

Horowhenua 2040 Strategy

October 2020



Horowhenua
2040 Vision



H2040 Vision Statement

**He rau ringa e pakari ai nga taura
whiri i o tatou kainga noho me
o tatou hapori – mai i te pae
maunga o Tararua ki te moana**

With many hands the threads
which weave our neighbourhoods
and communities together will be
strengthened from the Tararua
Ranges to the sea

*Growing neighbourhoods and building stronger
communities together*



Contents

Introduction to H2040	4
Statement of purpose	5
Core Components of the Horowhenua 2040 Strategy	6
Relationship to the Council's Long Term Plan 2018-2038, other strategies and plans	9
Why Horowhenua 2040?.....	10
Strategic Planning Framework and Context	11
Strategic Planning Framework and Context	12
H2040 – Strategy Development Process	16
Community Outcomes	20
Community Wellbeing Framework Revision	22
Horowhenua District Resource Assessment.....	26
Key Sector Overview	29
Economic Impact Assessment	31
Present State Analysis	33
Employment Trends.....	38
Labour Market Structure	38
Community Profiles	39
Community Development – Overview of the HDC approach	40
District Transformation	42
Delivering the Horowhenua 2040 Strategic Vision – “The H2040 Way”	44
Collaborative Relationships with Iwi.....	46
Collaborative Relationships	47
H2040 Implementation Plan	48
Economic Development	49
Environment	50
Community.....	51
Housing.....	52
Monitoring of H2040	53
Conclusion	54



Introduction to Horowhenua 2040



Statement of purpose

Horowhenua 2040 Strategy (H2040) sets out a new direction for Horowhenua over twenty years.

H2040 is a high level, overarching strategy which serves as a book end document to set out the direction and steps we are taking to help make Horowhenua a vibrant, thriving and more sustainable place for everyone, protecting our community spirit for future generations to enjoy.

H2040 has the status of a strategic planning document and will be given effect to, by Council, through its Community Wellbeing Committee and community networks, the Long Term Plan (LTP), Infrastructure Strategy and Asset Management Plans, the District Plan and Community Plans for our towns and community settlements. Other partners to help realise H2040 are potentially collaborative, multi-agency or joint venture partnerships.

H2040 gives further effect to Council's Economic Development Strategy (EDS) as a continuation-in-part of Council's 10-year economic development vision, with H2040 providing adjustments to better implement this strategy.

The strategic planning framework that H2040 provides will be used by Council to guide the formulation of further policies and plans; and will inform collaborative relationships with Central Government and other key agencies, organisations and stakeholders.



Core Components of the Horowhenua 2040 Strategy

The H2040 Strategy has been developed around the following core components:

Structural approach to managing the sustainable development of our District

H2040 seeks first and foremost to protect the social, cultural, economic and environmental wellbeing of the Horowhenua District – residents and visitors alike – taking into account the Government's Agenda to promote community wellbeing in decision making.

Through H2040, Council will focus on investing in our communities and neighbourhoods, to enable and empower them to work together to tackle local issues and generate innovative solutions.

A well-connected community is a stronger and more resilient community – one where everyone can contribute to economic growth, business and employment opportunities for our growing population.

The District's natural and physical resources and moderate climate, its cultural heritage and historical pattern of development, and business and community infrastructure, all contribute to influence and shape future opportunities, competitive advantage and investment priorities and opportunities.



H2040 recognises the importance of:

- Our natural and physical resources, including outstanding natural features and landscapes, cultural heritage and significant amenity landscapes; indigenous biodiversity habitats and native vegetation
- The primary sector and rural/horticulture diversification opportunities
- The industrial sector and hi tech manufacturing activities
- The commercial business and retail sectors
- Strategic infrastructure (transport, water, wastewater, energy and communications)
- Integrated land use and transportation planning
- Resource pressures: including rising energy costs, freshwater reforms, climate change risks and the Coalition Government's imperative to reduce greenhouse gas emissions, overall
- Population projections, and meeting housing demand patterns for our many diverse communities
- Community development issues and concerns: poverty, health, family harm and crime rates, housing needs and managing growth
- Education and employment issues including training and skill development.

Our people, our communities - a strong foundation

The District's cultural heritage and ethnic diversity provides an important foundation for building a prosperous future for residents of Horowhenua, together. There are opportunities to enhance and strengthen relationships with iwi, hapū and marae, and to better recognise partnerships, customs and traditions with ancestral land, waterways, wahi tapu and other taonga.

This diversity provides opportunities to build our identity as a District, and as a destination through showcasing our heritage, produce, talent and local festivals and events.

H2040 recognises the importance of:

- Horowhenua District comprising many nationalities each having a unique culture and tradition, and varied aspirations for the future
- Understanding our community resources, and that building stronger relationships with our communities provides a solid foundation to explore opportunities to grow and develop, to strengthen neighbourhoods and build resilience
- Our ethnic diversity as a key strength.

Community resilience and wellbeing - opportunities for lift and growth

Individual, family and community wellbeing is identified by our community as a priority as poverty, crime, inadequate housing and poor health affect the life chances and wellbeing of many in our communities.

A good education, including clear pathways to employment opportunities and skill development for all residents, are areas where concerted effort is needed across many agencies, to ensure our residents realise their full potential, live longer healthier lives and achieve greater wellbeing, overall.

Access to education, health and community support services and healthy, affordable homes will lift our people, improve life chances and help Horowhenua to thrive.

Strengthening our neighbourhoods and supporting community development is a key focus area for Council over the next 20 years.



H2040 recognises the importance of:

- A good start in life
- Good health and home-life, and a good education in helping a person realise their full potential, becoming self-reliant and gaining resilience through their lifetime
- Empowering and resourcing neighbourhoods and communities to respond to local needs and issues and to generate innovative solutions
- District planning, urban design and place-making to improve the identity, accessibility, safety, liveability and overall connectedness of our communities (Vibrant and Connected Places and Shared Spaces)
- Establishing sound economic development strategies
- Understanding the District's population composition and projections, and housing demand patterns and affordability issues
- Education and employment issues including skill development and pathways to employment
- Being courageous and bold, and developing a strategic partnership with Central Government agencies, iwi authorities and other key stakeholders to improve community wellbeing and unified responses to poverty and health, housing, and crime.



Collaborative arrangements and stakeholder partnerships

Achieving the purpose of H2040 requires the collaboration and agreement of national, regional and local stakeholders to improve community wellbeing, lift education, training and employment rates and harness business opportunities for a growing population. It will also be essential to leverage our unique resources to achieve greater socio-cultural, environment and economic development outcomes for all.

Having an overarching strategic planning framework which identifies our actions and initiatives to transform Horowhenua, will promote greater certainty for our partners and key stakeholders and support them with their respective planning and investment decisions. Community infrastructure investment will be required from Council and partner agencies to support the implementation of H2040.



Council is responsible for...

implementing the District's key land use strategies, including the District Plan and Infrastructure Asset Management Plans.

Horizons Regional Council is responsible for ...

implementing the Regional Land Transport Plan (RLTP) and Public Passenger Transport Plan (PPTP).

H2040 recognises the...

infrastructure commitments of the existing land use strategies and asset plans and Regional and National Transport Plans.

Relationship to the Council's Long Term Plan 2018-2038, other strategies and plans

H2040 sits alongside the Council's adopted LTP 2018-2038 but has a broader, transformative focus associated with economic, environmental, social and cultural wellbeing across all of our communities.

It sits at the apex of a suite of strategies and community plans covering the District, which include:

- Horowhenua Growth Strategy 2040
- Transforming Taitoko/Levin
- Open Space Strategy
- Shared Pathways Strategy
- Horowhenua Integrated Transport Strategy
- District Plan
- Community Wellbeing Framework and Community Wellbeing Action Plans
- Community Plans

H2040 and the LTP, together with key land use and transport strategies form an integrated, strategic planning framework to sustainably manage growth and to enhance community wellbeing in the Horowhenua District for the 30 year planning period.

H2040 encompasses the Community Outcomes adopted in the LTP, thereby promoting strategic alignment across Council's key documents and a unified strategic direction. H2040 seeks to build on the six Community Outcomes identified in the LTP:



Partnership with Tangata Whenua



Thriving Communities



Exuberant Economy



Stunning Environment

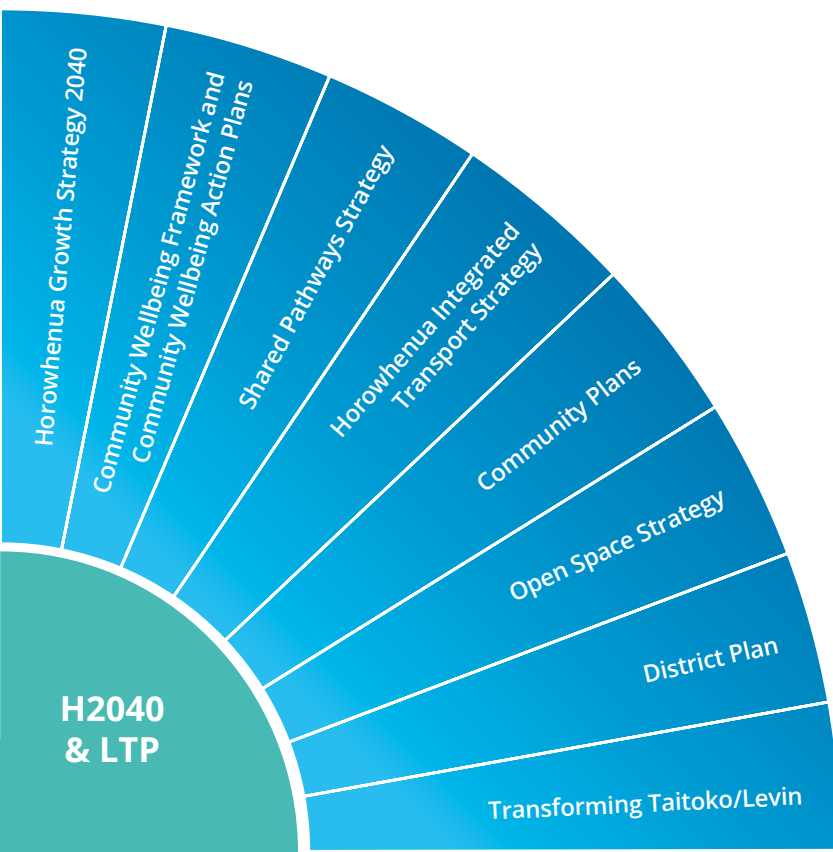


Enabling Infrastructure



Vibrant Cultures

The Community Outcomes are what Council is aiming to achieve to meet the current and future needs of our communities for example, good quality infrastructure, public services and performance of regulatory functions.



Why Horowhenua 2040?

The impetus to prepare H2040 was that Council needed to address the bigger picture and to develop a clear, community informed position on the issues and challenges affecting Horowhenua, and thereby better understand community aspirations for the future.

The H2040 Community Conversation helped to frame the 'big picture', and from the feedback received from this engagement, a long term strategic planning framework and policy direction has been developed and refined.

The scope of H2040 is broad and far reaching.

The Strategy:



incorporates the principles of the Te Tiriti o Waitangi / Treaty of Waitangi



explores opportunities for collaborative and stakeholder partnerships with Central Government agencies, businesses and community groups, trust and societies, locally, regionally and nationally



aligns with the Central Government priorities



identifies case studies and pilots that could 'make a difference' and build community and resilience, as exemplars, for consideration.



aligns with the Horowhenua Prospectus

An important role of the H2040 Strategy is to provide a 'helicopter' view of the socio-economic, community, resource and sectoral conditions of the District and identify issues of concern. Hence, it serves to record the background rationale for catalyst projects to achieve District transformation.

To ensure progress on Community Outcomes and the efficient and effective implementation of H2040, the Strategy must operate within a strategic planning framework. The following section summarises the Council's strategic planning framework.



Strategic Planning Framework and Context



Strategic Planning Framework and Context

The Council has an established Strategic Planning Framework which guides its decision making.

Collectively, the Strategic Planning Framework based on its adopted Plans and Strategies provides a comprehensive analysis and context of the District; and identifies what economic, environmental and social-community outcomes need to be achieved, (aligned to Council's vision), and prioritises actions to achieve desired outcomes.

H2040 forms the centrepiece of Council's Strategic Planning Framework and recognises the LTP (and the Community Outcomes adopted in the LTP), the Horowhenua Growth Strategy 2040 and the Town Centre Strategy for Levin: Transforming Taitoko/Levin. H2040 ensures the vision and strategic direction are well aligned. An overview of Council's key strategies and strategic directives is provided below.

Horowhenua Growth Strategy 2040

In 2018, Council adopted a Growth Strategy to promote and guide the sustainable development of the Horowhenua District. This strategy document sets out a vision and growth management principles for the longer term development of the District and includes outline plans for identified towns, villages and settlements, to accommodate future residential growth. The Growth Strategy also responds to the intent of the National Policy Statement on Urban Development Capacity (2016) which contains statutory direction on urban growth planning, which the Council must give effect to in their growth planning and monitoring processes.

The Horowhenua Growth Strategy 2040 will be implemented overtime through re-zoning land (Changes to the District Plan) and the provision of infrastructure (i.e. roading and network utility services) according to Council's LTP, Infrastructure Strategy and related asset management plans.

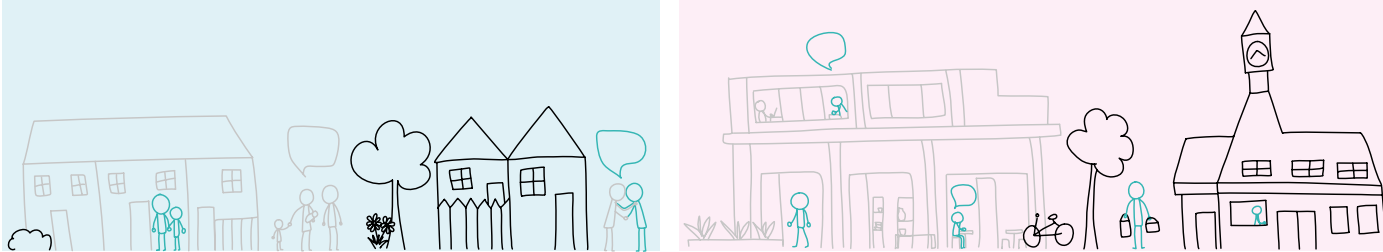
Transforming Taitoko/Levin

The Town Centre Strategy sets out the community's vision for Levin Central Business District. It contains 10 overarching planning objectives for the future town centre and identifies six opportunities for transformative change to drive its evolution to a more vibrant, resilient and sustainable place. This Strategy is concerned with the arrangement, appearance and function of the urban area and identifies future development and investment opportunities.

The key focus areas are:

- town centre identity
- activity and spatial orientation
- earthquake-prone buildings
- transport options and the Ōtaki to North of Levin Expressway (Ō2NL).

The Strategy will be implemented over time and identifies short, medium and long-term projects for each key focus area.



Open Space Strategy

The Open Space Strategy provides a comprehensive framework for open space planning within the Horowhenua District.

It incorporates a vision and strategic direction to guide open space asset planning and the development of a quality open space network across the Horowhenua District. Open space is integral to the District's performance and to its social, cultural, economic and environmental wellbeing. The Strategy identifies eight guiding principles, based on community aspirations, and six District-wide strategies to be implemented individually or in combination with other initiatives.

The open space strategies are:

- Open Spaces along River Corridors
- Open Spaces along the Coast
- Connections between the Range and the Coast
- Connections to the Northern Taranaki Ranges
- Trunk-line Greenway
- Ecological Networks.

16 settlement strategies and action plans are set out to help prioritise and allocate resources. The Open Space Strategy will be implemented via Reserve Management Plans and in the District Plan.

Horowhenua Shared Pathways Strategy

In 2016 Council adopted the Horowhenua Shared Pathways Strategy. This Strategy sets out the vision, objectives and framework for developing a network of shared use pathways across the District to support residents and visitors to develop more active and healthy lifestyles. A Network Concept Plan has been developed to support and enhance the walking and cycling culture in the Horowhenua, and fulfils a number of design objectives:

- Safe biking and walking experiences for the entire community
- Linkages within and between communities, to neighbouring Districts, and to natural and cultural environments
- Promoting active lifestyle and recreation opportunities for residents and visitors
- Economic benefits for local businesses and communities.

The Network Concept Plan includes a prioritised forward work programme to develop and extend the network of shared pathways within Horowhenua.

Horowhenua Integrated Transport Strategy

The Horowhenua Integrated Transport Strategy (HITS) is a multi-modal transport strategy for the District. HITS seeks to deliver a safe, responsive, resilient and sustainable transport system, including a viable public transport system and rail freight hub. HITS includes a strategic vision and principles to guide and inform infrastructure planning, investment and delivery over the next 30 years.

The HITS outlines identifies seven strategic focus areas (or pillars) to that support the vision and delivery of improved transport outcomes across all modes of transport, network planning and safety improvements projects. These are:

- access
- safety
- resilience

- public transport
- active transport
- freight plus logistics
- town centres.

Priorities and tactical Action Plans are identified for each focus area to direct Council's efforts and engagements with the Waka Kotahi NZ Transport Agency and other transport agencies responsible for land transport decision making processes.

HITS is being delivered in a collaborative arrangement with the NZ Transport Agency (NZTA) and is expected to inform the Agency's planningwork for the Ōtaki to North of Levin (Ō2NL) Expressway.



The Manawatū-Whanganui Regional Growth Study

The Regional Growth Strategy was commissioned in 2015 by Central Government in consultation with Horizons Regional Council and the Palmerston North City and District Councils within the region.

The study identified opportunities to help realise the region's economic potential. Eight key opportunities and three economic enablers were identified. The implementation catalyser – Accelerate25 – is a joint initiative between Central and Local Governments, business and iwi that have committed to work together toward achieving economic growth in the region.

Accelerate25 Regional Economic Action Plan (Action Plan) provides for more substantive guidance and actions to 'unlock' the opportunities to increase prosperity and grow the regional economy out to the year 2025. Nine key opportunities and four enablers are identified in the Action Plan as follows:

- Growing Business
- Skills and Talent
- Distribution and Transport
- Digital Connectivity



Regional Transport Plans: the Regional Land Transport Plan and the Regional Public Transport Plan

The Regional Land Transport Plan (RLTP) sets out the strategic direction for land transport investment in the Manawatū-Whanganui Region over the next 10 years.

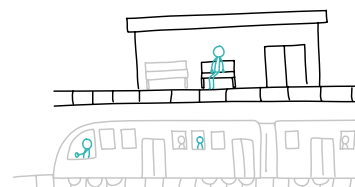
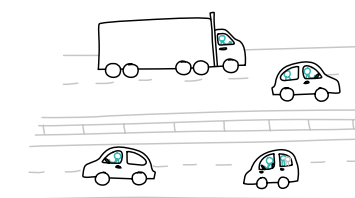
The RLTP describes the region's objectives for land transport in order to contribute to an effective, efficient and safe land transport system, as required by and in accordance with the Land Transport Management Act 2003 (LTMA). It also focuses on and enables economic growth, as well as providing social benefits and environmental sustainability throughout the region. The RLTP is developed by the Regional Transport Committee (RTC) on behalf of Horizons Regional Council. The RTC is made up of representatives from the Regional Council, the region's City and District Councils, NZTA and advisory members representing various transport interest groups.

The Regional Public Transport Plan (RPTP) sets out the framework for the provision, funding and development of passenger transport services and infrastructure (including the identification of essential services to support those in the

community that are transport disadvantaged) which are integral to public transport services in the region. The identification of essential public transport services is primarily undertaken by Horizon's Passenger Transport Committee, which sits alongside the RTC.

Of relevance to Horowhenua District, is the identification of two strategic transport priorities: detailed investigations for the Ōtaki to North of Levin Expressway corridor (Ō2NL).

Investigation and implementation of improved park and ride facilities at Levin Railway Station, to support increased use of the commuter train service between Palmerston North and Wellington.



The Horizons Regional Council – One Plan

The Horizons One Plan is a consolidated Regional Policy Statement and Regional Plan adopted in 2014.

Part I (The Regional Policy Statement), sets out a policy framework for the integrated management of the natural resources of the region including land, water, air, the coast, infrastructure, energy, waste, hazardous substances, contaminated land, natural hazards, indigenous biological diversity, landscape and historic heritage, and Te Ao Māori.

Part II (The Regional Plan), includes the Regional Coastal Plan. The primary focus of Part II is on regional rules prescribing how activities, controlled by the Regional Council under the Resource Management Act (RMA), are regulated. Part II also contains policies designed to guide decision making on regional resource consent applications.



H2040 – Strategy Development Process

The process for preparing H2040 has involved extensive consultation with the community from September 2018 to date.

The engagement programme comprised of facilitated workshops with target audiences, forums, drop-in sessions at Council's community facilities and 'Age on the Go' expo, two primary schools (in a pilot framework), social media engagement, pop-up engagement at Foxton, and online feedback from the community.

Feedback was also sought from representatives on the Council's Community Wellbeing Committee, Youth Empowerment Project (yEP) and community networks.

H2040 Community Conversations

Council staff facilitated a series of public meetings, promoted as Community Conversations, to seek information from residents about what they would like the District and neighbourhoods to look like in the future.

Over 1800 people directly engaged in the Community Conversations. This feedback helped Council to better understand how the District is changing and the opportunities and challenges that this presents.



Family friendly and safe for children to play

The dog park is awesome

Horowhenua is place that has potential



A safe place that is less about economic attraction and more about creating an opportunity for developing strong community connections for the benefit of our children;

*ae te reira i te kainga ki te whakaara i te tamaiti
- "it takes a village to raise a child"*



Love the pump track and adventure park, great assets for the community

Some families have been in our street for generations, including ours

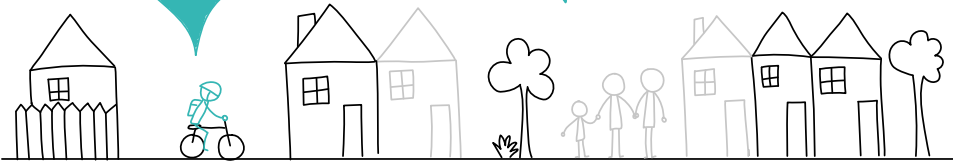
Generally speaking we all know each other.

Our neighbourhood is family, everyone says hello to each other and are willing to offer a hand where they can

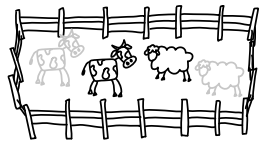
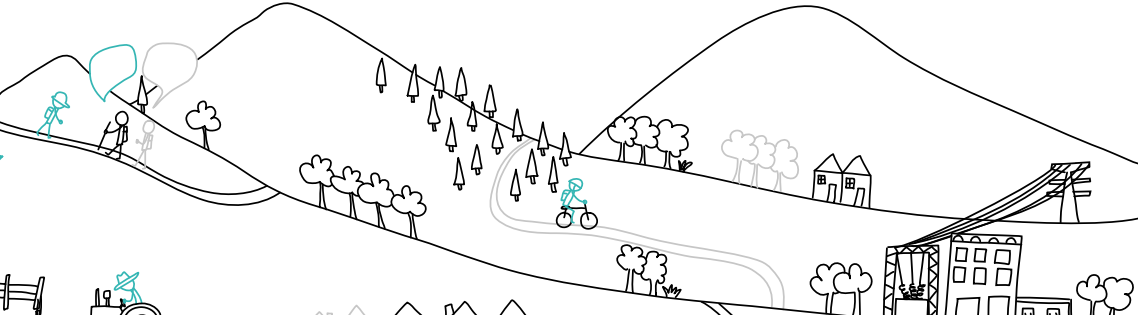
Close knit community that comes together to help each other out in business and personal sectors

A place where kids and parents of the local community can share experiences and get to know each other

Love the swimming pool. Great lighting, lifeguards and acoustics!



Great views of the Taranaki ranges



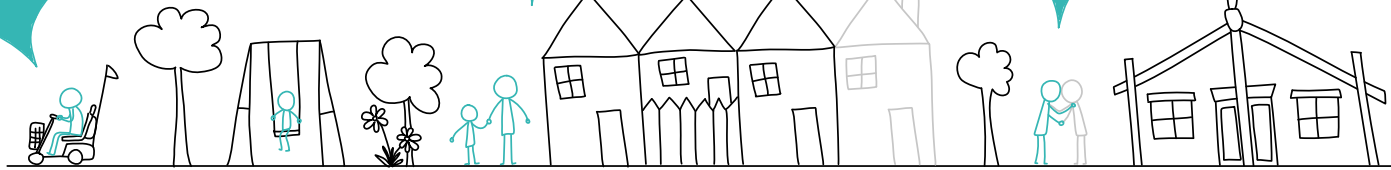
Nice blend of rural and urban



We are a small cul-de-sac and our children play together

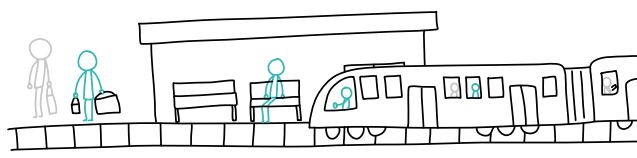
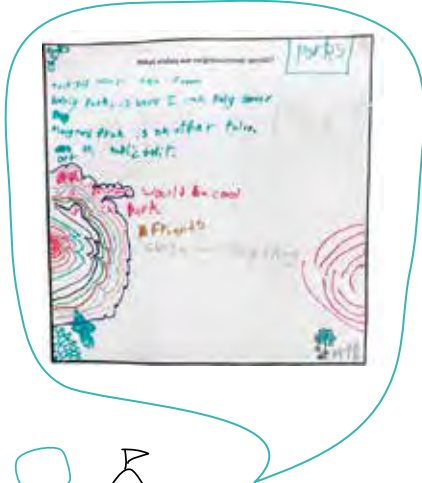
A well-rounded community

Still a lot of old NZ values



Such caring and friendly people

Lots of free family friendly events every month. Always something to do.



The Community Conversation identified:

That there are often multiple demands for people in our communities to support their immediate and in some cases extended families in New Zealand and overseas.

Education was seen to be critical to providing the foundations to gain employment that provided higher income levels, enabling better access to housing programmes and financial security.

That some of our older residents on fixed incomes are challenged by the increase cost of living and access to services.

Central to having strong communities, are our homes – whether they be emergency, transitional, social, rental, affordable or market homes. A home should be a place of shelter, warmth, safety and care – where individuals, families and whānau can grow together.

With cost of living rising, this is impacting the ability for our people to achieve goals.

The number of business units in Horowhenua has been static or falling slightly since 2008. This is despite a growing population both in Horowhenua and across New Zealand proving increased demand for products and services.

Some employment within the District is based on lower and seasonal incomes.

That overall employment has been tracking below the national average for some time. It is now growing at roughly the same rate, but this will need to accelerate if the employment level is to reach the national average

That new migrants seeking to take advantage of the job opportunities here are not earning sufficient income to cover rental accommodation.

Residents are keen to take greater responsibility in their neighbourhoods.

There are high levels of community cohesion. A number of residents noted their local area is a place where people from different backgrounds get along well with each other.

There is a keen interest among many people to give their time in their local community. For some this means helping out a neighbour and for others, volunteering time at a local organisation.

A desire to see more community events where different people can meet their neighbours and mingle, e.g. street parties and community lunches.

Horowhenua District Council as being uniquely placed to take a leadership role in District transformation.

Aspiration to see community leaders support residents to take greater responsibility for their own economic, health and family wellbeing.

A strong desire to support children and young people to make a good start in life and to do well in school.

For some people they saw their neighbourhood as a street, area and town. Others saw this as a network of people in a place, such as community facilities.

The range of different people that engaged in the Community Conversations covered various stages in life, ages, ethnicities, backgrounds and interests.

Collectively, the community articulated aspirations for delivering real change in Horowhenua and to see it develop as a thriving and successful

place – a District where people and communities are empowered and enabled to achieve their full potential and where residents and communities benefit from the opportunities that transformation provides.

Community Outcomes

Horowhenua District Council's Community Outcomes form part of the Long Term Plan 2018-2038.

These are what Council aim to achieve in meeting the current and future needs of our communities for good quality infrastructure, public services and performance of regulatory functions.



- We acknowledge our partnership with the Tangata Whenua of our District through a proactive approach to the Te Tiriti o Waitangi / Treaty of Waitangi and its Principles.
- We support Mana Whenua to maintain and enhance their traditions with their ancestral lands and waterways, wahi tapu and other taonga.
- We work with local marae, hapū and iwi to support their development and capacity building.
- We value working together to achieve common goals.



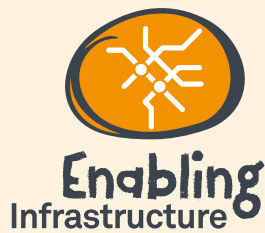
- Our communities have a 'sense of place' that makes people feel proud to live here.
- Our communities have access to health, social and recreation facilities which enable people to enjoy positive healthy lifestyles.
- Our communities live in a safe and supportive environment and are empowered to make positive and healthy lifestyle choices.
- Our communities are inclusive, connected and have the opportunity to influence local outcomes and decisions.
- Our communities are resilient and provide for intergenerational well-being through networks which care for all ages.
- Our communities individually and collectively participate in community development



- We are a welcoming, enabling and business friendly District that encourages local economic development.
- We provide opportunities for people of all ages and at all phases of life to enjoy a quality of living within our District that is economically sustainable and affordable.
- We recognise and manage the effects of population growth and actively promote the District as a destination of choice.
- We value the role our District's natural, cultural and social assets play in supporting economic development



- We are proud of our natural and built environments.
- We sustainably manage our environment and natural resources to ensure they can be enjoyed now and by future generations.
- We recognise that our natural environment plays a vital role in sustaining the District.
- We actively support improving the health of our District's rivers, lakes and waterways.



- Our facilities and infrastructure services are planned and developed for each town or village in our District to meet current and future needs.
- Waste reduction, recycling, energy conservation and efficiency, and water conservation are promoted as part of how we all live.
- We have reliable, efficient and well planned community facilities and infrastructure services.
- Our community facilities and infrastructure are built resiliently, preparing us to combat climate change and natural hazards



- We are proud of the heritage and diversity of our District and our people.
- We respect each other and what we each contribute to the District through our traditions and culture.
- Our community's cultural diversity is celebrated.

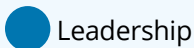
Community Wellbeing Framework Revision

The Community Wellbeing Framework revision and re-assessment captures the strategic approach, the key focus areas (directions), and possible implementation arrangements aligned to wellbeing, and the Community Outcomes set out in the LTP:

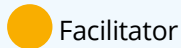
Approach:



Catalyst



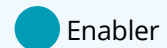
Leadership



Facilitator



Partnership



Enabler



Wellbeing: Economic



Council will:

- promote economic development enabling our local economy to grow.
- support economic and business growth opportunities through the Horowhenua New Zealand Trust (HNZT). Services funding through the service level agreement with HNZT include support business start-up and business growth advisory services; education and employment services.
- invest in our town centres and villages to maintain and enhance their vibrancy, resilience and sustainability.
- plan and manage the sustainable growth and development of the District.
- promote people-focused services with attention on improving resilience and self-reliance.

Key Focus Areas:

- Poverty and Health
- Housing
- Education and Employment including training and skill development
- Economic Growth
- Business Opportunities

Implementation:

LTP funding; Community Wellbeing Committee and networks; Horowhenua NZ Trust Service Level Agreement; Crown Agency Partnerships; programmes and funding; Business and Community Forums; Communications and Engagement; District Plan provisions and Plan Changes for new growth areas.





Wellbeing: Social



Council will:

- empower communities and neighbourhoods to connect, collaborate and generate community initiatives and solutions to local issues.
- support community-led development opportunities and strengthen community resources and the local volunteer base (Community Capacity Building) to provide foundations for further development of opportunities and stronger, vibrant, connected and resilient communities.
- contribute to the vibrancy of the District through maintaining and enhancing our community and recreation facilities, supporting the culture and traditions of our ethnic communities, and new residents to the District through a strong programme of community services, festivals and events.
- promote and enable community and neighbourhood planning (including place-making initiatives, Community Response Plans and Tsunami Plans for coastal communities), with a focus on improving vibrancy, community connections, resilience and self-reliance and integrated emergency management.

Key Focus Areas:

- Town Centre revitalisation
- Neighbourhood Building (for example, planning and development, place-making and community planning processes)
- Relationship Building with Community and Social Sectors
- Investment in Community and Recreation facilities and infrastructure, for example, shared pathways.

Implementation:

LTP funding; Town Centre Amenity Fund Grant; Community Wellbeing Committee and networks; Business, Community and Issue-specific Forums; Communications and Engagement; Cultural Associations; District Planning and place-making initiatives; Community Grants and Community Capacity Building.





Wellbeing: Environment



Multi-faceted approach to improve overall community wellbeing, encourage Horowhenua to thrive; and be a memorable destination.

Council will:

- create a strong identity and 'sense of place' for our residents and visitors through investing in our town centres and settlements and key connections, for example through place-making and street upgrade programmes, to maintain and enhance their vibrancy, resilience and sustainability.
- promote sustainable development through growth management planning, master planning of new growth areas and the provision of public infrastructure, including integrated transport and network utility services.
- contribute to the amenity of the District through supporting our community facilities, our open spaces and parks, and the development of a quality shared pathways network across the District, promote a safe, clean environment and support community-led environmental initiatives.
- identify and protect the characteristics and values of our regionally outstanding natural features and landscapes, sites of significance to iwi, and significant cultural and historic heritage, through planning provisions in the District Plan.

Council support the protection of other areas having significant environmental and amenity quality which are identified in other resource legislation and statutory planning instruments, as appropriate, e.g. QEII Covenants.

Key Focus Areas:

- Economic Growth and Business opportunities
- Growth management planning/ community and network infrastructure
- Education/skill development and employment
- Open Spaces and Parks
- Development of the Shared Pathways Network
- Transport planning and parking.

Implementation:

Community Wellbeing Committee; District Plan (enforcement) and implementation of Council's Land Use Strategies and Guidelines; Master Plans and Structure Plans for new growth areas; Community Plans and Collaborative Partnerships with iwi; Central Government agencies such as Department of Conservation; Heritage NZ and NGO's, as appropriate.





Wellbeing: Culture



Council will:

- empower our communities to connect and collaborate.
- partner with local iwi to identify opportunities to grow and actively recognise their traditions with ancestral lands, waterway, wahi tapu and other taonga.
- understand (and strengthen) our culturally diverse community and contribute by supporting their culture and traditions, and cultural facilities and events.
- promote and enable the development of community plans for our towns, villages and settlements.
- promote our District's unique identity through signage, infrastructure, marketing publicity and communications.

Key Focus Areas:

- Strengthening iwi partnership relationships
- Working with our communities on community plans
- Supporting our many cultural groups and associations
- Work on the District's identity and distinctiveness.

Implementation:

Partnership with Iwi Authorities; LTP funding; Community Wellbeing Focus and Action Plans; Community Grants and Funding; Community Capacity Building Programme; Communications and Engagement.



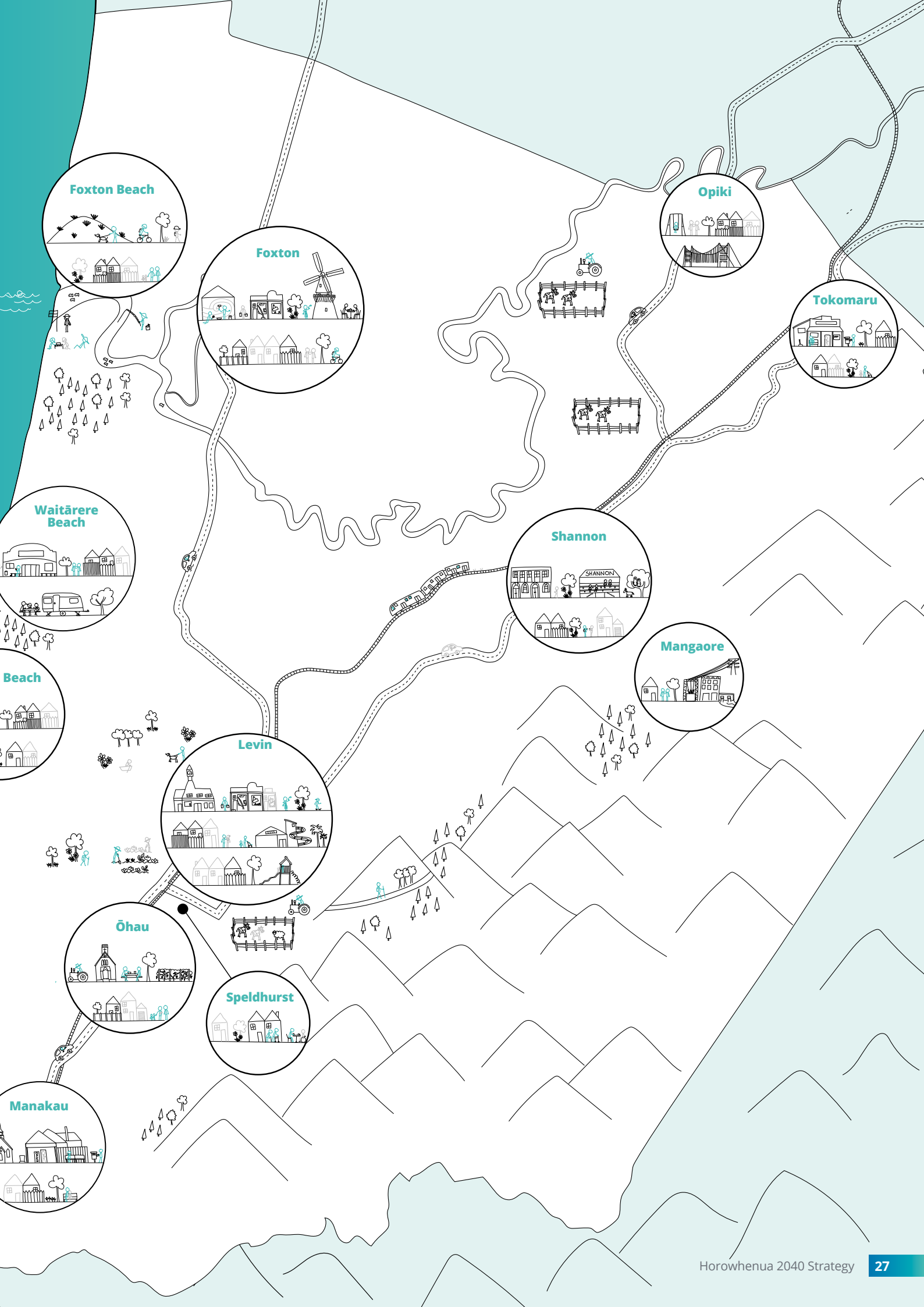
Horowhenua District Resource Assessment

To support H2040 Strategy and defining strategic directions for land use and development, a stocktake of the natural and physical resources of the District and an outline of key sectors is provided below.

Horowhenua is a unique District, rich in natural beauty with its mountains, rivers and lakes, and coastal beaches. The District stretches from Himatangi in the north to Manakau in the south, and is bordered by the Tararua Ranges in the east and the Tasman Sea to the west. The rich soils, access to water and the mild climate make market gardening, horticulture and pastoral farming activities a mainstay of the rural economy. Many residents also chose to live in Horowhenua because of the opportunity to live a rural-residential lifestyle and commute to work in Levin or neighbouring Districts in the Wellington or Horizons regions.

Horowhenua





Foxton Beach

Icons: Beach, houses, people, trees, windmill.

Foxton

Icons: Houses, windmill, people, trees.

Opiki

Icons: Houses, people, trees.

Tokomaru

Icons: Houses, people, trees.

Waitāreke Beach

Icons: Beach, houses, people, trees.

Shannon

Icons: Houses, people, trees, SHANNON sign.

Mangaore

Icons: Houses, people, trees.

Beach

Icons: Beach, houses, people, trees.

Levin

Icons: Houses, people, trees, church, windmill.

Ōhau

Icons: Houses, people, trees, church, windmill.

Speldhurst

Icons: Houses, people, trees.

Manakau

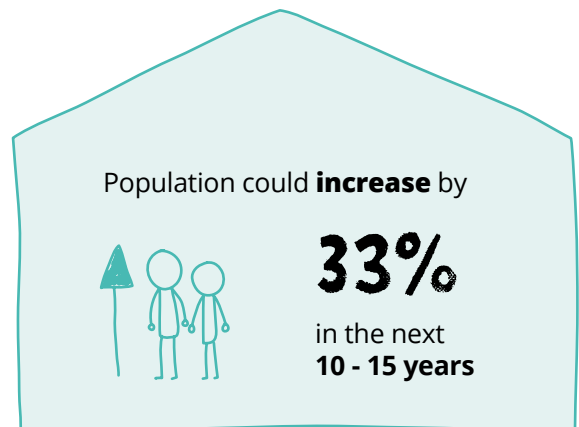
Icons: Houses, people, trees.

Horowhenua has it all – a relaxing beachside and rural lifestyle that is close to several cities with work and entertainment opportunities. We can expect increasing numbers of visitors to our beachside settlements as major roading projects are completed – by 2022, three-quarters of a million people will live within an hour’s drive of our District.

Levin is the main urban centre of our District which has many smaller settlements including: Foxton, Tokomaru and Shannon, the village settlements of Mangahao, Ōhau and Manakau, and the coastal communities of Foxton Beach, Waitārere Beach, Hokino Beach, and Waikawa Beach.

Horowhenua is home to people from many different ethnic backgrounds. The population of the District has a distinctive multicultural character and exudes a rich community spirit. Of the residents new to Horowhenua, 42% identified as Asian, 38% Pasifika and 26% Māori. It is important to understand the heritage and backgrounds of new people joining our community to ensure effective communication, responsiveness to needs and to celebrate the variety of cultures present within our community.

In summary, the resource assessment demonstrates that Horowhenua is abundant in natural and physical resources and has significant comparative advantages, and strategic locational advantages being close to Wellington and as a gateway to the central regions. The Council is developing a better understanding of how to optimise the natural and physical resources in the District including value creation to ensure the long term sustainability of Horowhenua.



Of the residents new to Horowhenua:



42%
identified as **Asian**



38%
identified as **Pasifika**



26%
identified as **Māori**

Key Sector Overview



A review of the performance of our key sectors shows significant investment is required immediately to shore up all our key sectors and particularly the primary sector industries to starve-off further contraction.

Clear strategies and action plans are required to harness our comparative advantages (Business Attraction and Retention Strategies), to leverage our strategic location in terms of infrastructure investment and progress policy interventions, for our business and communities. A Land Use Optimisation Strategy, and a review of our Growth Strategy are recommended (underway), to recognise changing environmental requirements, the Government's National Directions (freshwater, highly productive land and urban growth).

The Horowhenua District economy grew by 4.1% to the year ended March 2019 to a total of \$1,101.7m. Infometrics Quarterly Economic Overview at June 2020 reports the economy (provisional) as \$1,126 million in Horowhenua District for the year to June 2020 (2019 prices).

The District's economy is characterised by a number of sectors where we have a comparative advantage; being defined on the basis of an industry being more significant than the New Zealand average (i.e. twice as much or more a contributor to Horowhenua's GDP as the New Zealand average). The key economic sectors in Horowhenua are therefore those sectors where there is a competitive advantage for products and services. These are listed in the Infometric's Report, as follows:



Poultry, Deer, Other livestock farming



Horticulture, fruit growing



Electricity, gas supply



Pulp and paper, Other manufacturing



Dairy and cattle farming



Textile, leather, clothing, and footwear manufacturing.

Historically, the 2014 Economic Development Strategy (EDS) recorded solid growth trends and comparative economic advantages, in the following areas:

- Our ability to produce and market high quality value added food products
- Niche manufacturing for short run, new to market or specialist products
- Back office operational and business administrative functions
- Construction for large-scale infrastructure, as well as homes for young families, retiring and aged care
- Services to aged care and early retirees, as they become a dominant part of our population.

The EDS made a call for substantially more private investment to generate economic development. The EDS records that private investment will bring jobs, boost wages and improve living standards and liveability. The Council and Horowhenua NZ Trust (HNZT) are key implementers in realising the value and opportunities from our resources and key sectors.

The Council and Horowhenua NZ Trust (HNZT) are key implementers in realising the value and opportunities from our resources and key sectors.

Horowhenua
DISTRICT COUNCIL

+

HOROWHENUA NEW ZEALAND TRUST



Horowhenua has a local economy of

\$1,101.7 million

(Infometrics Year End March 2019)

Conclusion

The industry structure of Horowhenua District provides some protection from the worst impacts of COVID-19. In particular, the concentration of economic activity and employment in primary production, the diverse manufacturing base, the strong utilities sector and substantial volumes of infrastructure and construction investment planned and underway in the District supports the economic outlook for the District over 2020.

While the industry mix of the District will support the economy, there are sectors that continue to be vulnerable to the impacts of COVID-19. The tourism sector is not as dominant in Horowhenua District compared with areas such as Queenstown; however, it still creates employment and income for accommodation and food businesses in addition to the service sector. On the positive side, limited reliance on international tourism in addition to the resumption of domestic travel and tourism does support the outlook for the local tourism sector, although the impacts of the lockdown period and continued border closures will have some impact on tourism related businesses.

Service sectors also continue to be exposed, as are retail and wholesale trade. There are risks to the construction and manufacturing sectors due to the impacts of the lockdown period on the sustainability of individual businesses and uncertainty surrounding global demand and supply conditions.

Despite ongoing favourable conditions and performance, primary production and manufacturing remain vulnerable to changes in global demand and supply chain disruptions, made more volatile by current global economic conditions. Business and household wealth and consumption is vulnerable to changes in incomes and the potential of softening asset values.

Current data indicates house prices are continuing to grow strongly; however, if economic conditions deteriorate, this may place downward pressure on property prices and impact on levels of household consumption. There is no evidence of these impacts to date.

Industry risk profiles and uncertainty of the impacts of COVID-19 highlight the importance of monitoring and reporting at the local level to identify vulnerabilities and opportunities to support local economic performance in response to COVID-19.

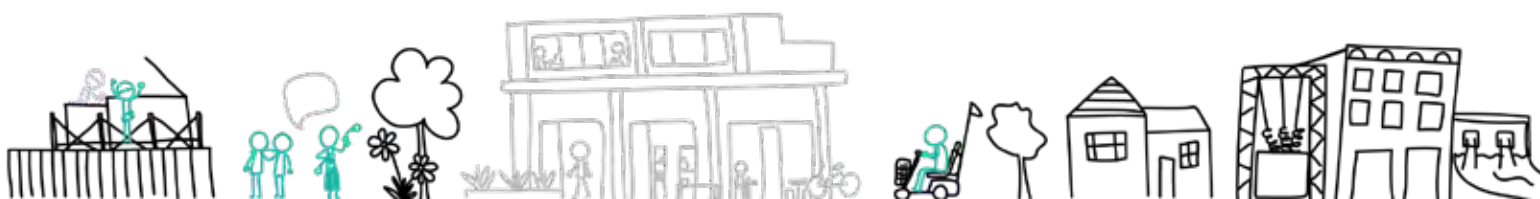
The economic structure of Horowhenua District, alongside local strengths and vulnerabilities, are discussed in further detail within the Present State Analysis.



Present State Analysis

The Infometrics June Quarter Report and MWRI Horowhenua District Economic Impact Assessment August 2020 detail key findings in the current Horowhenua District economy as:

- The District economy is estimated to contract by 3.5% (38.2m) over 2020 as a direct result of COVID-19 alert level 3 and 4 restrictions. This compares with an estimated 3.7% contraction in the New Zealand economy.
- The additional impacts of alert level 1 and 2 restrictions are estimated to contract the District economy a further 2.7%. This is an estimated decline in GDP of \$30.2m over 2020. The total impact of COVID-19 restrictions on the district is estimated at 6.2% over the 2020 calendar year.
- Primary production and agri-food manufacturing in the District is strong and diverse. Based on the assumption of continued global demand for dairy and red meat products, and domestic demand for market garden produce, local strength in primary production will add significant support to local economic performance over 2020.
- The Horowhenua manufacturing sector is diverse and current indicators reflect continued demand for goods manufactured in the District. Some vulnerability does exist due to the global economic slowdown and supply chain disruptions. There is little indication of these effects to date.
- A strong electricity generation, transmission and distribution sector in the District adds significant resilience to the local economy. These jobs and economic activity are relatively resilient to the economic impacts of COVID-19.
- The retail sector, accommodation and food services sector and the wider services sector are most vulnerable to the economic disruption. The strength of primary sector production, the diverse manufacturing base and utilities sector, and substantial infrastructure and construction investment in the District will support employment and income levels and help to maintain levels of demand for services in the District.
- The annual average unemployment rate in Horowhenua District was 5.5% in June 2020, down from 6.2% a year earlier.
- Working age Jobseeker Support recipients in Horowhenua District in the year to June 2020 increased by 12.2% compared with the previous year. Growth was lower relative to New Zealand, where the number of Jobseeker Support recipients increased by 19.0%.
- An average of 1,686 people were receiving a Jobseeker Support benefit in Horowhenua District in the 12 months ended June 2020. This compares with an average of 1,516 since the start of the series in 2010.
- Total tourism expenditure in Horowhenua District decreased by 11.6% in the year to June 2020. This compares with a decrease of 12.3% in New Zealand.
- Total tourism expenditure was approximately \$90m in Horowhenua District during the year to June 2020, which was down from \$101m a year ago.



Broad industry summary

Agriculture, forestry & fishing



GDP: \$155.1m

Jobs: 1,698

Impact Summary:

The agriculture, forestry and fishing sector makes up 14.1% of GDP and generates 15.4% of total employment. The Horowhenua District agriculture, forestry and fishing sector is strong across all subsectors with the exception of fishing and aquaculture. Dairy cattle farming is the largest sub-sector, contributing 45.1% (\$70.0m) to total agricultural GDP and 32.3% (531) of total jobs to the sector. Horticulture and fruit growing is also a substantial industry, contributing \$26.9m to GDP and generating 477 jobs. The diversity of the local sector in addition to the strength in demand for New Zealand dairy, meat and horticultural products will support the recovery of the District economy. The impact of drought, the volatility of global economic conditions, and depressed wool and forestry prices present some ongoing risks to the sector. Partial recovery of forestry commodity prices is positive for the Horowhenua economy.

Retail trade



GDP: \$73.3 m

Jobs: 1,211

Impact Summary:

The retail sector contributed 6.7% of District GDP and 11.0% of total employment. Supermarket and grocery store retail is the largest subsector, contributing 38.9% (\$28.5m) to sector GDP and creating 41.6% (504) of total jobs in the sector. Retail trade was heavily exposed to the impacts of the lockdown period and continues to be vulnerable to domestic demand conditions and supply chain disruptions. Protecting these businesses and jobs will rely on maintaining levels of business and household income and spending. The positive outlook for the agriculture, forestry and fishing sector, the presence of a strong electricity sector, the diverse manufacturing base, and high levels of planned infrastructure and construction investment in the District will support demand in the retail sector over 2020. The recommencement of domestic travel along State Highway One will further support retail expenditure in the District.

Electricity, gas, water & waste Services



GDP: \$118.7m

Jobs: 269

Impact Summary:

The utilities sector contributes 10.8% to District GDP and 2.4% to total employment. Sectoral activity is dominated by electricity transmission and distribution and electricity generation and on-selling. Collectively, the electricity sector contributes 93.9% (\$111.4m) in sectoral GDP and employs 77.8% (210) of total employees in the sector. The sector is resilient due to the delivery of essential services and strong government level participation and procurement in the sector.

Rental, hiring & real estate services



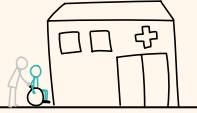
GDP: \$78.1m

Jobs: 233

Impact Summary:

The sector contributes 7.1% of District GDP and 2.1% of total employment. Real estate services make up 44.0% of total activity in the sector and generates 42.5% of total sectoral employment. While the sector has some vulnerability to reduced business and household demand, there is no sign of these effects to date and the sector is continuing to perform well. Strong population growth supported by levels of infrastructure investment in the District, proximity to Wellington and relative housing affordability are anticipated to support the sector over 2020.

Health care & social assistance



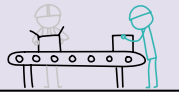
GDP: \$69.3m

Jobs: 1,154

Impact Summary:

The healthcare and social assistance sector contributes 6.3% of local GDP and 10.5% of total employment. The district has a particularly strong residential care and social assistance sector, contributing \$49.5m to GDP and creating 822 jobs. This is 71.4% of sectoral GDP and 71.2% of sectoral employment. Health care and social assistance GDP and employment is resilient to the impacts of COVID-19 overall, however, some general practice business level vulnerability has been reported due to the impacts of alert levels 3 and 4 restrictions on individual practices. Central government support for general practice will provide some support for the sector over the remainder of 2020.

Manufacturing



GDP: \$106m

Jobs: 1,381

Impact Summary:

Manufacturing contributes 9.6% of total GDP and 12.5% of total employment in the District. Horowhenua has a diverse manufacturing sector with agri-food manufacturing making up 58.0% of total manufacturing GDP and 61.1% of sectoral employment. Machinery manufacturing, fabricated metal manufacturing and non-metallic mineral product manufacturing are also strong industries in the District. The sector remains vulnerable to the potential for weaker global demand as a result of the global economic downturn, but performance to date is positive. The diversity of the local manufacturing sector supports the economic outlook for the District.

Wholesale trade



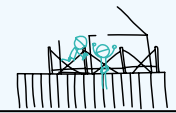
GDP: \$43.6m

Jobs: 418

Impact Summary:

The wholesale trade sector contributes 4.0% to District GDP and 3.8% to employment. Basic material wholesaling is particularly strong in the District, contributing \$18.5m in GDP and generating 174 jobs. Wholesale trade was heavily exposed to the impacts of the lockdown period and continues to be vulnerable to domestic demand conditions and supply chain disruptions. Current data however, does indicate the strong recovery of sectoral activity post lockdown.

Construction



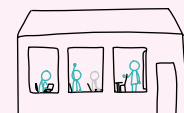
GDP: \$73.8 m

Jobs: 1,063

Impact Summary:

The construction sector contributes 6.7% of District GDP and 9.7% of total employment. Construction services and the heavy and civil engineering construction sector contribute \$34.7m and \$22.2m respectively to District GDP and generate 739 jobs. Levels of planned construction investment in addition to the continuation of elevated levels of investment in new dwellings will support the local construction sector.

Education & training



GDP: \$52.9 m

Jobs: 885

Impact Summary:

The education and training sector contributes 4.8% of District GDP and 8.0% of total employment. School education contributes 72.8% (\$38.5m) to sector GDP and 72.5% (642) of jobs to the local sector. School education activity and employment are relatively resilient to the impacts of COVID-19.

Public administration & safety



GDP: \$41.9m

Jobs: 465

Impact Summary:

The public administration and safety sector generates 3.8% of total District GDP and 4.2% of total employment. Public order, safety, and regulatory services is the largest sub industry, contributing \$19.2m to GDP and employing 175 people. The central and local government administration sectors also contribute significantly to the District economy, collectively generating \$22.8m in GDP and employing 289 people. The public administration and safety sector is less vulnerable to economic supply and demand conditions, and therefore relatively resilient to the economic impact of COVID-19.

Professional, scientific & technical services



GDP: \$32.1m

Jobs: 342

Impact Summary:

The professional, scientific and technical services sector contributes 2.9% to District GDP and 3.1% to total employment. Legal and accounting services contributes \$11.7m to local GDP and generates 124 jobs, followed by scientific, architectural and engineering services which generates \$6.8m in GDP and employs 72 people. Demand for professional services is holding up well, and services generally are experiencing a stronger than expected recovery. The impact of the lockdown period implies some business level vulnerability, however.

Accommodation & food services



GDP: \$15.9m

Jobs: 614

Impact Summary:

The accommodation and food services sector contributes 1.4% to District GDP and 5.6% to total employment. The sector was most affected by the lockdown period, with an estimated annual reduction in in GDP of 11.1% (-\$1.8m) as a result of the alert level 3 and 4 lockdown. The accommodation and food services sector is labour intensive relative to many other industry sectors and employment is particularly vulnerable to changes in levels of disposable income and demand. While accommodation and food services remain vulnerable to the downturn in tourism and business and consumer confidence, low reliance on tourism in Horowhenua will limit impacts on the local industry relative to areas of New Zealand dependent upon tourism for their economic performance. The elimination of community transmission of COVID-19 has enabled domestic travel to recommence, supporting transit routes and the local sector.

Other services¹



GDP: \$21.3m

Jobs: 592

Impact Summary:

The other services sector contributes 1.9% to District GDP and 5.4% to total employment. However, the service sector was most affected by the alert levels 3 and 4 lockdown period; indicators show that demand for services is recovering strongly. The sector remains vulnerable to changes in business and household demand.

¹ Other services includes Repair and Maintenance, Personal and Other Services, and Private Households Employing Staff. Note, this sector is a sub-set of Services included in the assessment of economic impacts.

Financial & insurance services



GDP: \$19.3m

Jobs: 94

Impact Summary:

The financial and insurance service sector contributes 1.8% to District GDP and 0.8% to total employment. The New Zealand financial system is well positioned to support the recovery² and there is little risk currently to the stability of New Zealand's financial institutions. Across finance and insurance, some vulnerability exists from the possibility of tightening financial conditions of businesses and households.

Administrative & support services



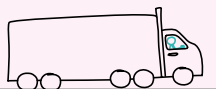
GDP: \$9.0m

Jobs: 211

Impact Summary:

The administrative and support services sector contributes 0.8% to local GDP and 1.9% to local employment. Tourism related administrative and support service industries are particularly exposed to the risk of business closures and job losses. In Horowhenua, 4.7% of total sector GDP and 4.7% of total sectoral employment is generated from travel agency and tour arrangement services.

Transport, postal & warehousing



GDP: \$15.5m

Jobs: 174

Impact Summary:

The transport, postal and warehousing sector contributes 1.4% to District GDP and 1.6% to total employment. Road transportation is the largest sub-industry in the District, making up 75.5% (\$11.7m) of sectoral GDP and generating 81.6% (142) of sector jobs. The transportation and distribution of goods is crucial to economic activity. While the sector was exposed to the impacts of lockdown, the opening up of the domestic economy is supporting the outlook for the sector.

Arts & recreation services



GDP: \$6.8 m

Jobs: 123

Impact Summary:

The arts and recreation sector contributes 0.6% to District GDP and 1.1% to total employment. Sports and recreation services is the largest contributor to the local sector, adding \$5.6m to local GDP and generating 101 jobs. This is 82.5% of sectoral GDP and 82.1% of sectoral employment. Recovery of domestic tourism will support levels of employment and economic activity in the arts and recreation services sector and the wider services sector.

Information, media & telecommunications



GDP: \$13.9 m

Jobs: 78

Impact Summary:

The information, media and telecommunications sector contributes 1.3% to District GDP and 0.7% to total employment. The local sector is not particularly exposed to the impacts of COVID-19. Over time, cash flows of businesses may influence the demand for media services.



Total GDP:

\$1,101.7³



Total Jobs:

11,009

² Reserve Bank of New Zealand Financial Stability Report, May 2020.







³ The totals include industries with fewer than 6 employees and unallocated GDP, and therefore exceed the sum of industry sector GDP and job numbers.

Employment Trends

Total employment in the District increased by 2.8% from the previous assessment in 2016/17.

Our District's performance in creating jobs compares favourably with national employment trend (at 3.0%), for the same period. This is the highest rate over the last 10 years and represents a significant upturn from being static, through the 2016-2018 period.

The largest employers in the District are:

-  Healthcare industry and social assistance **(9.7%)**
-  Manufacturing, and Electricity, gas and water **(9.6%)**
-  Construction **(9.4%)**
-  Retail trade **(9.1%)**
-  Education and training **(7.8%)**
-  Accounting, and Food Services **(6.7%)**

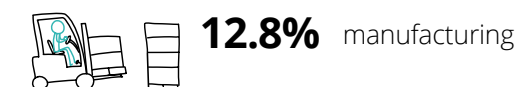
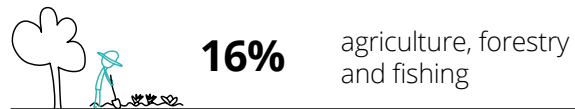
Labour Market Structure

Collectively, the labour market structure is heavily concentrated in the primary and secondary sectors

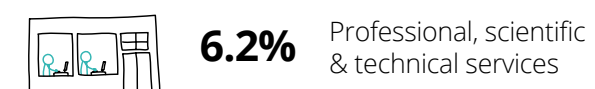
16.5% of all employees work in the agriculture, forestry and fishing industry, 12.8% in manufacturing and 11.8% in the retail trade sector.

Notable employment sectors, across the industry categories, are Dairy and cattle farming which employed 554 persons (5.2% of total employment), aged residential services (486 persons), and supermarket and grocery stores (471 persons).

In terms of job creation, the following industries were leaders in creating jobs: Electricity, gas, water and wastewater (11.6%); Rental property and real estate sector (9.5%), Construction (7.4%) and Professional, scientific and technical services (6.2%).



Leaders in creating jobs:

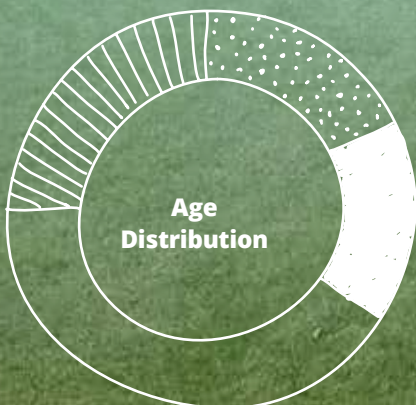






Community Profiles

Population as at 2018 Census:



33,261



-  < 15 years = **18%**
-  15-29 years = **16%**
-  30-64 years = **41%**
-  65+ years = **25%**

Ethnic groups:



26,928
Identify as **European**



8,142
Identify as **Māori**



1,902
Identify as **Pacific Peoples**



1,350
Identify as **Asian**



132
Identify as **Middle Eastern/
Latin American/African**



414
Identify as **Other**

Community Development – Overview of the HDC approach

In 2010, Council established a Community Wellbeing Committee (constituted as a subcommittee of Council) to govern and oversee the implementation of the Community Wellbeing Framework, with the goal to achieve a holistically-well community.

The Community Wellbeing Committee comprises elected members, iwi representatives and representatives of the community (youth, education, access & inclusion and older people sectors) and representatives of government agencies (Ministry of Social Development, Health, Education and Police).

The Community Wellbeing Committee (CWC) is assisted by Council Officers and together they facilitate a number of Community Forums each year on topics ranging from youth wellbeing, access and inclusion, GP attraction and retention, grants and funding, housing and transport. There are also various, established network groups who nominate representatives to attend CWC and provide avenues for Council Officers to connect with “grass-roots of our community” for advice and direction on priority focus areas. For example, the Youth Empowerment Project (YEP), Education Horowhenua, and the Older Persons Network.

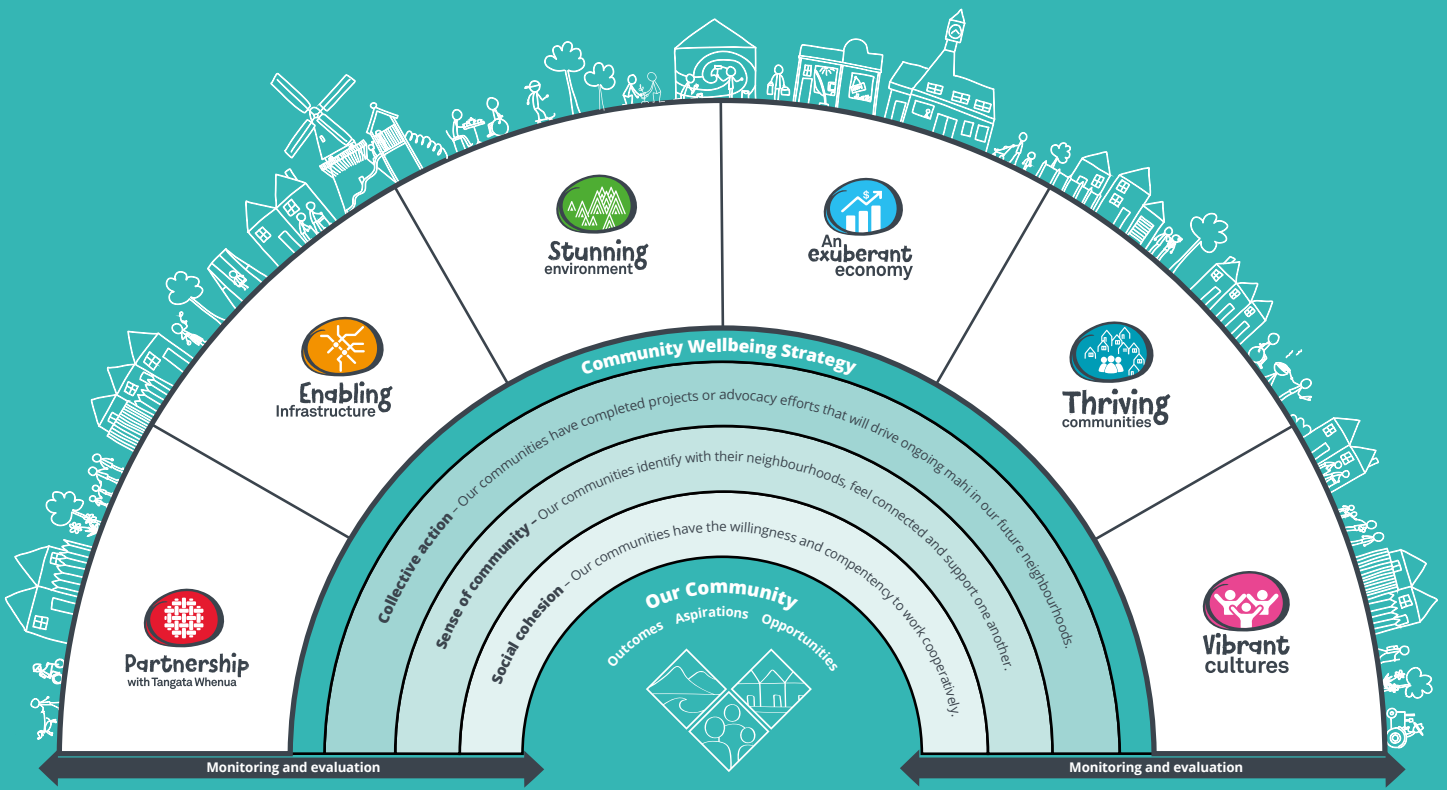
The Community Wellbeing Framework is illustrated in Figure opposite.



Community Wellbeing Framework

With many hands the threads which weave our neighbourhoods and communities together will be strengthened from the Tararua Ranges to the sea.

He rau ringa e pakari ai ngā taura whiri i ō tātou kāinga noho me ō tātou hapori – mai i te pae maunga o Tararua ki te moana



Community Wellbeing Committee

Priority Areas For Action



Action Plans

Youth Action Plan

- Aim 1**
Young people in Horowhenua will be involved and given the opportunity to participate in decisions that affect them and the wider community.
- Aim 2**
Young people in Horowhenua are given opportunities in which their achievements and successes can be celebrated and nurtured.
- Aim 3**
Young people in the Horowhenua have support systems and networks around them to lead a healthy and vibrant lifestyle.
- Aim 4**
Young people are exposed to positive youth development experiences, and are given opportunities to prepare for their future.
- Aim 5**
Those that work with young people within the Horowhenua collaborate and communicate, forming a sense of unity working to achieve the same goals for the same purpose.

Arts, Culture and Heritage Action Plan

- Aim 1**
Horowhenua will be a place full of vibrant events and activities.
- Aim 2**
Horowhenua, a district rich in arts, culture and heritage, will publicly celebrate its depth and diversity.
- Aim 3**
Our communities will feel well supported by Council and community to complete community-led activities.
- Aim 4**
Horowhenua will reflect vibrant communities that our residents and visitors alike are proud of.

Education Horowhenua Action Plan

- Aim 1**
Foundation in Early Childhood.
- Aim 2**
Student Success in Schooling.
- Aim 3**
Māori and Pasifika Success.
- Aim 4**
Transition Pathways.

Access and Inclusion Plan

- Aim 1**
ACCESS: Inclusive and accessible communities.
- Aim 2**
ATTITUDES: Personal and community support.
- Aim 3**
HEALTH: Health as a fundamental to individual wellbeing.
- Aim 4**
CHOICE AND CONTROL: Education, Training, Life Long Learning, Economic Security and Employment Opportunities and Activities.

Positive Ageing Action Plan

- Aim 1**
Older people in Horowhenua will be given opportunity to be involved in decisions that affect them.
- Aim 2**
Older people in Horowhenua live in a connected and inclusive society full of social activity and opportunity.
- Aim 3**
Older people in Horowhenua are equipped with good information and empowered with the means to navigate and access services.
- Aim 4**
Older people in Horowhenua live in a safe, secure and healthy environment, physically and financially.
- Aim 5**
Older people in Horowhenua are recognised, celebrated and supported for their contribution to the community and are given opportunities to work, volunteer and grow.

District Transformation

A Call for Action



From the information gleaned through the H2040 Community Conversation and tracking Key Sector reports, there rose a call for action to drive activities needed to achieve District transformation and an aspirational Vision Statement to advance of the District.

The Council is committed to ensuring:

- Our residents have the social infrastructure to support good health, healthy lifestyles and positive community outcomes.
- Horowhenua is a vibrant and sustainable place to live, prosper and do business.
- Promotion of activities, events and enterprises to support and encourage social, cultural, environmental and economic wellbeing.



At the heart of the vision is a focus on creating a place that our community can be proud of

Horowhenua 2040 is Council's vision for the Horowhenua District. The vision embraces our strong landscape elements from the Tararua Ranges to the sea, acknowledging that enjoyment, interaction and protection of these outstanding natural assets are a key part of the Horowhenua identity, and the reason many people choose to live here.

At the heart of the vision is a focus on creating a place that our community can be proud of, where together we grow neighbourhoods that are vibrant and connected places to live, work, learn and play. Ultimately, the vision is a progressive one to strive to create resilient and liveable communities across out District that deliver positive social, economic and environmental outcomes for all.

The vision for Horowhenua 2040 underpins everything that Council will do over the coming years. Collectively we have aspirations for delivering real change in Horowhenua and to see it develop as a thriving and successful place. We see a District where people and communities are empowered and enabled to achieve their full potential and want to ensure our residents and communities feel connected to their identity and place here.

To achieve the 2040 vision, a programme of work is required, supported by a range of projects which are already underway or in the early stages of planning. This overarching work programme is beyond 'business as usual', and includes catalyst projects that have the potential and scope to transform the District and unleash new opportunities.

The work programme will represent a number of projects which are organised based on their location, or strategic intent. Within the range of projects, it is acknowledged that some may be in the planning or implementation phase with funding secured through Central Government or Councils Annual Plan, and some will be conceptual and yet to be funded by Council or through private enterprise and community groups.

Council is developing a one-page summary of the work programme to inform the upcoming 2021/2041 Long Term Plan.

Delivering the Horowhenua 2040 Strategic Vision

“The H2040 Way”



Horowhenua
2040 Vision

Growing neighbourhoods and building stronger communities only works when we all pitch in
Kōrero mai, we need to hear from you!

What do you love about your neighbourhood and what makes it so special?

In 2040 I will be an author
and we will have an upgraded
playground.



The H2040 Way is a combination of culture and behaviours (roles) and comprise the “keys” to unlocking District transformation and collectively realising the H2040 Vision.

It is a values-based way of operating where Council Officers are empowered as change agents working as catalysts, leaders and facilitators, as well as monitors and reporters back to Council.

The opportunities for Council Officers involved in realising the Horowhenua 2040 vision are endless. This responsive, and collaborative approach sees Council leading as overall agents of change, working closely in partnership with the Community Wellbeing Committee (CWC) and community networks. The action plans for each network group will determine which of these specific roles Council Officers will be assuming.



Role as a Leader

The Council provides leadership through the Community Wellbeing Committee, in a formal capacity, the entity with responsibility for overseeing community wellbeing action plans and programmes. This leadership role takes a number of forms including work programme leadership, leading through statutory instruments (e.g. LTP, District Plan and consenting infrastructure projects), and community leadership. As leaders, the CWC champions the work programme and provides the oversight. The Committee also ensure good progress through their communication and influence; with a feedback loop to help improve priorities, strategies and planning for further initiatives. Regular monitoring and evaluation will ensure that leadership is responsive to and delivering on desired community outcomes.



Role as a Catalyst

The Council brings community together through the Community Wellbeing Committee and networks, to gather frequently around key issues and opportunities and priority areas; helping these groups focus on the most important matters, prioritise and agree the required action/s. Defining the priority focus areas is paramount along with indicators, to measure performance outcomes.



Role as a Facilitator

Once the catalyst and leadership aspects are well underway, in line with agreed action plans (and monitoring has shown this to be the case), the role of facilitation comes to the forefront. Council Officers play an important role as facilitators and agent of change, in all of their 'day to day' activities. They activate and enable the operation and delivery of the overall strategy, as well as effective reporting back to the Senior Management Team of HDC and Elected Members.

The monitoring mechanisms and frequency for reporting the successful implementation of the Strategy is described in more detail in Monitoring of H2040 on page 48.

Collaborative Relationships with Iwi

A key element of realising transformation, through H2040, is to develop strong and enduring relationships with local iwi, hapū and whānau.

Horowhenua District Council recognises the importance and special position of tangata whenua within the region. Through its statutory decision-making processes, Council recognises the Principles of the Te Tiriti o Waitangi / Treaty of Waitangi and kaitiakitanga, and provide for the relationship of Māori and their traditions with their ancestral lands, water sites, wahi tapu and other taonga.

The Council appreciates that Māori see people and the environment as closely intertwined and they share with us a strong interest in maintaining and protecting the environment, as well as developing the economic future of the area.

Memorandum of Understandings/Partnerships are becoming increasingly important for working together. The Council seeks closer working relationships with the tangata whenua to achieve effective consultation on a wide range of issues affecting our respective areas of governance. Council is committed to the continuing process of consultation with Māori communities in the District on Resource Management Act (RMA) planning processes, urban growth and infrastructure planning; and has worked with iwi on a number of collaborative projects including Te Takeretanga o Kura-hau-pō – Culture and Community Centre and Te Awahou Nieuwe Stroom Riverside Cultural Park. Council will continue to support local iwi, hapū and whānau in maintaining and growing their traditions with ancestral lands, water sites, wahi tapu and other taonga.

Council has established relationships and meeting arrangements with Ngāti Raukawa and Ngāti Apa. The nature of these relationships are summarised below.





Ngāti Raukawa ki te Tonga

is a local iwi with strong ties to the Horowhenua District. While Council does not have an official Memorandum of Partnership with Ngāti Raukawa, they are a key stakeholder in our District and are often involved in consultations.

Ngāti Apa

is a local iwi with interests in the north western part of the Horowhenua District. The iwi has settled its historic grievances with the Crown. The Council acknowledges the Ngāti Apa (North Island) Claims Settlement Act 2010 which contains information on their statutory area of interest, statutory acknowledgement areas and the related statements of association.

Council has Memorandums of Partnership with:

-  Muaūpoko Tribal Authority
-  Rangitāne O Manawatū
-  Ngāti Tukorehe
-  Te Kotahitanga o Te Iwi o Ngāti Wehi Wehi.

Collaborative Relationships

This section sets out the local, regional and national collaborative relationships that Council has which are essential, and could pursue further, to advance H2040.

The Horowhenua New Zealand Trust

The Horowhenua New Zealand Trust (HNZT) and its delivery arm The Horowhenua Company (THC), were established in 2018 to promote the economic wellbeing of communities within the District. Close collaboration with HNZT and THC will be essential in implementing H2040.

Engaging with emerging business clusters that have identified common goals and barriers to growth and efficiency, will be a critical part of delivering H2040, and could be strategically advanced through formalising collaborative partnerships.

Central Government

Coordinated engagement with Central Government Agencies, their programmes, funding and pilot opportunities is a key enabler of H2040. Creating an Advocacy Strategy for engaging with Government, in a clear and consistent way, is an important channel for delivering H2040, in particular securing investment in infrastructure and housing.



Community Forums

Ongoing engagement with the newly established Housing Forum, the Pacific Peoples Leaders' Fono and other business and community organisations will be essential to delivering H2040.

Relationship Alliances

Building alliances with our neighbouring Districts provide opportunities to build or leverage economic growth opportunities. Neighbouring Districts to Horowhenua have adopted a close collaboration when it comes to supporting each other in delivering economic growth and development through the Manawatū – Whanganui Local Authority Shared Services (MWLASS) model.

Council have established relationships with Kāpiti Coast District, at the executive and elected members level, for the purpose of sharing information and looking at opportunities to collaborate on projects and initiatives of mutual interest. Regional Planning Partnerships are new opportunities and HDC will look to collaborate closely with Greater Wellington on the Regional Growth Management Plan, to advance H2040.

Council have established relationships with Kāpiti Coast District, at the executive and elected members level, for the purpose of sharing information and looking at opportunities to collaborate on projects and initiatives of mutual interest. Regional Planning Partnerships are new opportunities and HDC is collaborating closely with Greater Wellington on the Regional Growth Management Plan, to advance H2040.

H2040 Implementation Plan

An Implementation Plan is crucial to support and achieve the goals of the H2040 Strategy and District transformation.

A clear implementation plan provides direction and a framework for future activity. The H2040 Implementation Plan has a primary focus on economic development, the environment, sustainable and cost effective infrastructure for the District's growing communities, building community resilience and taking action on housing.

The Implementation Plan for the four key focus areas follows.





Economic Development

Horowhenua District Council (HDC) and Horowhenua New Zealand Trust (HNZT) will work cooperatively and collaboratively to achieve mutual goals and objectives that envision:

- a dynamic economy that attracts and retains businesses and skilled employees;
- a District where existing and new business enterprises and entrepreneurship are supported;
- a District where private, public and social enterprise thrive and individuals and entrepreneurship can flourish; and,
- a quality of life that is attractive to current and future residents, communities, and enterprise.

The focus of service for HNZT economic development activities are:

- Investment attraction and investment aftercare
- Business retention and expansion and work with local businesses
 - Deliver an action orientated programme to engage existing businesses in the community to identify and understand their priorities and opportunities/challenges for growth and expansion
 - Support businesses with awareness of relevant government programmes
 - Facilitate research and data collection to assess sector needs and opportunities
 - Provide advocacy and support that enables businesses to overcome constraints inhibiting their growth, performance, and sustainability.
- Support for small business and entrepreneurs
 - Partners with external agencies to deliver services to support new and small business owners (making use of relevant existing government programmes/external funding)
 - Facilitate expert advice and practical assistance to business owners
 - Facilitate businesses to explore ideas and challenges and to connect them with the information, expertise and contacts they need to succeed.
- Support for workforce development, high-quality jobs, and skills-building
 - Work with business and community partners to monitor and analyse data in order to identify labour force needs, shortages/ surpluses across employment sectors
 - Promote Horowhenua as a desirable and exciting community with diverse employment opportunities
 - Collaborate with community partners to engage labour pools including youth, migrant and immigrant populations
 - Work with businesses, institutions, and community organisations to improve labour market outcomes
 - Liaise with post-secondary institutions and training providers with respect to the skills and demand requirements of local businesses.
- Support for knowledge industries, young workers and incubation / innovation enablement
 - Educate secondary and post-secondary students about the labour market and facilitate interaction between students and Horowhenua businesses
 - Facilitate research and data collection to assess changing needs.



Environment

Through the Long Term Plan 2021/2041 Council will focus on its 30 year Infrastructure Strategy objectives for managing long term infrastructure for Water, Wastewater, Stormwater and Land Transport. Significantly, a key goal of the Infrastructure Strategy is to ensure the sustainable use of resources and the protection of critical environmental values.

Key projects identified by Council which will deliver improved environmental outcomes include:

- ★ Contributing to restoration of Lake Horowhenua (Punahau)
- ★ Stormwater Management
- ★ Waste Minimisation Plan
- ★ Foxton Futures
- ★ Water Provision Investigations





Community

The Council recognises, values and supports the work of our local community networks and organisations.

At the Jim Diers Community Workshop in August 2018, local people discussed their desire to build on the community strengths and assets, as well as empowering people to make decisions and have more choice and control over what happens in their neighbourhoods.

The Council will concentrate on the following priority areas:

- Encourage and support people to take responsibility for maintaining their wellbeing throughout their lives
- Encourage local leadership and multi-agency teamwork to keep children, young people and vulnerable adults safe in our communities
 - Council will support community discussions about how to keep our young people safe, encourage them to make more use of community spaces and hubs
 - Council will encourage appropriate 'joined-up' support, one that takes a broad view of people's needs, and is delivered in an integrated way when required
- Build connections with new residents who have moved to the District in recent years to help connect newcomers with local residents, and to recognise and celebrate Horowhenua's unique culture, heritage and sense of place
- Investigate opportunities to support more community events where different people can meet their neighbours and mingle, e.g. street parties and community lunches
- Explore opportunities for communities to have more responsibility for the things that matter most to them and their neighbourhoods
- Encourage social and cultural street and neighbourhood activities especially those that are community-led and delivered
- Improve community cohesion by delivering activities that promote equality and inclusion as well as social and cultural integration
- Encourage the community and voluntary sector to be creative, innovative and enterprising by supporting their capacity and development
- Seek to improve community participation and influence by identifying what works in areas where there is stronger engagement.



Housing

The Horowhenua Housing Action Plan, developed with the community, was adopted by Council in October 2019.

The Housing Action Plan is the result of a number of forums and workshops initiated by the Community Wellbeing Committee in March 2019.

The Housing Action Plan outlines four key priority areas which are:

- ★ Regulatory policy, delivery, infrastructure and advisory services
- ★ Increasing supply of affordable housing
- ★ Māori and Papakāinga housing
- ★ Pacific Peoples housing development

This Housing Action Plan aims to provide a comprehensive response, alongside our community, to improve housing affordability for all residents. It looks at, and beyond, the development process to innovative housing solutions, and initiatives such as trade training, financial literacy, partnerships and pastoral care.

The Horowhenua 2040 Community Conversations identified that housing is not a standalone issue. The Housing Action Plan articulates that the voices of our community do not view housing in isolation and definitely not without understanding the interactions with culture, employment, education, health and identity.

Council's adoption of the Housing Action Plan sets a framework for Council to address the immediate opportunities as presented by the community, while work continues on Version 2.0 of the Plan which will set a more impactful, holistic and long term plan that directly addresses the target groups housing needs.



Monitoring of H2040

Council will report progress against actions in the H2040 strategy through the Horowhenua 2040 Blueprint.

The blueprint is the road map of implementation across various strategies held by Council which deliver the vision for Horowhenua in 2040.

This includes monitoring of the data Council collects through its partner agencies on the Community Wellbeing Committee, Community Networks and economic activities and outcomes of Councils contracted partner The Horowhenua Company Limited, to allow H2040 outcomes to be monitored over time.



Conclusion

H2040 Strategy is strategically aligned and integrated, provides a clear response to the four key focus areas of wellbeing and gives effect to the LTP Community Outcomes and the Community Conversations.

Strategic Alignment:

- H2040 incorporates the principles of the Te Tiriti o Waitangi / Treaty of Waitangi
- H2040 aligns Government aims and motivations, notably:
 - Provincial Growth – successful projects are the Manawatū River Loop at Foxton and The Mahi Space.
 - Public Housing Plan – 30 new public homes are planned to be built in Horowhenua over the next four years
 - Wellbeing budget and framework
 - Levin will join Whanganui, Blenheim, Masterton and Timaru as host towns for refugee resettlement
 - Infrastructure investment – Ō2NL/ Integrated Transport Hub

➤ H2040 builds and extends on the LTP/ Community Outcomes. Implementation of H2040 seeks to promote community wellbeing, and acknowledges that significant work is required to achieve District transformation.

➤ H2040 has Community Alignment. The H2040 Community Conversations have helped to build a better understanding of the aspirations of our community, their resource and volunteer base, their current and future needs. Strong partnerships will be essential to grow our neighbourhoods and building communities from “the Tararua Ranges to the Sea”. Community Plans will be valuable in building strong, connected, vibrant and resilient communities. Community response plans will be important in ensuring our communities are well prepared and equipped for Civil Defence emergencies.

Implementation of the H2040 Strategy seeks to promote and deliver grass roots action, and recognises that a longterm approach has been taken to District Transformation.





Horowhenua
2040 Vision



@enquiries@horowhenua.govt.nz

www.horowhenua.govt.nz

f HorowhenuaDC

06 366 0999

Private Bag 4002, Levin 5540

126 Oxford St, Levin 5510