

RANGITĪKEI DISTRICT

# Strategic Framework

## 2024-34

Supporting information

*make this place home*

 **RANGITĪKEI**  
DISTRICT COUNCIL



# INTRODUCTION

This document provides the background information supporting Council's Strategic Framework. Council's Strategic Framework shows what's important, what Council is working towards and is what guides work programmes and investment.

It shows a hierarchy, with each level in the framework consistent with, and working towards achieving the higher level outcomes. Council's Strategic Framework is also a tool for Council to communicate with the community about Council's priorities for investment.

This Strategic Framework has been developed through:

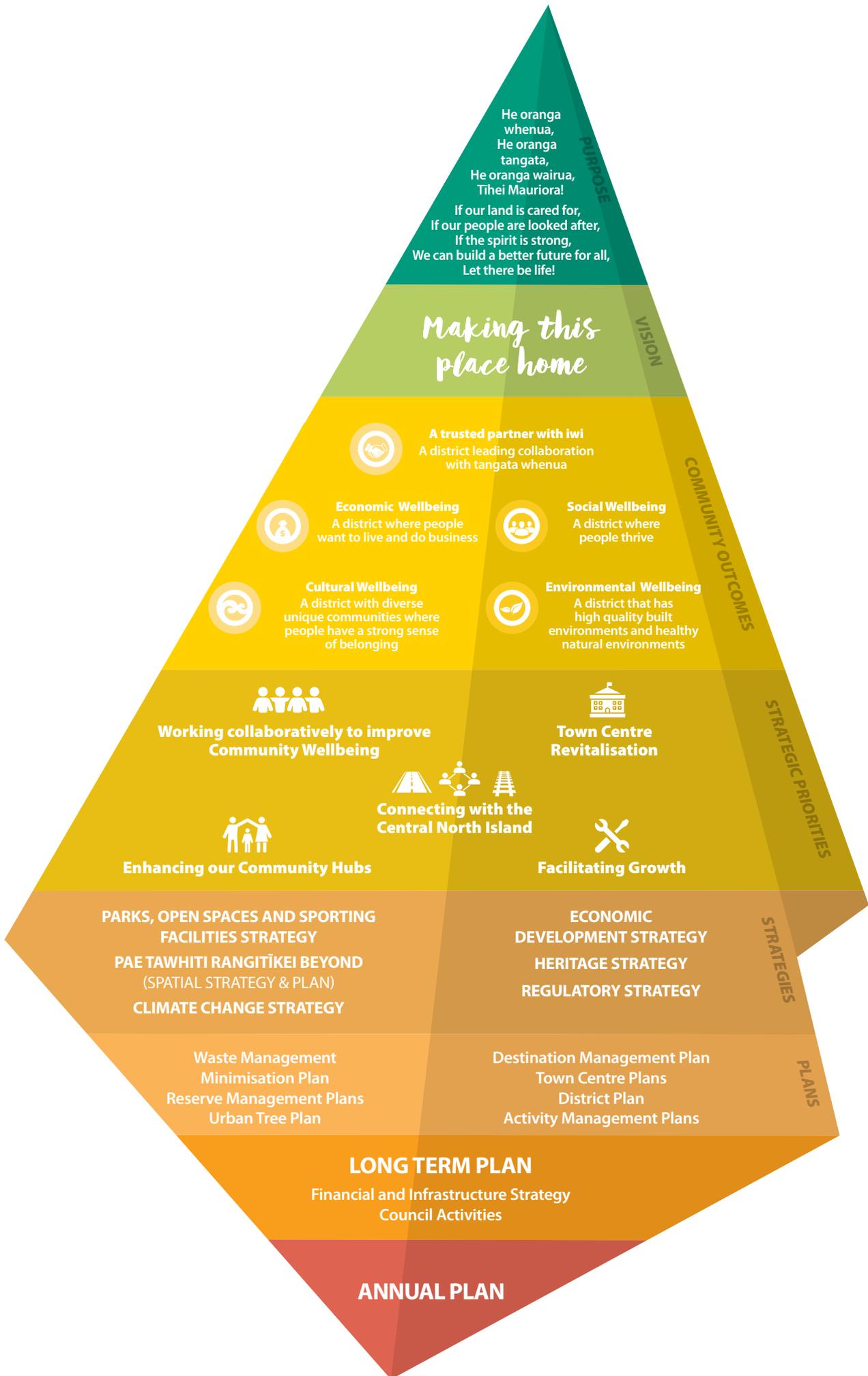
- A review of the Strategic Framework for the 2021-31 Long Term Plan.
- Understanding key trends and the current environment Council is operating within.
- Workshops with Elected Members.

The key to successful implementation of our strategic framework is relationships. Council has wide networks of relationships to build from and strengthen as we work collaboratively to deliver the best possible future for our communities.

In implementing this strategic framework and building these relationships, Council will act in accordance with our organisation values, Ngā Pou. These values reflect our shared commitment to having a positive impact on our community.

- **Manaakitanga:** The customer is at the centre of everything we do.
- **Rangatiratanga:** We aspire to the highest standards.
- **Whakapono:** We strive to be trusting and trustworthy.
- **Whanaungatanga:** We act with courage, respect, kindness and empathy.
- **Kotahitanga:** We embrace diversity and strive to be inclusive.
- **Aroha:** We believe in and encourage each other.

One of the biggest challenges in setting and implementing Council's strategic direction is affordability of rates. While there are many activities and projects which Council would ideally like to provide for our community, the low number of ratepayers and high-cost of core infrastructure projects limits what can be achieved through this long term plan.



## PURPOSE

Our purpose is what we use to guides us and supports us to make the right decisions for our community. It shows the importance of caring for our land and people and our focus on building a future for everyone.

He oranga whenua	If our land is cared for
He oranga tangata	If our people are looked after
He oranga wairua	If the spirit is strong
Tihei mauri ora!	We can build a better future for all Let there be life!

## VISION

### *Making this place home*

Council's vision, making this place home, reflects our desire to be a key part in ensuring our district is a great place to live and do business.

We appreciate how special the Rangitikei is and the importance of looking after our people and land. This vision reflects our aspiration that the Rangitikei is sought after for our lifestyle, culture, and natural environment.

## COMMUNITY OUTCOMES

The community outcomes are the outcomes the Council aims to achieve to promote the well-being of the Rangitikei now and in the future.

Council has developed its community outcomes to align with the four wellbeing pillars (cultural, social, economic, environmental) and to recognise the importance of growing our partnership with iwi.

# COMMUNITY OUTCOMES

## A TRUSTED PARTNER WITH IWI - A DISTRICT LEADING COLLABORATION WITH TANGATA WHENUA



### A trusted partner with iwi

#### A district leading collaboration with tangata whenua.

Our goal is to have a high level of trust and collaboration with iwi across the district and to be working together to promote the wellbeing of our communities.

Being a trusted partner with iwi means working shoulder to shoulder on a wide range of projects. It means knowing and understanding each other's priorities and looking for opportunities for collaboration. Building trust is important, to do so we need to be open, act with integrity and deliver on what we say we will do.

Our goal is to have a high level of trust and collaboration with iwi across the district and to be working together to promote the wellbeing of our communities.

### Our strengths

- The Te Roopuu Ahi Kaa Komiti which assists Council to develop a partnership through engagement with Tangata Whenua.
- Individual relationships between the Mayor, councillors, staff and iwi.
- A rural community with long standing relationships and a joint appreciation and respect of each other.
- Our shared aspirations and commitment to improving the wellbeing of our communities.
- We have iwi that are strongly committed to rohe (region) their hapu and iwi.
- We have high iwi engagement and willingness to work with council for the betterment of the community.
- We have two Māori wards that ensure Māori representation on Council.

### Our weaknesses

- Celebrating and sharing our history and culture.
- Delayed consultation with iwi, that has previously begun in the middle of projects instead of at the beginning.
- Have previously failed to work with iwi to add value to their key services provided and also have not utilised the large Maaori business growth to encourage development in this region.

### Our opportunities

- We have the opportunity to add value to iwi and Runanga key services (social, economic, physical, spiritual) within our district that also bring economic gain and employment to our area.
- Working with iwi in partnership to gain insights on their strengths such as Matauranga in Te Taiao (natural knowledge of environmental systems).
- Working in partnership to grow better understanding and gain direction in local customary knowledge and rituals.
- Increased and strengthened relationships by aligning work programmes and common goals such as planting and other areas to benefit our community.
- Working in closer partnership on a wider range of projects and community-led initiatives.
- Greater information sharing between Council and iwi.
- Increased engagement with holistic Indigenous models to bring about improved relationships throughout the organisation for better community outcomes.
- A number of iwi are in the process of settling Tiriti o Waitangi claims.

A strong partnership with iwi contributes to all pillars of wellbeing.

<b>Cultural</b>	Strong cultural wellbeing is supported by building relationships with iwi and ensuring tikanga (customs), Māori art, culture, are a key part of our communities.
<b>Social</b>	Iwi-led providers are significant contributors to social wellbeing through the provision of health, education, and social support services. Council could add value in opportunities in supporting locally led initiatives and activities.
<b>Economic</b>	Iwi, particularly once Treaty of Waitangi claims are settled provide / will provide significant economic activity for the Rangitikei District. Council can work with iwi to enable and support new business activities.
<b>Environmental</b>	Iwi are leaders in environmental improvement projects throughout the Rangitikei. Collaboration with iwi in these projects will support environmental enhancement.

## CULTURAL WELLBEING



**Cultural  
Wellbeing**

**A district with diverse unique communities where people have a strong sense of belonging.**

Our goal is to provide spaces where our community can connect, promote the diversity of our cultures, and develop relationships that support community-led initiatives.

Culture is a way of life. It is about the values, belief, customs, behaviours, and identity that exist within our communities. Culture is dynamic and ever changing. The foundation of cultural wellbeing for the Rangitikei is belonging and connection to place.

When our communities have high cultural wellbeing, they all have a place and space where they feel at home. Our communities are welcoming, diverse, inclusive, and lead improvements, working together to make the community better.

Our goal is to provide spaces where our community can connect, promote the diversity of our cultures, and develop relationships that support community-led initiatives.

### Our strengths

- Our iwi and hapū who are leading cultural, environmental, social, and economic initiatives.
- Community-led development of our parks and reserves.
- Community-led cultural initiatives.
- The Rātana community has a strong identity.
- Some of our towns have a range of community groups that support each other.
- Variety of events that bring the community together, bring visitors to our places and celebrate different cultures and customs.
- Town-specific identities e.g. Taihape gumboot, Bulls 'bulls', Hunterville 'huntaway dog'.
- Diversity of cultures which continues to grow and diversify. These will mean our identity evolves over time as these differences are embraced.

### Our weaknesses

- Celebration and showcasing of art, history, and culture.
- The loss of our young people from the district for study and work.

### Our opportunities

- Celebration and education about the environment, culture, art and history (e.g. events, public art, storytelling)
- Showcasing and preserving our history, culture, and heritage, including the built and natural environments.
- Our families returning home.
- Building connection with our natural environment such as our rivers and landscapes.
- Developing multi-cultural spaces, including storytelling and bi-lingual language.
- Embracing and celebrating all cultures and identities.
- Continuing to build relationships (e.g. with community groups, iwi).
- Defining the Rangitikei identity.

## SOCIAL WELLBEING



### Social Wellbeing

#### **A district where people thrive.**

Our goal is to build relationships with the community and agencies and provide services and spaces that enhance community wellbeing.

Social wellbeing for the Rangitikei is about our people being able to meet their needs and fulfil their potential as an active member of society. It's ensuring all our people, from young to old, have access to support and services, that then enable them to connect and participate as part of the community.

Our goal is to build relationships with the community and agencies and provide services and spaces that enhance community wellbeing.

#### **Our strengths**

- Iwi are investing in delivering health, education, recovery and social support services.
- We provide safe spaces in our libraries and community centres for all.
- We provide safe and attractive parks and open spaces that encourage social connection and interaction.
- Strong health networks.
- Access to social support agencies e.g. Ministry of Social Development.
- Variety of clubs and codes throughout the Rangitikei.
- Youth leadership projects across the district.
- Strong Mahi Tahi programme.
- Relationships with community trusts.
- Relationship with regional sporting organisation.
- Rangitikei Youth Council

#### **Our weaknesses**

- There are many people in our communities who are struggling to meet their everyday needs.
- Some service providers are not based locally.
- Our community hubs and facilities are not able to fully support community wellbeing.

#### **Our opportunities**

- Strengthen partnerships with iwi and hapū and social support agencies.
- Leveraging off the existing health networks and supporting collective approaches to health, welfare, and social services.
- Improved transport options to enable people to access education, employment, and services.
- Social housing.
- Continuing to build relationships (e.g. with local, regional service providers).
- Continued development of parks and open spaces.
- Improve our sporting facilities to support a greater range of sporting codes.

# ECONOMIC WELLBEING



## Economic Wellbeing

### **A district where people want to live and do business.**

Our goal is for Rangitikei to be the place of choice for new and existing businesses to come and grow, with a desirable lifestyle and affordable housing.

Economic wellbeing is about the quality of life of our people. For the Rangitikei economic wellbeing is focused on thriving and vibrant retail areas, resilient primary industries, and growing businesses. It's about the Rangitikei brand as a destination, employment for all and ensuring our whole community benefits from sustainable growth.

Our goal is for Rangitikei to be the place of choice for new and existing businesses to come and grow, with an enviable lifestyle and affordable housing.

### **Our strengths**

- Stunning natural environment.
- Location in the Central North Island - on key rail and road connections (State Highway 1/3, the North Island Main Trunk Rail Line and the Marton-New Plymouth Rail Line).
- Our iwi.
- Strong primary industries, including cropping, vegetable production, sheep and beef, dairy and forestry.
- Community-led business initiatives.
- Leaders in new industries e.g., hemp, quinoa.
- Locally, regionally, and nationally significant manufacturing companies.

### **Our weaknesses**

- Valuing existing farmers and the challenges they face.
- Reliance on the primary sector.
- Earthquake-prone buildings in our town centres.

### **Our opportunities**

- Revitalisation of our town centres.
- Environmentally sensitive and sustainable business growth.
- Enhancing economic wellbeing for all.
- Co-work spaces.
- Building on becoming a major food basket for New Zealand, continually expanding our horticultural activities.
- Building business networks, including supporting our primary industries.
- Increasing innovation and adopting new technology.
- Value add to our primary products.
- Continuing to build collaborative relationships and partnerships (e.g. MBIE, Central Government, Waka Kotahi, iwi).
- Diversification of the economy.
- Support / facilitate initiatives and events that attract visitors.
- Invest in infrastructure that attracts visitors (e.g. Gorges to See).
- Fit-for-purpose district plan.
- Promoting and celebrating our District's rich history.

## ENVIRONMENTAL WELLBEING



### Environmental Wellbeing

#### **A district that has high-quality built environments and healthy natural environments.**

Our goal is to ensure our infrastructure, relationships, and regulatory framework support the ongoing development of high quality built environments and improvement in the natural environment.

Environmental wellbeing is about the health of people, the natural environment, and the built environment in which they live. For the Rangitikei environmental wellbeing is focused on the health of our waterways and the land. It's about ensuring communities are built in a way that supports the health of people and nature.

Our goal is to ensure our infrastructure, relationships, and regulatory framework support the ongoing development of high quality built environments and improvement in the natural environment.

#### **Our strengths**

- Iwi-led and community-led environmental restoration.
- Our stunning natural environment, an undiscovered secret.
- Walkable and connected communities.
- Affordable housing relative to the region and nationally.
- Range of parks, reserves and open spaces available to the community.

#### **Our weaknesses**

- Water quality in some of our catchments.
- Lack of housing diversity to cater to the needs of all our communities.
- Our major towns and settlements are either surrounded by highly productive land or steep topography, making greenfield housing growth challenging.
- Our landscapes are largely undiscovered.

#### **Our opportunities**

- Waste reduction and minimisation (e.g. recycling, green waste, composting).
- Enhancing outdoor recreation opportunities.
- Storytelling and improving water quality and biodiversity.
- Increasing housing diversity.
- Leveraging from our relatively affordable housing and location between Palmerston North and Whanganui for commuters.
- Sustainably reducing our carbon footprint (without adversely impacting on our primary sector).
- Continuing to build relationships with community groups and agencies involved in environmental initiatives (e.g. RRCC, Te Puna Rau o Rangitikei, Kainga Ora).
- Greening our urban areas.
- Developing shared/active mobility pathways.
- Improving surface water quality and biodiversity.

# STRATEGIC PRIORITIES



## Town centre revitalisation

Council wants to invest in town centre revitalisation so that these spaces are vibrant places our communities are proud of and support all aspects of wellbeing.

## TOWN CENTRE REVITALISATION

Council recognises the importance of town centres for our communities.

They are places where our community connects with each other, they are places of economic growth, they provide services for our communities to access and can encourage further growth and development. However, the town centres throughout the Rangitikei are facing challenges such as earthquake-prone buildings, vacant shops, traffic congestion and are not as beautiful as they have the potential to be.

Council wants to invest in town centre revitalisation so that these spaces are vibrant places our communities are proud of and support all aspects of wellbeing.

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## CONTRIBUTION TO COMMUNITY OUTCOMES



### A trusted partner with iwi

Upgrades of our town centres can strengthen our partnership with iwi through the incorporation of art, history, and storytelling. There are opportunities for iwi to be a partner in the redevelopment of our town centres.



### Cultural Wellbeing

Thriving town centres support cultural wellbeing by creating a sense of place for our people, which are inclusive, tell the stories of our past and embrace art. Thriving town centres are places that have a strong identity, our people are proud of, and where our communities connect with each other.



### Social Wellbeing

Town centres support social wellbeing by encouraging connection and relationships. They enhance quality of life by providing places where our people access support services that enable their participation in society. They provide access to local amenities and support participation in society.



### Economic Wellbeing

Thriving town centres support economic wellbeing by being hubs for small businesses, business growth and provide employment.

Thriving town centres can also support population growth, as the hub of towns that are seen to be attractive places to live. They are also destinations to visit and hubs for travellers to stop.



### Environmental Wellbeing

Thriving town centres support environmental wellbeing by providing a built environment that is safe and encourages social connection and connection with the natural environment and healthy natural environments



## Working collaboratively to improve wellbeing

Council wants to invest in developing partnerships to ensure our communities have the best possible access to services, programmes, and support.

# WORKING COLLABORATIVELY TO IMPROVE COMMUNITY WELLBEING

Working together with the community, agencies, local and central government is essential to get the best outcomes for our community.

Developing strong relationships underpins our ability to leverage off a variety of skills, knowledge, and resources for our communities.

Council wants to invest in developing partnerships to ensure our communities have the best possible access to services, programmes, and support.

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## CONTRIBUTION TO COMMUNITY OUTCOMES



### A trusted partner with iwi

Iwi are leading wellbeing initiatives throughout the Rangitikei across all areas such as economic growth, education and training, health services and environmental initiatives.



### Cultural Wellbeing

Working collaboratively can enhance programmes, spaces and activities that support diverse communities and encourage a strong sense of belonging.



### Social Wellbeing

Working collaboratively with agencies can increase access to programmes and services being delivered locally. Council can identify opportunities to work together on programmes and can complement the work being delivered by other agencies.



### Economic Wellbeing

Working with Central Government, local and regional economic development agencies and associations can support business expansion and establishment.



### Environmental Wellbeing

Natural environment initiatives throughout the Rangitikei are being led by iwi, the rural sector, agencies, Horizons Regional Council and community organisations. Council's knowledge and support for these initiative can ensure positive outcomes are maximised.



## Enhancing our community hubs

Council is focused on enhancing our community hubs with more activities and services, such as for children, youth, education, and businesses.

# ENHANCING OUR COMMUNITY HUBS

Community hubs are important spaces for our community to learn, connect and feel at home. Our community hubs are safe spaces where everyone can go to improve their lives and be part of the community.

Council is focused on enhancing our community hubs with more activities and services, such as for children, youth, education, and businesses.

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## CONTRIBUTION TO COMMUNITY OUTCOMES



### A trusted partner with iwi

Community hubs have the potential to be spaces that our iwi can be part of – providing services or connecting with the community.



### Cultural Wellbeing

Our community hubs are key places that celebrate diversity and foster a sense of belonging.



### Social Wellbeing

Community hubs are a key part of supporting social wellbeing. They provide our community with access to education, technology, information, and support so that our people can thrive. They are also spaces that foster connection with others and provide a safe space for all.



### Economic Wellbeing

Our community hubs can help support economic wellbeing by providing spaces for businesses to meet and work from. Great facilities such as libraries can encourage people to want to live in the district.



### Environmental Wellbeing

Community hubs are core parts of the built environment. They are centrally located as part of the heart of our communities.



## Facilitating growth

Council wants to invest in facilitating growth to increase the population and number of businesses in the Rangitikei so that our district can thrive.

# FACILITATING GROWTH

Population and business growth are important for ensuring the vibrant future of Rangitikei. Our economy is strongly based on the primary sector, however, industries such as manufacturing, construction and retail have contributed to recent economic growth.

Council wants to invest in facilitating growth to increase the population and number of businesses in the Rangitikei so that our district can thrive. This includes offering incentives, ensuring the regulatory framework meets our needs, providing infrastructure, and amenities that will attract people and businesses.

## CONTRIBUTION TO COMMUNITY OUTCOMES



### A trusted partner with iwi

Strong partnerships with iwi will support population and economic growth.

Many iwi and hapū through the Rangitikei have plans to develop papakāinga which will enable more whanau to return to ancestral lands.

Some of our iwi are already key businesses in the District. This will continue to expand as all iwi settle Treaty of Waitangi claims.



### Cultural Wellbeing

Growth is likely to increase the diversity of the Rangitikei. This increased diversity should be celebrated. As growth occurs our communities will change, however, the sense of belonging as part of the community remain.



### Social Wellbeing

Growth can result in social stability (everyone belongs, and Rangitikei is the place to be).

Employment opportunities from growth will increase the community's ability to access more pathways of employment.



### Economic Wellbeing

Facilitating growth strongly supports economic wellbeing. The Rangitikei seeks to be the place where people want to invest



### Environmental Wellbeing

A growing community can contribute to positive environmental outcomes. New houses and buildings can support positive outcomes by creating a sense of community, providing great access to parks and amenities and providing a wider range of housing types for people with different needs and life stages.



## Connecting with the Central North Island

Council wants to use our location and create connections to support the wellbeing of our communities.

## CONNECTION WITH THE CENTRAL NORTH ISLAND

The Rangitikei District has strong connections with the Central North Island. These are physical connections via our roads and rail links, rivers and natural features, as well as our connections with neighbouring councils and communities.

Our District has the advantage of access to both State Highways 1 and 3, connecting the District regionally in all directions. Both highways sustain a significant volume of inter-regional freight and motorists. The Taihape-Napier Road provides a key link with Hawke's Bay. There are extensive rail lines through the Rangitikei, both the North Island Main Trunk Line and the Marton New Plymouth Line. These are mainly used for freight, with no passenger stops available in the Rangitikei District.

Our location, and transport connections creates significant opportunities for the Rangitikei including for tourism, climate change initiatives, economic development, and access to services.

Council wants to use our location and create connections to support the wellbeing of our communities.

## CONTRIBUTION TO COMMUNITY OUTCOMES



### A trusted partner with iwi

Most iwi in the Rangitikei have rohe in the wider region. Their connection to place transcends boundaries. Being a partner with iwi can be strengthened by working wider within the Central North Island.



### Cultural Wellbeing

Belonging as part of the Rangitikei can be enhanced while focusing on connections within the wider Central North Island. Leveraging off what makes us unique and can offer can strengthen our district's sense of pride and value.



### Social Wellbeing

The Rangitikei has strong connections with services, such as hospitals and medical facilities in neighbouring districts such as Palmerston North and Whanganui. These places also provide access to a wide range of shops, activities, and other services.



### Economic Wellbeing

Connections with the wider Central North Island have significant opportunities for employment, tourism, business growth and expansion. There are activities such as the Whanganui Port that can support activities in the Rangitikei such as the Marton Rail Hub project.



### Environmental Wellbeing

Regional connections are important for achieving the best natural environment outcomes. We share catchments and rivers with our neighbouring local authorities. Working together we can achieve the best outcomes.

# STRATEGIES & PLANS

The development of clear strategies is an important part of meeting Council’s purpose, vision, community outcomes and strategic priorities.

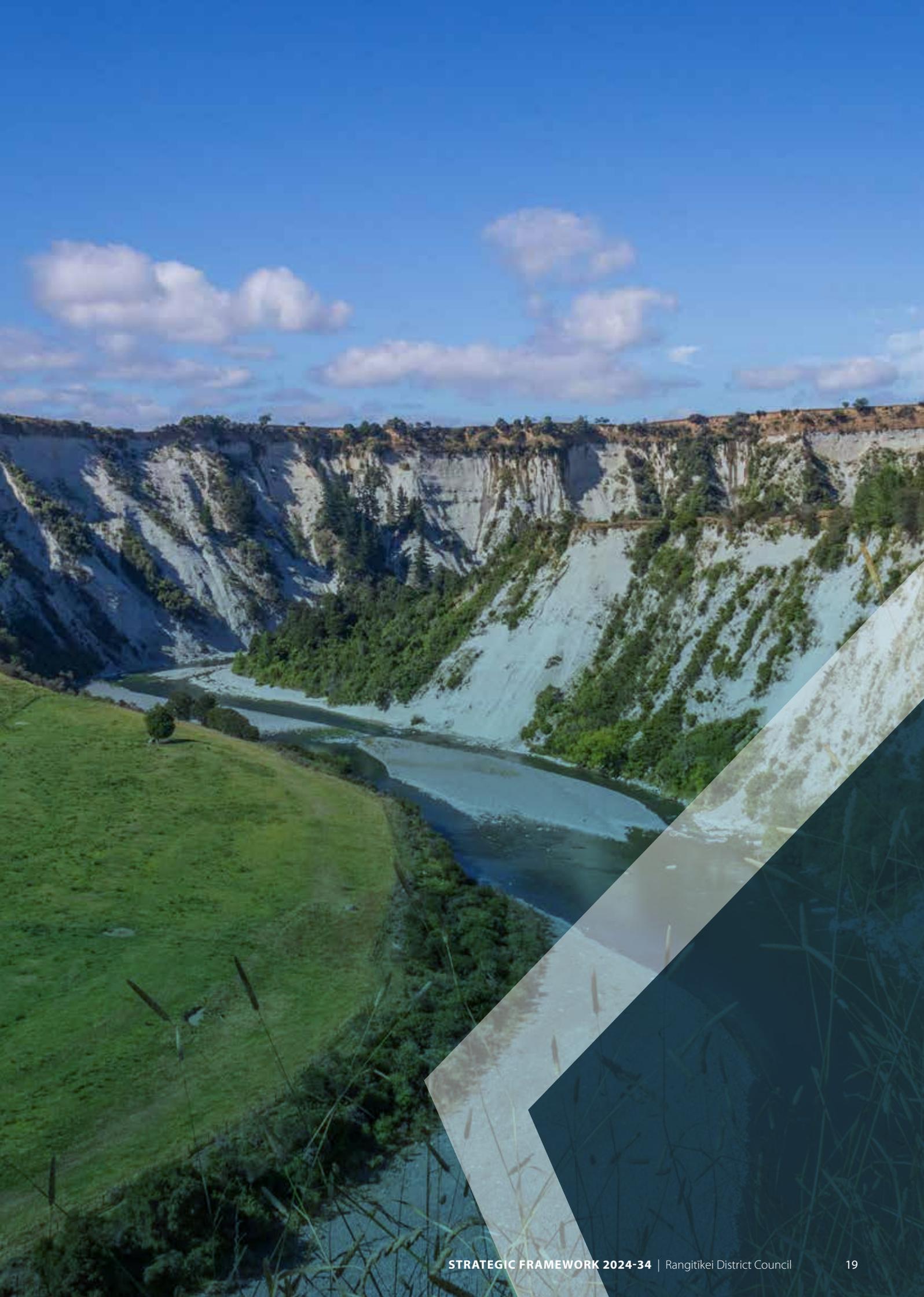
Strategies set out the goals and rationale for a particular topic and will guide any relevant underlying plans. Plans provide a detailed picture of how the higher order strategies and goals will be implemented, timing and responsibilities.

Council’s strategies and plans are influenced by the overarching layers in the strategic framework hierarchy.

The following strategies and plans are either adopted, due for review, or planned for development, to give effect to the vision, community outcomes and priorities that sit above. Further strategy development focused on achieving the community outcomes and strategic priorities will occur during 2024-25.

Strategy	Associated Plan(s)	Alignment with Community Outcomes	Alignment with Strategic Priorities
<b>Rangitikei Community Spatial Plan, Pae Tawhiti Rangitikei Beyond (2023)</b>	Rangitikei District Plan (2013). Town Centre Plans (2014/15).		
<b>Parks, Open Spaces and Sporting Facilities (2023)</b>	Taihape Memorial Park Master Plan (2023) Tūtaenui Reservoir Concept Plan (2018) Urban Tree Plan (2017) Reserve Management Plans (various)		
<b>Economic Development Strategy (2021)</b>	Destination Management Plan (2022).		
<b>Enforcement Strategy (2018)</b>	No associated plan.		
<b>Heritage Strategy (2016)</b>	No associated plan.		
<b>Waste Strategy (under development)</b>	Waste Management Minimisation Plan (2018)		
<b>Māori Strategy</b>	Activity Management Plans		
<b>Infrastructure Strategy</b>	Activity Management Plans		
<b>Climate Change Strategy</b>	Climate Change Action Plan		







**RANGITIKEI**  
DISTRICT COUNCIL

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