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MY MASTERTON: OUR PEOPLE, OUR LAND
He Hiringa Tangata, He Hiringa Whenua

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PREFACE

STRATEGY DEVELOPMENT

Our Chief Executive, Senior Management team and Wellbeing team have worked together to produce the *My Masterton: Our People, Our Land/He Hiringa Tangata, He Hiringa Whenua Strategy*. The strategy was workshopped with Council and feedback sought from targeted stakeholders. Wider community views have been drawn from results from the NRB Communitrak Satisfaction survey, as well as submissions and consultation feedback received for the draft Long-Term Plan 2015-25, draft Annual Plan 2016-17, and draft Annual Plan 2017-18.

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FOREWORD FROM THE MAYOR AND CHIEF EXECUTIVE

The Masterton District Council/Te Kaunihera ā-rohe o Whakaoriori (MDC) *My Masterton: Our People, Our Land/He Hiringa Tangata, He Hiringa Whenua Strategy* sets out our long-term strategic direction for the Masterton/Whakaoriori District across four key focus areas: Social Development, Cultural Development, Environmental Development, and Economic Development.

Our intent is for this strategy to guide MDC's contribution towards improving the wellbeing of our residents and communities. The strategy is dependent on everyone working collaboratively and all making a contribution.

MDC has an Infrastructure Strategy that focuses on looking after our infrastructure, and a Financial Strategy that guides budgeting and expenditure to support affordability, but we identified a strategic gap when it came to our people.

During the 2015-25 Long-Term Plan development process, based on feedback from our communities, MDC identified key areas of focus and development:

- Affordability;
- Looking after our Infrastructure;
- Supporting our Community;
- Caring for and Protecting our Environment;
- Growing our Future;
- Strengthening our Relationship with Iwi/Māori communities; and
- Increasing Community Resilience.

He Hiringa Tangata, He Hiringa Whenua is a vehicle to assist us in further progressing these key areas.

He Hiringa Tangata, He Hiringa Whenua provides MDC with an overarching framework for supporting our people and our communities

During the 2016-17 Annual Plan process, MDC committed to investing a \$400,000 surplus for the next three years into our community and our people. This funding has been allocated towards the establishment of a 'Wellbeing Team' to progress work across the four wellbeing areas: social, cultural, economic and environmental, additional resources to facilitate education opportunities and the development of an *Education Strategy*; to support community development initiatives; and for local projects identified by our communities.

He Hiringa Tangata, He Hiringa Whenua will inform and guide MDC's thinking and decision-making in the development and implementation of the 2018-28 Long-Term Plan.

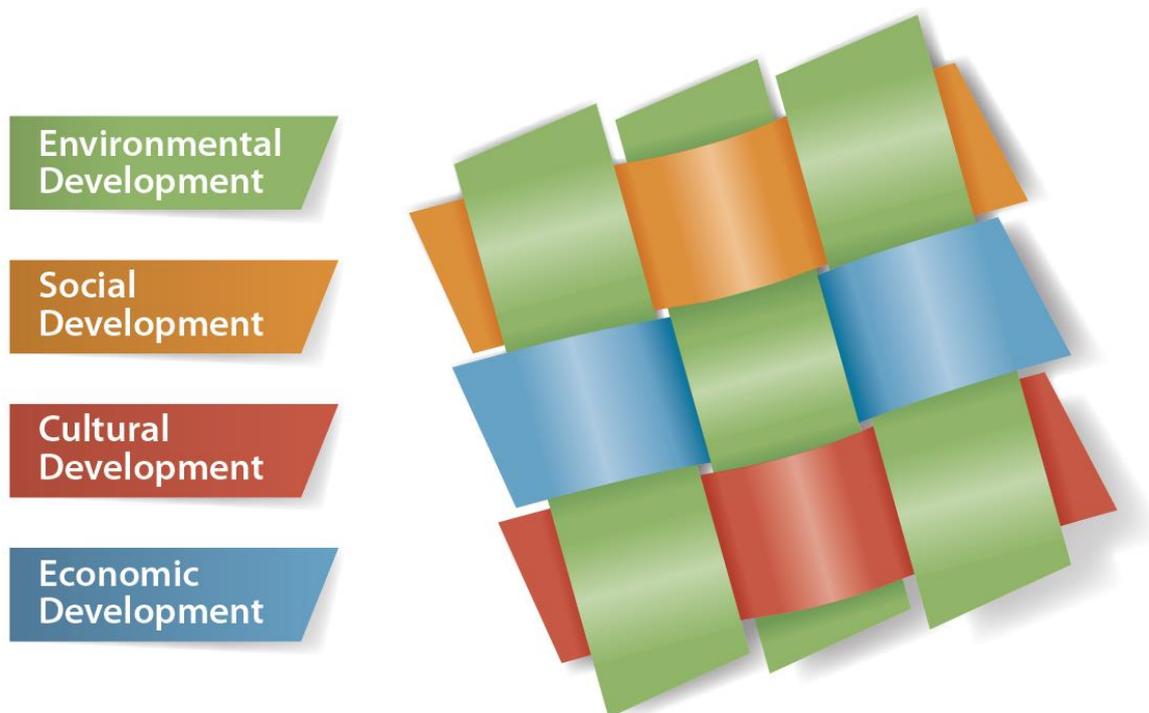
INTRODUCTION

He Hiringa Tangata, He Hiringa Whenua is the first strategy that MDC has developed that has a specific focus on our people. It sets out the long-term strategic direction for the Masterton/Whakaoriori district across four development areas: social, cultural, environmental; and economic. For each of the four development areas a framework has been created for the work we do to ensure that we are focusing on the right things for our community.

The four development areas are interconnected and can be viewed as symbolising raranga or weaving. Each development area is represented by a 'whenu' or a 'weaving strip'. Environmental Development represents the 'base' of the whenu. We believe that Environmental Development is an integral component of the strategy. It provides the conditions for Social Development, Cultural Development and Economic Development.

If we don't have a healthy, natural environment, the development of the three other development areas cannot be realised. For example, we have tourism attraction opportunities in our district in terms of our rivers, lakes, beaches, and wetlands. If we are not investing and looking after our natural resources their condition will deteriorate and then will no longer be a tourism drawcard. There is a whakatauki¹ that reflects the importance of the environment/land in terms of always being here, but acknowledging things are ever changing and people move on:

Whatungarongaro te tangata toitū te whenua
People are lost from sight but the land remains



He Hiringa Tangata, He Hiringa Whenua overlaps with and has connectivity to other policies and plans that MDC has developed (for example, our *Wairarapa Rangatahi Youth Strategy*). The strategy provides impetus for the development of new strategies and reviewing existing ones. Examples include the development of a new *Education Strategy* that will significantly contribute across all four development areas of the strategy. The existing *Arts, Culture and Heritage Strategy* will also be reviewed and updated as a key action under cultural development.

¹ Proverb

He Hiringa Tangata, He Hiringa Whenua is written as a suite of documents. This document provides the overall framework for the strategy. Each of the four development areas are provided as executive summary documents that outline where we are now, where we want to be, and how we plan to get there.

BACKGROUND

WHO WE ARE / OUR PLACE

The Masterton district is comprised of urban, rural and coastal areas. The main urban area is located on the Wairarapa Valley between the Ruamahanga, Waipoua and Waingawa rivers. Our district has a strong rural, provincial background that has been shaped by the primary industries that our economy was built on. For a number of decades, our shearing industry has contributed to the cultural make-up of our district. The geography of our coast, mountain ranges, bush and rivers enable an active sporting and recreational culture.

Our population characteristics (as at the 2013 Census) include:

- 77.5% of our population living in our urban areas
- 83% of our population identifying as European, 18% Māori, 3% Pasifika, and 2% Asian
- 24.5% are aged between 0-17, and 25.7% are aged over 60
- The median age is 42.8 – this is projected to increase to 49.2 over the next 30 years.
- The Māori population is growing (17% between 2001 and 2013) and with a younger population, we expect a higher proportion of Māori youth. We are also seeing more people from other countries living in Masterton (the percentage of the population that identified as Pacific peoples, Asian or Middle Eastern/Latin American/African increased by 48% between 2001 and 2013).
- The proportion of over 65s in the Masterton district is expected to almost double by 2043 (from 19% to 32%) and more “active aged” are also anticipated.

The mana whenua of the Masterton district are Ngāti Kahungunu ki Wairarapa and Rangitāne o Wairarapa. MDC is committed to maintaining a positive relationship with both Iwi and building on opportunities for greater decision-making between MDC and Iwi.

Across most indicators, Masterton’s economy is showing encouraging signs of growth. Our local economy grew by 4% over the year to March 2017, higher than New Zealand as a whole (2.9%) and higher again than the Wellington region (2.4%).

We live in a district that we can be very proud of, but like all communities we are provided with challenges. One of the particular challenges we face as a community are the pockets of deprivation within our district.

A common measure of relative deprivation in New Zealand is the NZDep tool which draws on census data to build a profile of deprivation in our communities at the Census Area Unit (CAU) level. NZDep 2013 ratings across the country range from 1 to 10, with “1” being the least deprived 10% and “10” being the 10% most deprived in New Zealand.

The Masterton District CAUs show a notable gap between rural and urban areas. Masterton’s rural CAUs are all rated 2-3, amongst the third most privileged in New Zealand. In the urban area, ratings range from 7-10, indicating that our urban area is amongst some of the most deprived communities in New Zealand.

VISION AND COMMUNITY OUTCOMES

Our current vision and community outcomes (as per the 2015-25 Long-Term Plan) are outlined in the below. These will be reviewed and potentially revised as part of the 2018-28 Long-Term Plan.

We want Masterton to be a great place to live, visit and do business, providing the best of rural provincial living



STRATEGY STRUCTURE

The framework for *He Hiringa Tangata, He Hiringa Whenua* provides consistency in the structure of the four development areas (social, cultural, environmental, and economic). For each area, the following information is provided:

- a vision that reflects where we want to be.
- a set of priorities that we will focus on.
- for each priority, a set of strategic directions that will assist us to realise our vision.
- For all priorities identified, key actions have been developed that reflect planned, intended or potential work streams for consideration.

The vision for each of the four development areas are:

Social Development
Masterton/Whakaoriori is a positive, strong, inclusive and self-determining community with equal opportunities for everyone

Cultural Development
Masterton/Whakaoriori values the place and role of tangata whenua and is proud of our cultural identity and heritage

Economic Development
Masterton/Whakaoriori is a vibrant, happy community with a strong, sustainable economy

Environmental Development
Masterton/Whakaoriori has rivers we can swim in and drink from; clean air to breathe; and green (and blue) spaces that we can enjoy and share with future generations

PRINCIPLES

We have three overarching principles to guide our overall approach to implementing *He Hiringa Tangata, He Hiringa Whenua*:

- Hapori Tahi – *A united community*
- Mahi Tahi – *Working together*
- Whakaaro Tahi – *Aligned thinking*

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STRATEGY FRAMEWORK

DEVELOPMENT AREA	SOCIAL DEVELOPMENT	CULTURAL DEVELOPMENT	ENVIRONMENTAL DEVELOPMENT	ECONOMIC DEVELOPMENT
OUR VISION	Masterton/Whakaoriori is a positive, strong, inclusive and self-determining community with equal opportunities for everyone	Masterton/Whakaoriori values the place and role of tangata whenua and is proud of our cultural identity and heritage	Masterton / Whakaoriori has rivers we can swim in and drink from, clean air to breathe, and green (and blue) spaces that we can enjoy and share with future generations	Masterton/Whakaoriori is a vibrant, happy community with a strong, sustainable economy
OUR PRIORITIES	COMMUNITY LED – COUNCIL SUPPORTED OPPORTUNITIES FOR EVERYONE PRIDE IN ‘OUR PLACE’ ENGAGED COMMUNITIES A MASTERTON DESIGNED TO MAXIMISE SOCIAL WELLBEING	IWI-COUNCIL RELATIONSHIPS LANGUAGE AND CULTURE	CLEAN AIR & WATER PROTECTING OUR NATURAL HERITAGE & BIODIVERSITY CLIMATE CHANGE ACTION CREATING A CULTURE OF SUSTAINABILITY WORKING TOGETHER AS KAITIAKI	BUSINESS ATTRACTION AND INDUSTRY GROWTH POPULATION GROWTH EDUCATION SUPPORTING TOURISM COLLABORATIVE PARTNERSHIPS
OUR STRATEGIC DIRECTIONS	<p>COMMUNITY LED – COUNCIL SUPPORTED</p> <ul style="list-style-type: none"> Building the capacity and capability of individuals and communities Supporting community leadership growth Facilitating opportunities for communities to realise their aspirations <p>OPPORTUNITIES FOR EVERYONE</p> <ul style="list-style-type: none"> Supporting improved education and employment outcomes Supporting a better standard of living Supporting access to ‘life enhancers’ <p>PRIDE IN ‘OUR PLACE’</p> <ul style="list-style-type: none"> Caring for our place Enhancing community safety Sharing and celebrating our diversity Creating spaces, places and opportunities for people to connect Building resilience and working together in times of crisis <p>ENGAGED COMMUNITIES</p> <ul style="list-style-type: none"> Making it easier to engage and participate in Council decision making processes Working collaboratively with Iwi, stakeholders and our communities <p>A MASTERTON DESIGNED TO MAXIMISE SOCIAL WELLBEING</p> <ul style="list-style-type: none"> Connecting with others Taking notice of the world around you Being active 	<p>IWI-COUNCIL RELATIONSHIPS</p> <ul style="list-style-type: none"> Strengthen and maintain opportunities for greater decision-making between Council and Iwi Support Iwi, Hapū and Māori communities in the long-term sustainability and wellbeing of local marae Integrate tangata whenua values, culture and language into the business of Council <p>LANGUAGE AND CULTURE</p> <ul style="list-style-type: none"> Increase the number of opportunities for residents and visitors to learn more about the history and heritage of Masterton/Whakaoriori Support language and culture being celebrated in our district 	<p>CLEAN AIR AND WATER</p> <ul style="list-style-type: none"> Improving air quality Improving water quality Managing water demand <p>PROTECTING OUR NATURAL HERITAGE & BIODIVERSITY</p> <ul style="list-style-type: none"> Using land sustainably Protecting our natural heritage and wāhi tapu sites Supporting biodiversity <p>CLIMATE CHANGE ACTION</p> <p>Reducing our impact on climate change (mitigation) by:</p> <ul style="list-style-type: none"> Improving Energy Efficiency/Conservation Minimising waste Enabling and promoting cleaner transport <p>Preparing for Future Changes (adaptation) by:</p> <ul style="list-style-type: none"> Planning ahead to build resilience Keeping informed and sharing information <p>CREATING A CULTURE OF ENVIRONMENTAL SUSTAINABILITY</p> <ul style="list-style-type: none"> Leading by example Informing our community Enabling our community to act by removing or reducing barriers to change <p>WORKING TOGETHER AS KAITIAKI</p> <ul style="list-style-type: none"> Working in partnership and/or collaboratively with Iwi and stakeholders Supporting community-led initiatives 	<p>BUSINESS ATTRACTION AND INDUSTRY GROWTH</p> <p>Progressing the objectives of the Accelerate Wairarapa programme to:</p> <ul style="list-style-type: none"> Create a supportive regulatory environment that enables sustainable infrastructure development and growth Explore opportunities for considered intervention by Council to attract investment and facilitate development Enable sustainable growth in traditionally strong industries Encourage new innovative and entrepreneurial high-value activities <p>POPULATION GROWTH</p> <ul style="list-style-type: none"> Continuing to promote Masterton through the ‘My Masterton’ campaign and exploring new opportunities or target markets to expand the campaign Progressing objectives of the Accelerate Wairarapa programme to attract new residents <p>EDUCATION</p> <p>Implementing Council’s Education Strategy to:</p> <ul style="list-style-type: none"> Attract both domestic and international students and Provide skills to local industries <p>SUPPORTING TOURISM</p> <ul style="list-style-type: none"> Supporting Destination Wairarapa to attract tourists through the promotion of our region to domestic and international tourism markets Supporting and facilitating initiatives and events that attract visitors to the region Investing in infrastructure that supports the attraction of tourists and tourism-based businesses <p>COLLABORATIVE PARTNERSHIPS</p> <ul style="list-style-type: none"> Exploring opportunities to partner with Iwi and/or the private sector to progress our economic development priorities. Working collaboratively with our community and supporting community led initiatives across our economic development priorities.

MONITORING AND IMPLEMENTATION

Monitoring and implementation of the *He Hiringa Tangata, He Hiringa Whenua* will be led by the Wellbeing Team. The strategy and each development focus area will be subject to regular reviews in order to ensure best practice and continuous service improvement.

REFERENCES

Statistics New Zealand website: www.stats.govt.nz

Te Ara Encyclopedia of New Zealand website: <https://teara.govt.nz/en/music/44159/pinepine-te-kura>