc. Heretaunga • Takitimu Performing Arts & Kahurangi Dance Theatre • Ngā Tei Hawke's Bay • Keirunga: The Creative Arts Hub • Eastern Institute of Technology

### **Mana Whenua Partnerships**

Partners:

Ngāti Kahungunu Iwi Inc. • Te Taiwhenua a Heretaunga • Te Taiwhenua a Whanganui-a-Orotū • Heretaunga-Tamatea Settlement Trust • Mana Ahuriri Trust • Maungaharuru-Tangitū Trust • Ngāti Pāhauwera Development Trust • Ngāti Hineora Iwi Trust • Takitimu District Māori Council







### Plans and supporting strategies that contribute to the Great Communities Strategy:

- **Matariki – Hawke's Bay Social Inclusion Strategy** was created by iwi, local authorities, business and central government and its goal is to create a vibrant, cohesive, diverse and safe community where every child is given the best start to life and everyone has opportunities that result in equity of outcomes.
- **Supporting Social Wellbeing Strategic Framework** outlines the Council's approach to the promotion of social wellbeing within our district.
- **Community Wellbeing Action Plan** – outlines the specific approach and range of initiatives to address the impact of the Covid-19 Pandemic on our community.
- **Positive Ageing Strategy** – outlines what Council will do to benefit older people and what collaborative work Council is involved in to meet outcomes for older people.
- **Joint Alcohol Strategy** – outlines where Council has influence and where it can work with others to reduce alcohol related harm.
- **Reserves Strategy** provides an overall framework for the acquisition and development of reserve land within the district.
- **Reserve Management Plans** – outline the Council's general intentions for the use, development and maintenance of its key reserves.
- **Aquatics Facilities Strategy** – outlines the Council's approach to the provision and development of aquatics facilities and opportunities throughout the district.
- **Play Strategy** – outlines Council's broad approach to the provision, development and maintenance of playscapes and play opportunities throughout the district.
- **Youth Strategy** – outlines Council's commitment and contribution to youth in the Hastings District and establishes a strategic framework for the achievement of Council's aims and objectives.
- **Hastings Urban Issues and Urban Design Strategy** sets out the framework to coordinate future streams of work as they respond to both current and future urban issues requiring place-based solutions.
- **Hastings City Art Gallery Strategic Plan** – delivers a year round programme of high quality contemporary art exhibitions and associated public and education programmes.
- **Hastings City Centre Strategy and Vibrancy Plan (Hastings Alive)** outlines the range of interventions to meet the overall goal of "A compact, legible, vibrant, fun, accessible and connected people centre".
- **HB Opera House Strategic Plan (Toitoti)** – sets out the goals and objectives to be pursued within 3 strategic priority areas (operational leadership & sustainability, Local Pride and a vibrant hub).
- **Flaxmere Town Centre Urban Design Framework** – provides a land use planning framework, guiding decisions on urban form, land use and community projects in and around the Flaxmere Village Centre.
- **Havelock North Village Centre Framework** – guides planning and growth of the village centre in a way that is consistent with sustainable development.
- **Toi Tū** – is a strategic framework to support creatives and creativity in Hawke's Bay. Focus areas are identity, creativity and sustainability with the arts.
- **Library Strategy** – outlines future developments and needs for library services.
- **Multicultural Strategy** – has been developed to recognise that Hastings District is increasingly becoming more culturally diverse. The strategy actions focus on celebrating diversity, equitable access to service and resources, participation in decision making.
- **Community Plans** provide a framework to enable communities to outline their vision and aspirations for their communities along with responses to prioritised challenges and opportunities.
- **Smart Innovation Strategy** – At the heart of this strategy is how we transform data into information to inform decisions, drive improvements and enable new innovations in service delivery.
- **Hastings Medium and Long Term Housing Strategy** – aims to deliver sustainable positive change to build affordable housing, social housing, market housing, Māori housing, senior housing, and RSE accommodation, alongside skills training and employment creation.

**Under a broader community wellbeing approach integration of the Vibrant, Safe, Connected and Inclusive Place outcomes will be important.**



# Subcommittee Responsibilities

The Great Communities Subcommittee will advise the Strategy and Policy committee by:

- providing guidance to council officers in respect of the drafting of Council's community strategies, and providing oversight of any relevant special consultation procedures.
- providing oversight of the implementation of councils community strategies.
- providing oversight of the implementation of councils community plans, Fabulous Flaxmere, Safer Hastings, Civic Pride and Events, Youth Pathways, Keep Hastings Beautiful, Health, Cultural, Education, Sports, Arts and Heritage Strategies.



GREAT COMMUNITIES STRATEGIC OVERVIEW 2021 - 2024







Under a broader community wellbeing approach integration of the Vibrant, Safe, Connected and Inclusive Place outcomes will be important.

### Healthy environment and people

(overseen by the Eco District Subcommittee)

- The spaces we design and the buildings we use and upgrade need to embrace low environmental impact design principles and be fit for current and future uses.
- Success will be more likely if we focus our attention not only on the sustainable transport infrastructure, but on working with our people on making it easy to embrace the uptake of these more environmentally friendly modes of transport.
- Our smart city objectives, if successful will make services to citizens more efficient and assist with carbon reduction objectives. Smart watering through sensor technology being one such example.
- Working with our communities via our place based planning approach provides us the opportunity to explore fit for purpose neighbourhood level interventions that contribute to a more environmentally friendly community.

### Sufficient and supportive economy

(overseen by the District Development Subcommittee)

- Business investment and expansion won't happen without other dependent building blocks being in place. This includes attractive urban form, vibrant and multi-functional city centres, a variety of things to do, and a safe environment. We need to be a place where talent want to live.
- Business growth needs to be matched with attaining and developing people locally, and to win the talent war.

Mostly however it is about our people:

- It is people which interact with our environment and that need their aspirations filled;
- It is the people of this district which are undergoing change in ethnic makeup, age and lifestyle preferences;
- It is people that need to meet their educational and skill development needs, and to be able to contribute positively to society and to engage in a growing economy;
- It is people who are our entrepreneurs who will help create economic sufficiency and growth, as well as opportunities for others.

**Te mahi tahi kit e**  
It is our people who ultimately  
**mana whenua hei taunaki i**  
hold the key to our recipe for success  
**te whanaketanga o te ao māori**



## Success Measures

The success of the Great Communities Subcommittee is through the successful implementation of contributing strategies and action plans. See Great Communities Work plan document.







