Community Development Strategy

www.mdc.govt.nz
Welcome

The people call saying, “Open the doors of the house that I may see the gifts within”. Manawatū District Council responds, “The doors are open to you all. Enter into our house that your stay may be comfortable. Welcome and come on in!”

Community development is about everyone working together to make our communities a fantastic place to grow up, grow old and everything in between.

Community development is about whanaungatanga (relationships). Shared experiences and working together creates a sense of belonging.

Whanaungatanga happens when we work together to:

- Celebrate our diversity
- Welcome newcomers
- Learn and share our knowledge with others
- Ensure the environment in which we live is safe, strong and healthy both now and in the future
- Build strong, resilient, sustainable local communities
- Strengthen the interests and values of our District’s residents by encouraging active participation
- Generate community led opportunities and outcomes
- See ourselves as a single, cohesive community as well as a collection of smaller communities based on our geographical location or on areas of special interest or identity

Manawatū District Council Community Development Strategy Vision:

Our District offers a high quality of life for all residents

While there is a lot MDC can do directly to achieve this vision, a critical role of Council is to partner with our community, supporting grassroots initiatives in a variety of ways. There are many groups in our community who strive for the social, cultural, physical and spiritual wellbeing of individuals and families. The whakawhanaungatanga groups demonstrate building relationships through shared experiences and working together is essential to community wellbeing and Council honours the critical work they do.

Another role of Council is to advocate to Central Government on issues that impact on the wellbeing of our communities but are outside Council control. Council is committed to working for, with, and on behalf of the Manawatū community – and the individual communities that make up our District – to ensure that our District offers a high quality of life for all residents.

This Community Development Strategy is one of several strategic documents which contribute to Council’s vision. Appendix 3 shows how these strategies and plans work together towards Council’s vision of a -

Connected, vibrant and thriving Manawatū District – the best lifestyle in New Zealand
Who are we?

Comparing Manawatū to the rest of New Zealand

Our population is growing faster than the national population.

Feilding Whole District

Population Growth 1.9% 1.6%

Our population increased by 600 to the year ended June 2019. This includes 500 new people moving to the District.

Ethnic Diversity

Our population is less diverse than much of New Zealand.

Some people are counted more than once because they identify with more than one ethnicity.

NZ European 91.2% 74.6% Asian 2.1% 12.2%
Māori 15.4% 15.6% Pacific 1.7% 7.8%

We have a greater proportion of European and Māori residents and a lower proportion of Asian and Pacific residents than the national average.

Age Profile

We have a greater proportion of younger and older people than the national average.

Population accessing mental health services.

A smaller percentage of our population seeks MENTAL HEALTH services.

4.1% 2017

Health

Life expectancy

Females 82.8 yrs 82.7 yrs
Males 79.0 yrs 78.8 yrs
All 80.9 yrs 80.7 yrs

Suicide (per 10,000 people) 1.9 1.1

Smoking percentage of regular smokers 21.3% 18.9%

With smoking rates declining rapidly since 2006, we expect the 2018 Census data will reflect further reductions in smoking across the District. No vaping statistics are currently available.

Income and Employment

Income levels are lower than the national average but lower housing costs supports higher living standards in the District.

Household income $88,600 $104,400

Dependency Ratio 63.5% 53.0%

Earnings $51,883 $60,891

Our Unemployment rate is well below the national unemployment rate.

Overall 3.5% 4.2%

Housing

in the District is more affordable than much of New Zealand.

Ownership affordability 7.6

Average house price 12 times the average income

Rental affordability 30.5%

% of average weekly income

Housing - both owning and renting continues to be more affordable in Manawatū compared to the national average.

Educational attainment in the District is lower than the national average.

School leavers with NCEA level 2 77.4% 79.4%

School leavers in the workforce with NCEA level 3 44.6% 55.3%

97.7% of our pre-school children attended early childhood education centres in the six months prior to starting school.

This compares with 97.1% of all NZ pre-schoolers.

Democracy – Voter Turnout

Local body elections 47.7% 41.8%

General election 83.6% 79%

Our citizens participate more in the democratic process than much of New Zealand.

(Citation of data sources above: Statistics New Zealand, Ministry of Business, Innovation and Employment, Infometrics)

Civil Defence and Emergency Management

is a core Council function.

Council aims to assist and encourage a resilient Manawatu District, helping communities understand and manage their own risks.

Manawatu District Hazards

1. Severe Earthquake
2. River Flood
3. Tsunami
4. Drought
5. Landslide
Te Whare Tapa Whā can be literally translated as ‘the four-sided house’

Te Whare Tapa Whā is a model of health which was developed in 1982 by Mason H. Durie (Ngati Kauwhata). It encourages us to employ a more holistic way of viewing health and wellbeing by using four key perspectives or dimensions:

- Te taha wairua (spiritual wellbeing)
- Te taha whānau (social wellbeing)
- Te taha tinana (physical wellbeing)
- Te taha hinengaro (mental wellbeing)

Additionally, the Te Whare Tapa Whā model can help illustrate how each dimension affects the others. Te Whare Tapa Whā invites us to consider more holistic solutions and remedies. A house needs all four walls in order to be strong.

For an explanation of the symbols and colours used throughout this strategy, see Appendix 4.

The Importance of the Wharenui in the Te Whare Tapa Whā model

The marae is a place that brings people and communities together, helping to support, care for, and protect the people and manuhiri (visitors).

At the centre of it all, you will find what is known as the wharenui (main meeting house). From a Māori world perspective, the house is viewed as an ancestor and reflects the physical traits of a person e.g. maihi (arms), raparapa (hands), and tāhūhū (spine). Given that Māori view the wharenui in this manner, it holds even greater significance to its people as the most senior elder on the marae, and is fiercely protected, especially during times of pōwhiri (ceremonial welcome). The people protect the wharenui and all taonga (treasures) held within, including women and children.

Community Development Strategy

Te Whare Tapa Whā model is primarily used to help view wellbeing in a holistic manner, however, this model of health can also be adopted to explore potential, opportunity and consequences in all aspects of life.

Council has used the Te Whare Tapa Whā model to explore the wellbeing of the Manawatū District, and how we might contribute to its wellbeing in a more holistic manner. The model forms the framework for this Community Development Strategy.
Where are we headed?

Our District offers a high quality of life for all residents

**WHĀNAU - SOCIAL WELLBEING**
(communal, community)

**OUTCOME**
We are Actively Engaged
Our people are empowered to strengthen and influence their communities

**GOALS**
- We have creative, cultural, and recreational participation in our communities
- We work together to make our whānau and communities better
- Tāngata whenua are visible

**TINANA - PHYSICAL WELLBEING**
(environmental, tangible)

**OUTCOME**
We Prepare for Tomorrow Today
Our natural, physical and social environment is safe, sustainable and resilient

**GOALS**
- Community success is enabled by quality infrastructure, services and technology
- Our people and communities feel safe
- We are guardians (kaitiakitanga) of the natural environment

**WHĀNAU - SPIRITUAL WELLBEING**
(sense of identity and connection)

**OUTCOME**
We are Connected and Inclusive
Our strength is in the diversity of our people and our heritage

**GOALS**
- We are a welcoming community
- Everyone has a sense of belonging and are proud of where they live
- We value who we are and where we have come from

**HINENGARO - COGNITIVE WELLBEING**
(education, values, beliefs)

**OUTCOME**
We are Lifelong Learners
Our people gain and share knowledge and understanding as they progress through life

**GOALS**
- Our people have learning opportunities that enhance their life choices
- We encourage and enable people to shape their future
- Our people share their skills and experience with others

**TINANA - PHYSICAL WELLBEING**
(environmental, tangible)

**OUTCOME**
We Prepare for Tomorrow Today
Our natural, physical and social environment is safe, sustainable and resilient

**GOALS**
- Community success is enabled by quality infrastructure, services and technology
- Our people and communities feel safe
- We are guardians (kaitiakitanga) of the natural environment
Where are we now?

Council already supports our community in a variety of ways. We provide funding, support and encouragement to community groups and individuals who contribute to the community outcomes.

**WAIRUA - SPIRITUAL WELLBEING**

Council...
- supports organisations that protect and promote the heritage, identity and social wellbeing of the District
- actively promotes Māori culture in the community
- increases staff capability to work in multicultural environments
- supports the care and maintenance of urupā and private cemeteries
- invites a representative of the Manawatū Christian Leaders’ Network to open Council meetings in prayer

**WHĀNAU - SOCIAL WELLBEING**

Council...
- supports the promotion of, and participation in, sport and active recreation
- hosts the annual MDC Community Honours Awards
- enables community representation and participation through Community Committees
- liaises with the community through community-focussed Council positions
- supports community facilities for community activities and events
- is developing a Walking and Cycling Strategy

**TINANA - PHYSICAL, ENVIRONMENTAL**

Council...
- supports organisations that enhance the wellbeing of the natural, physical and social environment
- supports community initiatives that protect, beautify and communicate the value of our natural land, water and coastal environments
- ensures the planning and design of our public spaces caters for all - including those with additional needs
- invests in careful planning, education and preparation for disaster resilience
- ensures the District Plan reflects urban design principles including crime prevention through environment design (CPTED)
- ensures land use planning is a collaborative process between Council, Iwi and the wider community
- supports the development and review of Community Plans and encourages, and partially funds, their implementation
- actively engages in environmental protection groups and agreements
- is developing a Community Facilities Strategy
- works with a range of key experts to provide non-financial support and advocacy for those affected by Earthquake Prone Building legislation

**HINENGARO - COGNITIVE WELLBEING, EDUCATION, VALUES, BELIEFS**

Council...
- maintains active participation in the Mayor’s Taskforce for Jobs (NZ)
- supports career pathways for youth in the District

Council collaborates and maintains relationships with key agencies and organisations:
- Council-controlled organisations
- Central Government Agencies
- Community organisations (volunteer and faith-based organisations)
- Neighbouring local authorities
- Iwi, Hapū, Whānau and Māori communities
- Service clubs
Actions for 2020-2021

As well as the things Council already does, between January 2020 and 1 July 2021 Council will do the following things to further encourage a strong, happy and resilient community.

**WAIRUA - SPIRITUAL WELLBEING**
- Articulate a clear statement on the use of Te Reo Māori in Council communal spaces
- Encourage opportunities for expressing the cultural diversity in our District
- Develop a local action plan for seniors that links to the NZ Better Later Life Strategy
- Develop a local action plan for youth that links to national strategies
- Support works of art and sculpture in public spaces across the District
- Actively participate in the Manawatū Health and Wellbeing Group
- Increase partnership potential with the faith communities in the District by developing a register of faith organisations, their places of worship, and their social and community work
- Strengthen Council’s relationship with the faith communities in the District by further understanding and recognising the work they do in the community

**WHĀNAU - SOCIAL WELLBEING**
- Enable those of other cultures and languages to participate in the community
- Facilitate Māori contribution and participation in Council decision-making
- Formalise Manawatū Youth Ambassadors as a Community of Interest within the Community Committee Policy
- Support community initiatives that seek to overcome social isolation
- Work with Manawatū Community Trust to develop a 30-year approach to the provision of social housing

**TINANA - PHYSICAL, ENVIRONMENTAL**
- Investigate and develop an Environmental Sustainability Strategy
- Pursue opportunities for funding from Central Government for initiatives related to environmental responsibility
- Complete the review of the Rural and Residential Zones in collaboration with Council, Iwi and the wider community
- Adopt and implement a Walking and Cycling Strategy
- Adopt and implement a Community Facilities Strategy
- Participate in new opportunities for engagement with environmental groups and agreements
- Investigate options for the provision of financial and further non-financial support for the preservation of the heritage character of Feilding and the District

**HINENGARO - COGNITIVE WELLBEING, EDUCATION, VALUES, BELIEFS**
- Actively support volunteering in our community
- Review community information services in order to improve the effectiveness of distribution
- Invest in community development sector governance capability
- Ensure diverse and capable representation on Council controlled governance structures
- Support home-based learning and small business professional development

Council as Advocate

One of Council’s roles is to advocate to Central Government on issues that impact on the wellbeing of our communities but are not within Council’s control.

**Council advocates for:**

**WAIRUA - SPIRITUAL WELLBEING**
- Holistic focus and equitable access for all in the health and wellbeing sector

**WHĀNAU - SOCIAL WELLBEING**
- Increased citizen engagement with Central and Local Government elections

**TINANA - PHYSICAL, ENVIRONMENTAL**
- Improved district-wide public transport services
- Cell phone and internet connectivity in rural blackspot areas
- Adequate power supply for our growth areas
- Adequate policing resources for our communities
- Availability and affordability of community and social housing
- Removing the barriers to the provision of community and social housing

**HINENGARO - COGNITIVE WELLBEING, EDUCATION, VALUES, BELIEFS**
- The promotion of employment opportunities for young people

---

### Long term actions

**Actions for July 2021 forward**

- Adopt and implement an environmental sustainability strategy
- Partner with Manawatū Community Trust to implement their 30 year approach to the provision of social housing
- Adopt and implement a local action plan for youth
- Implement Council’s Community Facilities Strategy
- Implement Council’s Walking and Cycling Strategy
- Adopt and implement local action plan for seniors

These long-term intentions and the associated action plans will require further research and planning, as well as careful budget consideration. These will be further explored as part of Council’s Long Term Plan 2021-31 and will involve further community engagement.
Appendices

Appendix 1 - How did this strategy come about?

Community Development has been a function of Council since 2003. Broadly speaking, this means that MDC has provided funding and support for community organisations and individuals as well as community development initiatives at the grassroots level for a long time.

During the preparation of its Long Term Plan 2018-2028, Council, through its Community Funding Committee, identified some gaps in Council’s decision-making framework for community development. As a result, it decided that a strategy should be developed that would state outcomes and goals that would help guide investment and priorities at a community level.

In early 2019, after doing some initial drafting work, Council sought feedback from the community (check out the word cloud on the facing page). We went along to the Feilding Farmer’s Market to ask people what they thought about our proposed vision, outcomes and goals for the strategy. We also held a series of eleven community engagement workshops with a total of around 120 participants.

The workshops had representatives from a wide range of community interest groups:

- Social services
- Arts and culture representatives
- The aged community
- Youth
- Tāngata whenua
- Environmental groups
- Emergency services
- Sport and recreation representatives
- Multi-cultural communities
- Hall committees
- Community committees

As a result of the feedback we received from the community, we revised the strategy’s draft outcomes and goals.

The Community Funding Committee then identified actions to ensure that Council can achieve the community development outcomes and goals that were set. These actions fall into three categories:

1. **Actions Council is already doing**
2. **Medium-term actions (1 January 2020 - 30 June 2021)**
3. **Long term intentions (July 2021 onwards)**

The medium-term actions will be incorporated into Council’s work plans over the next 2 years. The long-term intentions will require further research and planning, as well as careful budget consideration. These will be further explored as part of Council’s Long Term Plan 2021-31. We will also seek the community’s input as we investigate and develop the longer term actions.

The words in this word cloud reflect the issues that are important to our Manawatū community.

The words have been taken directly from the feedback we received during the community engagement in February-March 2019.
### Council continues to collaborate and maintain relationships with key agencies/organisations:

- Council-controlled organisations
- Central Government Agencies
- Community organisations (volunteer and faith-based organisations)
- Neighbouring local authorities
- Iwi, Hapū, Whānau and Māori communities
- Service clubs

### Council funding, support and encouragement to community groups and individuals.

- Support organisations that protect and promote the heritage, identity and social wellbeing of the District
- Number of relevant organisations that receive Council support
- Actively promote Māori culture in the community
- Te Rūnanga Wānanga participation in 5-10 community events annually
- Use of bi-lingual signage in Council-owned spaces and documentation
- Increases staff capability to work in multicultural environments
- 12 staff training sessions undertaken annually
- Support the care and maintenance of urban and rural facilities
- Annual budget provision
- Number of successful applications
- Actively support a representation of the Manawatū Christian Leaders Network in Council meetings in person
- All Council meetings open in person
Appendix 3 - Related Council Strategies and Documents

The purpose of Council is to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future (Local Government Act 2002).

All of the work Council does in the District contributes to these “four wellbeings”. Whether it is providing libraries, swimming pools and sports grounds, maintaining roads and bridges, running the pound, or managing rubbish and recycling and wastewater treatment plants – everything Council does is about ensuring the social, economic, environmental, and cultural wellbeing of our community in the present and for the future.

Each of the wellbeings thrives in relationship with the others – they don’t stand alone. This is reflected in MDC’s three key strategies – each emphasise different wellbeings, but they are strongly related to each other.

- **THE COMMUNITY DEVELOPMENT STRATEGY** focuses on strengthening our social and cultural wellbeing using the Te Whare Tapa Whā framework which seeks to balance physical, mental, social and spiritual wellbeing.

- **By enabling a prosperous and diverse economy**, the ECONOMIC DEVELOPMENT STRATEGY seeks to contribute to a high quality of life for all residents. This strategy will be reviewed in 2020.

- The ENVIRONMENTAL SUSTAINABILITY STRATEGY, which will be developed in 2020, will focus on good stewardship of our natural resources and our changing environment.

Council has several other strategic documents which, together with the three mentioned above, contribute to community wellbeing:

- Infrastructure Strategy
- Financial Strategy
- Libraries Strategic Framework
- District Plan
- Feilding Town Centre Vision
- District Sports Facilities Provision Plan
- Open Spaces Framework
- Feilding Strategic Framework
- Community Facilities Strategy (currently being developed)
- Walking and Cycling Strategy (currently being developed)
- Long Term Plan 2018-28

Appendix 4 - Meaning of symbols and colours used in this strategy

**WAIURA - SPIRITUAL WELLBEING**

These designs are representative of unseen vibrations and energies. This is particularly relevant with karanga (the calling of visitors onto the marae) and its ability to communicate between the physical and spiritual realms.

Purple is a mix of two primary colours, red and blue. It has been used here to reflect the celestial origins of whakapapa within the blood (red) and the reference to water (blue), and its connection to our physical makeup.

**WHĀNAU - SOCIAL WELLBEING**

These series of koru represent the links between generations (grandchildren, children, parents, grandparents) as well as development and growth within each generation. The symmetry on both sides speaks to the importance of both the male and female elements in the whānau unit and how they work together to complement growth and development.

The colour green has been used intentionally, given its link to harakeke (flax), which can be representative of whānau and community.

**TINANA - PHYSICAL, ENVIRONMENTAL**

The whare located in the centre of the female figure represents the ‘whare tangata’ or womb. It gives focus to the growth and development of one physical entity while in the care of another.

The orange/clay colour symbolises the soil at Kurawaka, where the first woman, Hineahuone, was created.

**HINENGARO - COGNITIVE WELLBEING, EDUCATION, VALUES, BELIEFS**

The takarangi spirals are symbolic of many things, including knowledge and enlightenment. The two interlocking spirals represent the links between celestial and terrestrial knowledge and also speak to the baskets of knowledge that were shared between the heavens and the earth.

The colour blue has been used here to reflect the heavens, from where the baskets of knowledge were drawn.