

Manaaki Toiora Strategy

Enhancing the wellbeing of people and our communities



Mayor's message Kōrero nā te Koromatua

During the development of the 2021-31 Long Term Plan people told us they want to live in vibrant and safe communities where we look after each other, everyone is well housed, and our public spaces are fun and inviting. They want to live in a district with a strong economy, where we have opportunities for local training, paid employment, and local business is supported.

It is clear from the community feedback that we all want the people of Hauraki to thrive.

For many years this Council has had a focus on improving the economic and social wellbeing of our communities where we're able to. This Manaaki Toiora Strategy is a continuation of that work, but it is also more. We're taking a more holistic approach to enhancing economic, social and cultural wellbeing. We recognise these aspects of wellbeing are all parts of one whole - interdependent on each other - and all of equal importance.

This Strategy sets out the work we'll continue to undertake alongside our communities and stakeholders to positively influence the wellbeing of our people. It identifies our five priority areas for the next ten years. To be successful, we'll need to work together to affect positive change.

We also need to remember we can't thrive without a healthy environment. While this Strategy doesn't specifically outline how we're working toward improving environmental wellbeing, environmental considerations will underpin all our work.

You can read more about our carbon reduction plans in our Zero Carbon Promise and our waste minimisation initiatives in our Waste Management and Minimisation Plan on our website www.hauraki-dc.govt.nz/policies



Our vision:
Tā mātou moemoeā:

HAURAKI, Thriving Together

Hauraki, Taurikura ai



What we mean by Manaaki Toiora

He aha te Manaaki Toiora?

Manaaki Toiora means to enhance the wellbeing of our communities or to lift one's mana in the sense of wellbeing.

To have wellbeing, people need a **healthy standard of living** and **quality of life**.

Everyone should have the opportunity to access the resources and capabilities they need to achieve their aspirations.

To achieve a healthy standard of living people need access to essential resources such as good quality food, transport, healthcare, and secure, warm housing. If people are educated and skilled they have a higher chance to gain employment and receive sufficient income to access essential resources.

While education, employment and material wellbeing are fundamental, we all know there are other important aspects to life. Wellbeing is determined by more than income levels and Gross Domestic Product (GDP) figures, it is also determined by the quality of our lives and security of our futures.

For people to have quality of life it is important to feel connected to people and

connected to place. We need a strong sense of identity and belonging. We should feel safe and secure in our communities and have the opportunity to participate in arts and cultural activities and join groups. We need leisure time, good health, and we should also have the opportunity to participate in government. These things add meaning to life and create a sense of identity and community. This in turn makes a community more attractive to visit or move to, creating economic activity.

"People thrive when they have the resources they need, are empowered to grow and develop, and can connect with others. Whenever people or collectives don't thrive all of society loses out. On a simple financial level, the costs to government rise through lower tax revenues and higher welfare costs. There can also be wider negative impacts, such as increased crime and victimisation."

New Zealand Productivity Commission, 2021



Fundamental to **our wellbeing** is our environment

Ko Te Taiao te whakapū o te oranga pai

We need a healthy environment to thrive. Our communities told us they want to protect and enhance our biodiversity, improve the health of our waterways and reduce our carbon footprint. We recognise we need to act as kaitiaki, or guardians of our natural environment and promote the wellbeing of our people and planet. This will underpin all the work we undertake when delivering actions in this Strategy.

and partnerships

Ngā Rangapū

Underpinning all of our work is the desire to partner with iwi/Māori, key stakeholders and our wider community. Partnering with others and developing relationships is a core focus at every level.

Like a kete,

economic, social,
cultural and
environmental
wellbeing are all
interwoven.

They are not separate,
they are four strands
of a whole.



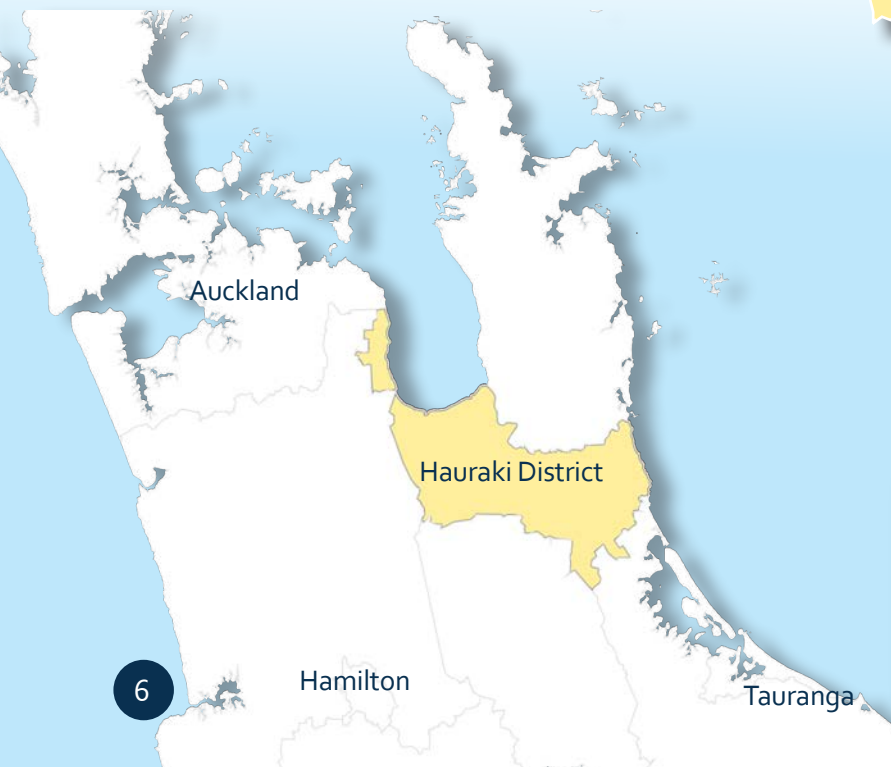
Our district and people, our challenges and opportunities

Tā mātou rohe, ā mātou tangata, ngā wero me ngā āhe

Our district stretches from the Wharekawa Coast on the Firth of Thames to Whiritoa on the east coast. Between lies the reclaimed dairy lands of the Hauraki Plains, the stunning Karangahake Gorge and Kaimai/Coromandel ranges, and the rolling farmlands of the Golden Valley. We sit within the rohe of the iwi of Hauraki.

Our people predominantly identify as being New Zealand European and Māori, with a smaller percentage of Pacific Island and 'other' nationalities. We've got an aging population compared to the national average, but also an increasing number of younger people. We recognise there's great value in harnessing the knowledge of both younger and older generations, and we value cultural diversity.

Our location puts us in the 'golden triangle' between Auckland, Tauranga and Hamilton. This provides for a number of potential business opportunities to settle within our district. We've experienced population growth over the last seven years, as people look to regions for more affordable housing options and an improved lifestyle. We're expecting the district to continue to experience population growth for the next 30 years and with that will come more diversity in our communities.



You can view more information about our district and people in the District Profile in our 2021-31 Long Term Plan on our website https://www.hauraki-dc.govt.nz/assets/council_documents/LTP/LTP-2021-31-District.pdf

During the Covid-19 pandemic we've seen a rise in the number of people on Jobseeker Support (a weekly payment that helps people until they find work), however, our district has not been affected as badly as some areas of New Zealand. Our primary industry sector has remained strong and visitor spend remains steady. Some of our industries are struggling to find skilled labour, so there is an opportunity for people to move to our district for employment. Remote working options have also made our district more appealing for people working out of district. However, we need more homes to meet the demand.

We have advantages against the national economy in gold ore mining, dairy cattle farming, beef cattle farming, meat and meat product manufacturing and agricultural support services. However, since 2009 the most job creation has occurred in accommodation and food services, health care and social assistance, and public administration.

Our population is growing and homes continue to be built. The ever-increasing need to provide for growth within environmental limits and the need to plan for climate change will provide challenges for us and our communities.

Our average residential house price is still lower than our neighbouring districts and cities. That withstanding, the extra demand has inflated

housing prices in the district and placed pressure on our housing supply. When we take into consideration our average household earnings and house prices, the Hauraki District is no longer considered such an affordable place to live as it was five years ago. The cost of housing is a large component of household spending and while the cost of housing or rent may not be an issue for people moving to the district, it can be for people that have lived here for many years.

We know from Census data that Waihi, Paeroa and the Hauraki Plains South area (including Kerepehi) have higher rates of unemployment and people with no qualifications, than the New Zealand average. This translates to lower personal income levels. Overcrowding of homes is most prevalent in Paeroa and Hauraki Plains South, while there are mouldy and damp homes across the entire district.

Physical health and mental health are strongly related to wellbeing. Like others across New Zealand, we are concerned about the upward trend of the proportion of New Zealanders (especially 15-24 year olds) with high levels of mental distress, anxiety and depressive symptoms, as well as physical health issues such as increasing obesity rates.



What's important to our communities

He aha ngā kaupapa nui mō ā mātou hāpori

While quantitative data (such as income levels and Gross Domestic Product figures) can help build a picture of how we might be able to improve people's economic and social wellbeing, this is only part of the picture. It is essential to ask people what they think and feel (qualitative data).

During the development of the 2021-31 Long Term Plan we asked our communities what is most important to them and how they'd like our future district to look. People want everyone to have access to safe, healthy and affordable homes. They want to live in a district where people look after each other and we can be proud of our public spaces. People want local employment and training opportunities, youth to be engaged, and local business to be supported.

We also asked various community groups, organisations and stakeholders to provide input into this Strategy. Their feedback helped inform the five priority areas in this Strategy and the actions under each priority area.

We heard that local communities want to be directly involved with planning and the delivery of projects in their patch. Moving forward we will endeavour to give more voice, choice and control to local communities. This community-led and place-based approach to planning better provides the conditions for social action to thrive, because locals have the opportunity to directly set the priorities, discuss the potential solutions and be involved in the delivery of projects.





Our key priorities moving forward

Ngā whakaarotau mō te ara ki mua

We want to affect positive change where it is most appropriate for us to do that. We're committed to working alongside our communities, key stakeholders and other levels of government to better achieve these goals.

Our priority areas over the next ten years are:

- Well-housed People
- Healthy People
- Vibrant Creative Spaces
- Business Attraction and Supporting Local
- Growing Skills and the Local Workforce

All of our priority areas are linked and affect each other. For example, a stable and healthy living arrangement is very important for our mental and physical health. Poor mental and physical health can impact our ability to learn, and our employment opportunities. Learning new skills and having employment are key factors to being able to purchase resources we need in life. Vibrant and creative public spaces enable us to connect with nature and each other, which improves our quality of life. Having vibrant creative spaces helps attract people and business to an area, providing economic growth and more employment opportunities. However, if there is not enough appropriate housing options and supporting infrastructure, then people and businesses will look elsewhere.





Well-housed people

Ngā Kāinga ora mō ngā tangata katoa

Our goal is people living in our district are 'well-housed'.

The United Nations rights to adequate housing defines 'well-housed' as timely access to habitable, affordable, accessible, culturally appropriate, appropriately located, and with security of tenure housing.

We heard from our communities during the 2021-31 Long Term Plan process that there are families living in garages, tents, and motels in our district. While the cost of housing or rent may not seem high for people moving to our district from surrounding cities, it is for people that have lived here for many years and choose to be long term renters or are not yet on the property ladder. The statistics show us that in 2018 we had a shortfall of 450 homes and this could grow to 1,200 by 2040¹. We also have overcrowding in some areas and issues with damp homes². We want people to be able to buy a home if they want, but we also need more rentals.

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- 1 <https://www.waikatoplan.co.nz/projects/waikato-housing-initiative/>
 - 2 2018 SA2 Census data for the Hauraki District



Our plan to achieve our goal:

- District Plan reviews and other relevant plans will continue to consider options for affordable housing needs and we will actively work with landowners and developers to enable development. This includes identifying appropriate land that people want to subdivide for development and rezoning land accordingly. District Plan changes to date include things like reduced minimum lot sizes to allow for additional subdivisions, smaller sections and allowing for secondary dwellings on the same title.
- Actively apply for central government funding for infrastructure that enables growth in housing supply.
- Build more elderly persons housing in Paeroa and Waihi, this will extend the elderly persons housing stock.
- Alongside central government and other partners, e.g. the Waikato Regional Housing Initiative and Waikato District Health Board, continue to support initiatives for warm and healthy homes.
- Work with the Waikato Housing Initiative and Kāinga Ora to investigate a programme for delivering new affordable houses, papakāinga and a range of different types of houses that will fill the needs of our communities.
- Provide more advocacy on affordable housing issues to other agencies so the district is recognised as needing investment in this space.
- Provide information on our website about home ownership schemes that can support people to enter the housing market, and where people can get assistance if they need support with housing costs.
- Place-making is considered in all developments in the district – this includes connected pedestrian-oriented communities that feature mixed-use development and compact urban growth options. While working from home and online shopping options have made some of our smaller settlements more sustainable, there are still things many people need direct access to at a local level such as education, employment, recreational opportunities, supermarkets and medical care.



Healthy people

Te Oranga pai mō ngā tangata

Our goal is people living in Hauraki have the opportunity to connect with their community, participate in physical activity, access healthy food, and have improved mental health outcomes.

A person's mental and physical health are equally important and are fundamental to our ability to thrive. Being active, feeling connected to people and place, learning new things, and giving your time (e.g. volunteering) all contribute to our mental and physical health. It is important to do things that we enjoy, that allow us to reflect and recharge³. Being well-housed and feeling safe in our homes and our communities are also essential to our mental and physical health.

During the 2021-31 Long Term Plan process people told us they want to live in communities where we look after each other. The key concerns raised by our local forum of social services and community groups called **Better Futures Hauraki** include social isolation for the elderly, food poverty, and the increasing number of children with mental distress, anxiety and depressive symptoms. As a society we are becoming increasingly aware of the importance of wellbeing in early childhood and young people for the overall trajectory of our lives. It is concerning that mental health issues are becoming prevalent in our early childhood education and primary schools.

³ <https://mentalhealth.org.nz/five-ways-to-wellbeing/take-notice-me-aro-tonu>



Our plan to achieve our goal:

- Facilitate meetings of social service providers, such as Better Futures Hauraki, to assist with the sharing of knowledge, issue identification and coordination of projects.
- Advocate to central government for key local projects and services that will positively impact people's mental and physical health. For example, New Zealand needs solutions for our education system so it can support children with learning differences or mental health issues. Our children deserve more funding allocated to these issues.
- Work with others to deliver projects that can reduce food poverty and support us to eat healthy foods, e.g. community gardens and food share programmes where excess perishable food from commercial businesses, community gardens, and private gardens is diverted to those that need it.
- Collaborate with organisations for the delivery of local mental health programmes that improve mental health outcomes, e.g. having trained mental health professionals in schools and the parents as first teachers programme.
- We'll continue to provide parks, reserves and facilities to support people's health - we'll support the development of cycleways that link to the Hauraki Rail Trail.
- Support and deliver community initiatives to promote connectivity and reduce loneliness, e.g. digital and other education programmes in libraries.
- Support local health initiatives – we'll continue to support campaigns like Elephant in the Paddock (mental health) and It's Not OK (domestic violence), and co-fund a Sport Waikato regional connectivity coordinator.
- Celebrate our collective successes and those of our community members - we'll continue to run, and contribute to, civic services and award ceremonies. These include Anzac Day services, the ONYA awards, business awards, and citizenship ceremonies.
- Continue to develop policy (e.g. alcohol, gambling) that reflects our communities' physical and mental health aspirations.



Vibrant creative spaces

Ngā wāhi ngangahau

Our goal is to have connected, creative and environmentally focused urban design that reflects each areas unique heritage and culture.

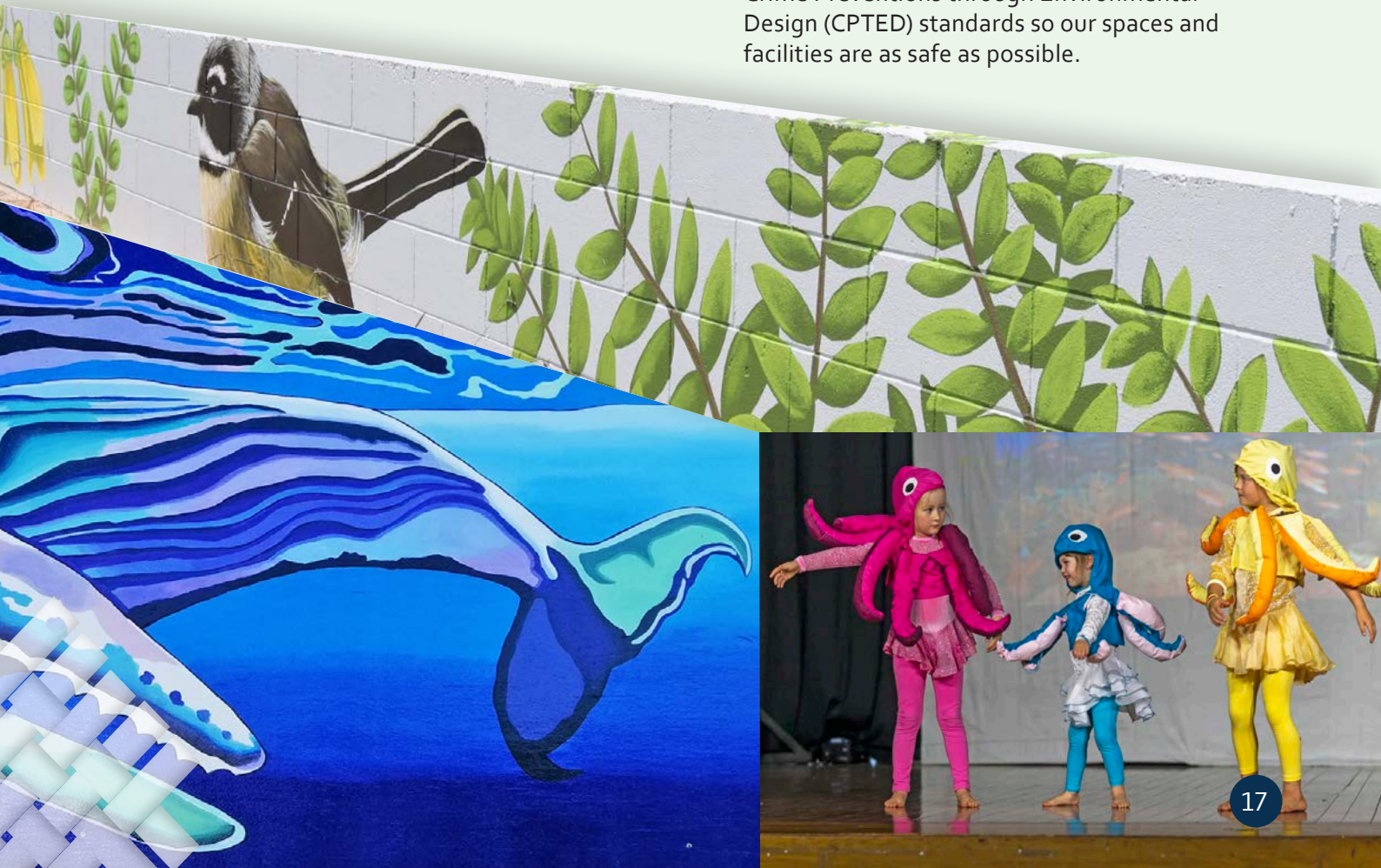
During the development of the 2021-31 Long Term Plan our communities told us they want towns that look good and have great character. People want creative urban design that enhances our identity, honours our people, and celebrates our unique culture and features. They want open spaces and urban areas that connect them to nature, with more trees and gardens in our towns.

Creative expression and design that enables communities to interact with each other and nature improves our quality of life, and can strengthen our connection to a place. Art and culture inspires learning, boosts our economy and builds a town's reputation. Our shared spaces, like our streets, reserves, playgrounds, libraries and swimming pools all play an important role in connecting people and attracting people to an area. They should all be designed with the intent of increasing vibrancy by showcasing our creativity, culture and heritage. You may have heard it called placemaking. Placemaking is an approach where people work together to make places better, not only for themselves but for others and for the place itself. It uplifts the mana of communities, making them stronger and healthier.



Our plan to achieve our goal:

- Undertake collaborative placemaking - work with local communities, iwi/Māori and arts collectives to identify opportunities and where the greatest needs are e.g. via a public space experience audit. Then imagine how things can be different, discover the places strengths and weaknesses, design things that matter to people, activate (do it), adapt (if needed).
- Require council infrastructure projects to include art or design elements – bringing artists into planning from the outset.
- Provide more trees and gardens in our urban spaces for beautification, carbon reduction and also healthy communities (community gardens).
- Develop a walking and cycling strategy and provide more pedestrian friendly spaces and cycle links. This includes continuing to integrate the Hauraki Rail Trail with our roading network.
- Develop a Street Art Policy - incorporate more art and heritage into our civic projects, investigate footpath and riverside art, and initiatives for the Hauraki Rail Trail.
- The District Events Coordinator will work with each town to strengthen or develop key events – this includes working with artists, groups and organisations for the promotion and enhancement of local arts, culture and events.
- Continue to administer the Creative New Zealand 'Creative Communities Scheme'.
- Focus on funding opportunities for regional or district-wide grants for arts and culture organisations, projects and venues.
- Continue to provide accessible and safe infrastructure and community facilities - we want people with impairments/disabled people to be able to participate without barriers, so we'll continue to improve accessibility around the district. We'll also use Crime Preventions through Environmental Design (CPTED) standards so our spaces and facilities are as safe as possible.



Business attraction and supporting local

Ngā painga whakapai mō ngā kaipakihi me te tautoko o ngā hāpori kaipakihi

Our goal is to continue to support local business to thrive and to encourage new business into the district.

During the 2021-31 Long Term Plan process our communities told us they prefer to support local business and access things they need locally, if they can. People want more employment opportunities in the district so they can stay living in the district if they want to.

We need to support local business and also attract new business into the district, because employment opportunities can arise when an existing business expands or new business is established in the district. If there are more employment opportunities and an enabling environment for entrepreneurs, skilled people will more likely be attracted to move here, creating more customers for local business.

There are many different things that attract business and people into an area, including location, housing and land availability, infrastructure, the make-up of the population, access to goods and services, recreational facilities and the vibrancy of an area.

When we refer to new and existing business we are inclusively referring to businesses, entrepreneurs, founders, young professionals and start-ups.



Our plan to achieve our goal:

- We'll continue to plan for population and business growth – this means providing land, infrastructure and facilities to cater for the community's needs.
- Continue to develop customer focused processes – where possible we'll continue to ensure our rules, regulations and processes are business friendly. We want to encourage development, while protecting our environment.
- Make available key District information for people interested in doing business here.
- Provide Council case managers for large scale developments.
- Support local business through communications and events, e.g. LoveHauraki as a promotional tool for our district.
- Be the first point of contact in Council for new and existing businesses, providing connection to other departments, businesses and support services such as Te Waka, Regional Business Partners and NZ Business Mentors.
- Promote the district as a great place to live, work and play – we'll continue to jointly fund Destination Coromandel and promote the district through our various media channels.
- Review how we promote the district to new businesses and identify collaboration opportunities e.g. with Te Waka – Waikato's Regional Economic Development Agency and their Invest Waikato platform.
- Continue to advocate to central government and other agencies for infrastructure that's needed for people to do business and work from home e.g. better rural internet connectivity.
- Investigate a business/innovation hub in collaboration with other organisations e.g. Impact Hub Waikato, to provide a supportive, educational, innovative and collaborative environment for entrepreneurs, start-ups and other small businesses.



Growing skills and the local workforce

Te Whakatipu ō ngā Pūkenga a ngā hāpori kaimahi

Our goal is there are opportunities for local employment and training.

During the development of the 2021-31 Long Term Plan our communities told us they want local opportunities for employment and training, and youth to be engaged and supported. While any district without higher education options will always lose a large group of its youth, our communities want youth going on to further their education to have the option to return to the district later in life if they want to. For this to be an option, we need local employment opportunities and an environment that supports entrepreneurs, founders, young professionals and start-ups.

We also value those youth that remain living in our District. We want more apprenticeships in the District for young people and promotion of different training and career options. Since COVID-19 we have been proactive in tapping into this talent source.



Our plan to achieve our goal:

- Deliver the Mayors TaskForce for Jobs Community Recovery Programme – Gr8 Job Hauraki. This is focused on supporting young people not in education, employment, or training (NEETs) and those impacted by COVID-19 into the workforce.
- Participate in Secondary Schools Employer Partnership Programme and support the Secondary Schools Integrated Career Pathways pilot if trialled in our district.
- Investigate running knowledge exchanges for secondary school students.
- Proactively work with the Regional Skills Leadership Group, Ministry of Social Development and schools to create linkages between industry and schools/training.
- Work with regional partners to identify if there is an opportunity/need for a tertiary training campus in the district.
- Council libraries will continue to deliver digital upskilling and support programs.
- Continue to advocate for improved drivers licensing provision in the district and surrounding areas.
- Identify key industries with skills shortages and develop targeted initiatives to address these. For example, attract people into primary sector industries and the health sector through Gr8 Job Hauraki.
- Advocate to central government on behalf of sectors that have skilled labour shortages.



Making it happen Mahia te mahi

We have members of staff focused on working toward the priority areas in this Strategy. They'll promote this work across the organisation and support the undertaking of actions.

Moving forward we will endeavour to give locals more opportunity to directly set the priorities for their local area, discuss the potential solutions and be involved in the delivery of projects.

If actions and projects within this document and associated action plan/s involve significant scale in terms of cost and/or implementation, we'll talk to the community before proceeding. This normally happens through an annual plan or long term plan process.



Using our voice on behalf of the District Te Reo karanga o te Rohe

We'll continue to advocate on behalf of the district and support other initiatives that promote community wellbeing – that's economic, social, cultural and environmental.





Nāu te rourou, nāku te rourou, ka
ora ai te iwi

With your food basket and my
food basket the people will thrive