



# **Strategic Vision 2020**

***Updated – February 2021***

# Context

Rangitikei District Council Strategic Vision 2020 is a draft document for discussion by elected members prior to the public consultation period of the Long Term Plan (LTP). This Vision contains the four wellbeing pillars or strategies (Economic, Social, Environmental and Cultural) and has been collated with input from three separate events:

1. Elected members Strategy workshop in November 2019. The workshop considered themes; mega-trends; national and local contextual influences; and aspirations of elected members. The workshop also considered matters that could prevent delivery of Council's plans. Each of the themes were discussed, with elected members voting on areas of commonality and importance.
2. Executive Leadership Team review and apply a long term perspective.
3. Elected members LTP workshop in September 2019 seeking "ideas and aspirations".

The Strategic Vision is considered draft for discussion as it contains content that requires testing with others, particularly Te Roopuu Ahi Kaa members as part of the soon to be refreshed Māori responsiveness framework. This framework will encourage Te Roopuu Ahi Kaa to engage deeply in the formation of Council's strategies in each of the four wellbeing pillars.

The future use of this document will be formative in allowing:

- Visitors to the Rangitikei to understand the future of our district (e.g. content of this document, when finalised, will be advertised on our website)
- Residents to understand where Council's broad priorities sit
- Elected members to consider when making Council decisions
- Staff to enable the strategic vision and to prioritise accordingly.

In proposing the actions and aspirations in this document, the Executive team applied the principle that all initiatives are recognised equally, i.e. no initiative, while it may be positive for one well-being, shall be a negative for another.

# Contributing Information to the Strategies

## **1. Elected Members Strategic Outcomes (from 20 November 2019 workshop)**

### **Mega Trends (highest rating)**

- Move toward four well-being approach away from a simple focus on GDP
- Importance of provenance of food and ability of Rangitikei to meet related market opportunities
- Thinking globally but acting locally
- Importance of environmental sustainability and reducing greenhouse gas emissions
- Growth of global labour market and new market opportunities for NZ products
- Digital connectivity

### **Contextual Matters (highest rating nationally)**

- Three waters review
- Effect of national policy on farmer morale – ‘Essential Freshwater; climate change / carbon sequestration / credits
- Government transport expenditure priorities

### **Contextual Matters (highest rating locally)**

- New demands for projects with costs beyond those able to be funded within the LTP
  - need to review financial strategy: increase rates; more user pays; take advantage of low interest rates to increase debt; adopt a brave / bold attitude.
- Demand for more supportive approach to delivery of regulatory responsibilities
  - red carpet rather than red tape approach required; review District Plan.
- Construct community facilities and infrastructure using local businesses and locally sourced materials
  - get significant community projects started – concrete progress.
- Ethical and cultural changes in the community – more persons from different nations
  - be open and welcoming.
- Demand for affordable housing – some movement of ex-Aucklanders to the District because of its comparative affordability
  - identify district locations where housing affordability is a problem.
- Review the capability and capacity of staff in terms of their ability to meet new and emergent challenges
  - Secure staff to fill the gaps.
- Capitalise on economic development opportunities
  - work within government’s framework; consider providing incentives; actively market the opportunities provided / available in the District.

### **Aspirations (highest rating)**

- Better connection of the Council to the communities in the district – assist them to realise their aspirations by helping them to be heard – being a better conduit for the delivery of community ideas; communities are valued, connected, safe and proud
- Better brand and better communication within the district and externally – to build pride and as an attractant for new residents and development
- Stronger voice for the concerns of the rural community – better digital connection
- More community assets such as those proposed for Taihape and Marton HQ
- More economic growth and development – more growth in population; more people stay; increase in ratepayer base
- Enhanced quality of service delivery
- More progress on critical environmental indicators

- Adequate and affordable housing
- Council is known as being effective – transparent and accountable and non-partisan; they apply good governance; they are innovative

### **Challenges (highest rating)**

- Short sighted thinking – getting lost in the weeds; losing sight of the big picture – the importance of thinking strategically
  - being brave
  - agreeing broad policy and then devolving / delegating downwards
  - having clear KPIs and sticking to them.
- Community nay-sayers having too much sway and stopping progress
  - lead from the front foot
  - be prepared to take decisions
  - apply effective communication and marketing of ideas and proposals
  - set clear priorities.
- Not having the courage to make the necessary decisions
  - remaining open to all possibilities – not shutting things down before they have been assessed
  - working together to make consensus decisions
  - engaging with the executive team with honesty.
- Getting caught out by unexpected central government policy
  - stay abreast of and influence (either as Rangitikei District Council or through LGNZ and others.
- Major climate or other natural hazard event with significant cost to Council
  - re-establish community recovery fund / stay focused on building community resilience.
- Not receiving the right information at the right time, from the right people to make the right decisions
  - build the capacity and capability of the staff – move from being skinny to being ‘lean and effective.’ Operate within an agreed ‘risk appetite.
- ‘Caught out’ by the unexpected
  - stay focused on the matters that are within the Council’s control
  - establish good and clear governance / management responsibilities
  - secure the right staff who apply the right ‘risk focused’ information sharing protocols.
- Absence of unity around the table
  - agree on protocols to establish and maintain respect for different views, thoughts and aspirations – as expressed around the table.

### **Key decisions and actions by end of 2020 (noting that not all have been achieved)**

- Economic development workshop convened – refreshed approach adopted.
- Marton Civic Centre proposals are presented to the public.
- District Plan workshop convened.
- Marton and Bulls wastewater treatment and water supply (Marton water strategy) proposals / issues have been clearly identified and are moving forward.
- Staff capacity and capability has been refreshed.
- Refreshed communication strategy – lines of communication with Rangitikei communities are open.
- Taihape memorial park proposals have been designed and funding options have been explored
- All councillors have a clear understanding of Council functions and priority actions – field trips are convened.
- Toilets are installed in Marton.

- CEO is well connected to the community.
- Project manager is engaged to assist with delivery of big build projects.
- Legacy issues are identified and a plan to either park them or resolve them is in place.
- Taihape and Marton community buildings and park proposals are designed and tendered – with construction underway, within the right 'reach' of available financial capacity.
- Sub-dividable land in Taihape has been identified and roadblocks are surfaced.
- NZTA assistance for upgrade of 'gentle Annie' road have been agreed.
- There is a clear direction for how storm water issues may be resolved.
- Processes and priorities for regional economic development have been agreed.
- District Plan changes have been identified.
- A refreshed financial strategy is in place.
- Earthquake prone buildings assistance package and policy is in place.
- Youth are more fully engaged with the Council.

## 2. Rangitikei 2050 – Executive Team Strategic Vision

In creating a Vision for 2050 (i.e. what will the Rangitikei District look like in 2050) the Executive team used the views of elected members as a key component, and identified that, in 2050, the Rangitikei District will:

- Have a population of 25,000
- Be encouraged by Central Government through a “green lens” i.e. increasingly decisions made on the environment, water, waste and land will focus on sustainability and environmental protection
- Have a greater diversified horticultural and agricultural sector
- Include greater levels of horticultural and agricultural automation, technology and artificial intelligence
- Have an increasingly skilled workforce
- Accommodate greater boutique tourism (small and bespoke that leverages our remoteness and “heartland” living)
- Be a trusted partner with iwi
- Promote and facilitate increased numbers of community spaces, meeting hubs and places for communities to connect
- Have increased ethnic diversity
- Have a smoother age demographic
- Have redeveloped town centres in Marton, Hunterville, Bulls and Taihape.

This 2050 vision, coupled with the strategic outcomes generated by elected members, forms the basis of the four strategic visions outlined in this strategy.

*He oranga whenua,*

*He oranga tangata,*

*He oranga wairua,*

*Tihei Mauriora!*

Which translates to, if our Land is cared for, if our People are looked after, if the Spirit is strong, we can build a better future for all, let there be life!

### 3. Long Term Plan Workshop 17 September 2020

Cr Duncan	<ul style="list-style-type: none"> <li>• Wastewater upgrade</li> <li>• Social spaces Taihape civic</li> <li>• Truck friendly town (issue in Taihape)</li> <li>• Heritage assessment plan (like fielding and Wanganui) for Taihape and district</li> </ul>
Cr Hiroa	<ul style="list-style-type: none"> <li>• Hautapu river spillage –</li> <li>• Amenities at memorial par</li> <li>• Upgrade on Kaupapa Street.</li> <li>• Social housing</li> </ul>
Cr Gordon	<ul style="list-style-type: none"> <li>• Alternative water source for Taihape</li> <li>• Connection of urban fringe to lifestyle properties to urban with waste water move away from septic tanks</li> <li>• Highway bypass from Turakina to Marton</li> <li>• Instead of cycle way, River as a paddle way (tourism)</li> <li>• Geo park</li> </ul>
Cr Wilson	<ul style="list-style-type: none"> <li>• Regeneration of town centres</li> <li>• above ground infrastructure</li> <li>• Lambert – Increase emphasis on rural water schemes, better schemes advantage of diversify farming</li> </ul>
Mayor Watson	<ul style="list-style-type: none"> <li>• Health Service</li> <li>• New centre in Marton</li> <li>• Community Housing</li> <li>• Parks upgrades money increased</li> </ul>
Cr Belsham	<ul style="list-style-type: none"> <li>• Marton town centre entrances tidy, Calico line state high section attraction to come in (Whanganui entrance by airport)</li> <li>• Shared walk cycle way Nga Tawa</li> <li>• Affordable housing</li> <li>• Free Wi-Fi in town centres</li> </ul>
Cr Carter	<ul style="list-style-type: none"> <li>• Denzel street tidy and widen</li> <li>• Bulls domain needs development</li> <li>• Walkway/cycle Bulls Marton</li> <li>• Housing Scots fairy, Koitiata</li> <li>• Entranceways Taihape and Bulls</li> </ul>
Cr Panapa	<ul style="list-style-type: none"> <li>• Neighbourhood, local district regional, secondary access at Rātana</li> <li>• Walkways Cycleway sea at Rātana</li> <li>• Marton Centre whole</li> <li>• District wide encourage expressway , golden corridor</li> </ul>
Cr Dunn	<ul style="list-style-type: none"> <li>• Bulls Domain development</li> <li>• Widening Dalziel Street for buses and new centre</li> <li>• Upgrading Main Centres</li> <li>• Rangitīkei river bulls cycle way</li> </ul>
Cr Ash	<ul style="list-style-type: none"> <li>• Focus on health and wellbeing <ul style="list-style-type: none"> <li>○ New builds sustainable</li> <li>○ Water conservation on builds</li> <li>○ Environmental support</li> <li>○ New builds water tanks etc</li> </ul> </li> </ul>
Cr Dalgety	<ul style="list-style-type: none"> <li>• Changing district plan rules on subdivision</li> <li>• Targeting of forestry</li> <li>• Advocate for vibrant main streets</li> <li>• Park and Rec facilities adequate</li> </ul>



Mr Tyrone Barker	<ul style="list-style-type: none"><li>• Bulls domain development</li><li>• Community Garden</li><li>• Walkways and cycle ways of Rangitikei river</li></ul>
Mr Peter Beggs	<ul style="list-style-type: none"><li>• Climate change – iwi co-creation</li><li>• Future approach</li></ul>

# Proposed Wellbeing Strategic Visions

# Economic Strategic Vision

## 30 year vision

The Rangitikei District has an inclusive, productive and growing, innovative economy that benefits all.

### What does this mean?

The Council will develop and nurture a diversified economy that includes small, medium and large enterprises in all sectors of economic activity, including agriculture, small, medium and large businesses, retail, wholesale, distribution, services, manufacturing, transportation, tourism, iwi-based business interests and social enterprises that have a viable business model, reinvest net profit, are growth-oriented, sustainable and contribute to the social good of the community.

Historically, agriculture has always been the main contributor of economic activity in the District, and will continue to be a key driver in developing additional economic activity. In the future we will see an expansion of smart technology farming practices and more diverse use of productive farmland to produce more profitable farms, adapting to the challenges and opportunities created by climate change. Rangitikei farmers will be at the forefront of new technologies and new food products for the future, keeping up with international trends and developments in farming practices and responding to changing market demand, particularly in the growing consumer requirement for traceable organically raised food. We will focus on improved connectivity on farms to allow farmers quick and reliable access to new technologies, developments in agriculture, and new markets.

The necessary industries and technologies will be available in the District to promote the production of higher value-added products being exported rather than just primary production. Although the District will be driven by agricultural activities, the production of higher value products will create a more balanced economy, with a healthy mix of agriculture and high tech industries. This will create many new jobs in the District, but will also drive an increase in higher skilled and better paid jobs for younger people with young families.

The District will attract new large commercial investments related to transport infrastructure and forestry products manufacturing value addition and others, and will strengthen and grow the retail and services sectors. Small and medium-scale businesses, start-ups and entrepreneurship will be supported by facilitating the creation of business membership organisations such as a Chamber of Commerce that over the medium to long-term will have the capacity to provide Business Development Services (BDS), mentoring, access to finance and incubation.

The District will have a thriving visitor industry that leverages the diversity and beauty of Rangitikei's natural landscapes from the ocean to the Kaimanawa Ranges, outstanding fresh produce from local farmers, as well as other unique rural tourism and events opportunities such as cycling, 4-wheel drive adventures, rafting, hunting, fishing, golfing and walking, tramping, farm stays, boutique accommodation and camping. We will have a closer relationship with the New Zealand Defence Force (NZDF) and specifically with the Ohakea base, to assist them with their expansion, and to capture a large portion of this new economic activity in the region. The southern part of the District will be more attractive for new residents to purchase property and live in.

We will collect and analyse the important measures of economic activity to determine opportunities for growth and development, delivered through a new Economic Development Strategy and detailed work

plan, to grow and strengthen the business ecosystem and create an improved lifestyle and standard of living over the next 30 years. This data collection, analysis and planning will enable Council to stimulate the economy to actively pursue targeted investment to facilitate this change.

We are part of a growing region that values the economic development connections and interdependencies of and will actively seek opportunities for collaboration with our partners, including District Hapū and iwi, the Rātana community, and our neighbouring Councils and business associations, as well as central government ministries and agencies.

## Action Plan

<b>Action</b>	<b>Timeframe</b>
<b><i>Business Growth and Value Addition</i></b>	
Attract, incentivise and leverage off of new large commercial and industrial investments (Marton Rail Hub, forestry by-products manufacturing, etc.) and the expansion of Ohakea Air Force Base.	2021 – 2025
Identify the economic opportunities created by new large commercial and industrial investments’ value-chain linkages, particularly how to strengthen or address gaps in them, incentivise clustering, increasing local value-addition, business and employment creation and the sourcing of local goods and services.	2021 – 2030
Attract, incentivise and cluster viable, sustainable businesses within the District’s key future growth sectors to promote synergy, strengthened forward and backward linkages, B2B growth and to gain scale.	2020 - 2050
Engage with farmers to determine their needs and increase their understanding of what Council can do to support them to learn about opportunities for diversification from new technology, changing market demand and the challenges posed by climate change, improving and diversifying production, value addition and assisting with new investment, succession planning, generational change, business transformation and alternative ownership models.	2021 – 2030
Engage with each Hapū and iwi and the Rātana community to understand their economic development needs, plans and their view of how to create closer economic development collaboration as a partner with Council.	2020 - 2050
<b><i>Expand the Housing Stock</i></b>	
Undertake regular housing stock takes to provide the data and analysis needed to plan for and align supply with demand to accommodate the different categories of housing required and the economic growth that will occur throughout the District.	2021 – 2050
Regularly review and update town spatial planning throughout the District to align it with a forward-looking Vision for 2050 (what towns should look like in 30 years).	2021 – 2050
Facilitate the development of social and emergency housing, working through Public/Private Partnerships (PPPs) and Civil Society Organisations (CSOs) to access central government and alternative funding.	2021 – 2050

<b>Action</b>	<b>Timeframe</b>
Review and change the District Plan to ensure sufficient land is available for residential development to cater for different needs, while accelerating subdivisions and construction of housing stock by easily understood processes and financial incentives (working with owners, builders, developers, businesses, religious groups and CSOs).	2021 - 2031
<b><i>Strengthen the Viability, Diversity and Sustainability of Downtown Central Business Areas</i></b>	
Conduct a needs assessment of the businesses and services residents would like to exist and to be able to access within the downtown centre of the towns they live in.	2021 - 2022
Undertake a stock take of what businesses and services presently exist within downtown areas, determining what they need to strengthen their viability and the assistance they require from Council to operate sustainably (if any).	2021 - 2022
Compare the needs assessment to the stock take to develop a gap analysis indicating what retail businesses and service providers already exist and which ones should be assisted to start-up or be recruited to relocate within downtown centres.	2022 - 2023
Determine what tools Council has available to promote, retain and attract retail businesses and service providers to start-up in, remain in and relocate to downtown central business areas.	2021 - 2023
Determine the optimal physical distribution of space in downtown central business areas to create vibrant and attractive mixed living, services, retail and public amenities ecosystems and facilitate their redevelopment through Public/Private Partnerships and by accessing outside resources.	2021 -2041
<b><i>Formation of and Technical Assistance to Business Organisations within the District</i></b>	
Establish professional business associations (such as a Chamber of Commerce or a sectoral body) to offer services to and grow their members' businesses, provide coordinated representation with appropriate authorities, and to enable Council to interact with aggregated groups of enterprises in an efficient and democratic way, rather than on an individual basis.	2021 – 2030
Conduct a scoping exercise to determine the institutional strengthening and capacity building that business associations need, and then assist them to access it.	2021 – 2031
Identify opportunities and funding to professionalise, train and build the capacity of business association officers.	2021 - 2050
<b><i>Information gathering, data collection and analysis of businesses within the District and the local, regional and national organisations that can support them</i></b>	
Undertake a baseline survey of all businesses operating within the District.	2021 - 2022
Identify and analyse key sectors and leading anchor businesses and SMEs, including home-based businesses, social enterprises and potential start-ups to determine their needs, constraints and potential to grow, add value, strengthen their viability and generate employment, and how Council can support them.	2020 – 2050

<b>Action</b>	<b>Timeframe</b>
Coordinate with the local, regional and national organisations that can support businesses within the District (e.g. CSOs, Business Central, Whanganui and Partners, Central Development Agency, Business Mentors New Zealand, Callaghan Innovation and the Regional Business Partner Network etc.).	2020 – 2050
Facilitate discussions to understand what the District’s economic points of difference are and how to grow a more vibrant, sustainable, non-traditional and diversified economy by visualising what businesses should exist, the synergies and linkages between them and how to transform the present economy to that of the future.	2021 - 2024

# Social Strategic Vision

## 30 year vision

In the Rangitīkei District we embrace our diversity of ethnicity, age and backgrounds by being a connected, progressive and resilient community where we enjoy living, working and playing together; where we actively help those who are vulnerable; where we have opportunities to extend our skills, knowledge and awareness; and where we take pride in our own and others' achievements.

## What does this mean?

People choose to remain or relocate to the Rangitīkei because it is a safe place to be, provides an increasing range of employment, educational and recreation opportunities, and – irrespective of ethnicity, age and background – people feel their needs and aspirations are met, residents know and engage with their neighbours.

People enjoy the vibrant town centres, facilities, social infrastructure, there are strong networks in communities that have been built up and maintained resulting in lower rates of family violence and substance abuse.

Understanding that small communities do not have all the social support services readily available to them, (i.e. they may be centralised in the larger centres), Council will facilitate access to these to ensure our communities are not disadvantaged. Appropriate transport links within and between towns and neighbouring districts are available.

Council will be the advocate for ensuring communities and businesses of the future have the required telecommunications channels to keep them connected, ensuring the district does not become isolated. We will encourage schemes, like apprenticeships, are offered to our young people.

Policy settings are adaptable and forecast future needs, ensuring we support all demographics. This includes allowing for a good standard of living and appropriate housing, which is both healthy and affordable, irrespective of personal circumstances.

Councils will promote synergy between urban and rural communities; ensuring no group is segmented.

## Action Plan

<i><b>Action</b></i>	<i><b>Timeframe</b></i>
<i><b>Connectedness</b></i>	
Lobby for high speed internet (where possible) and better district wide digital connectivity	2020 – 2023
Build digital capability throughout the district, focusing on key groups i.e. elderly, migrant, impoverished	2020 ongoing
Create platforms (web page) on which residents can advertise and seek opportunities/groups of service and volunteering	2020 ongoing
<i><b>Education and Training Opportunities</b></i>	

<b>Action</b>	<b>Timeframe</b>
Increase the skills, talent and knowledge base (particularly of local history) of residents	2021 – ongoing
Promote and support training hubs and local tertiary initiatives within the district in the district such as Te Poho o Tuariki	2020 – ongoing
Promote and support community wellbeing forums	2021 - ongoing
<b><i>Town Regeneration and Development</i></b>	
Create policy and procedures to best facilitate and support community lead development of Council owned recreational facilities	2021
Aid town and district growth through future focused spatial planning, incentives, facilitative consent processes	2021
Promote pipeline community projects and lead people/groups	2020
Seek opportunity and collaboration for year round, all weather community recreation facilities.	2021-2025
Investigate the best way to assist Heritage building renewals	2021-2022
<b><i>Engagement and Collaboration</i></b>	
Ensure consistent and regular engagement and collaboration with local iwi/hapū	2020 – ongoing
Increase knowledge of Local Government	2021 ongoing
Create a Community engagement strategy for Council projects and plans	2021
<b><i>Healthy, Safe and Positive Communities</i></b>	
Partner with District Health boards and other health and wellbeing agencies to work collaboratively and to leverage off group power	2020 on going
Work with police and community groups to increase security in our towns	2020 – 2022
Facilitate social service and health agencies to utilise community facilities for health and welfare checks	2020 - 2021



# Environmental Strategic Vision

## 30 year vision

The Council is recognised as having the lead facilitation role as kaitiaki of the Rangitīkei district.

### What does this mean?

The mauri of the Rangitīkei River will underpin the mana of our district and define Council’s role in this vital asset.

The Council demonstrates its willingness to invest in core infrastructure and work with our partners to adapt to the challenges of climate change. When procuring services Council will follow a carbon neutral business model, ensuring good environmental management practices are followed, meaning a sustainable build environment is left for future generations. This leadership sets the standard for private enterprise, and will be a key theme in Council’s District Plan.

Financial incentives for sustainable construction initiatives underpin the Council’s commitment to working with the community, for the community.

Council is committed to providing clean and safe potable water to urban communities and the removal of treated wastewater discharges to our rivers, with effective land based treatment initiatives, where possible. This also includes a commitment to rural communities with enhanced and enlarged rural water schemes.

The Council continues its commitment to sustainable waste management, while maximising the opportunities for recycling and diversion from landfill.

### Action Plan

<b>Action</b>	<b>Timeframe</b>
<b><i>Mitigating climate change</i></b>	
Work with the Regional Climate Change Collaboration Group and deliver outcomes from the results of the risk assessment as appropriate.	2020 - 2021
Develop a more efficient way of using energy by undertaking an energy audit.	2021
Better understand the impact of climate change on the activities of Council and develop a plan to ensure actual and potential effects are accounted for and funded in the 2021-31 Long Term Plan and future LTPs	2021
Respond to national climate change initiatives	2020 onwards
<b><i>Clean and Safe Water for Community</i></b>	
Engage with iwi on mana enhancing programmes for awa and other water ways	2020 and ongoing
Develop an enhanced ecological and cultural monitoring programme in partnership with local stakeholders and mana whenua	2021

<b>Action</b>	<b>Timeframe</b>
Improve environmental outcomes for all Rangitīkei Treatment Plants <ul style="list-style-type: none"> <li>- Taihape</li> <li>- Marton / Bulls</li> <li>- Rātana</li> </ul> Council is focused on achieving environmental improvements as WWTP's are upgraded and re-consented reflecting the current and future receiving environment and community / stakeholder interests.	2022 2025 2022
<b><i>Sustainable waste management</i></b>	
Review the Waste Management & Minimisation Plan to determine the community appetite for landfill diversion options recognising costs are likely to be higher than landfill disposal.	2021
Investigate kerbside recycling collections - if there are appropriate channels for landfill diversion.	2021
If recycling is achievable investigate glass and co-mingle management options within the Rangitīkei District and with our neighbouring local authorities.	2021/22
<b><i>Relationship development</i></b>	
Understand and define what it means for us to have “the lead facilitation role as kaitiaki of the Rangitīkei district” by engaging with iwi.	2020 and ongoing
Include iwi in environmental development discussions and seek opportunities for collaboration	2020 and ongoing
<b><i>Council Plans and Policies</i></b>	
2023 District Plan adopted - aligned to suit our Strategic vision	2023
Deliver a Long Term Plan aligned with Council's strategic vision, which challenges current thinking and practices	2021
Social Procurement Policies and Business as Usual activities include a carbon neutral business model.	2021

# Cultural Strategic Vision

## 30 year vision

The Rangitikei District is a heartland. It has an inclusive and diverse culture that recognises the heritage of the district and its people. It is permissive and is a sought after place to live and work due to the employment, education and recreation activities within the District and its close neighbours. Our heritage is part of our charm.

## What does this mean?

Council will develop and nurture a community culture that is inclusive, open and accepting for residents, businesses and visitors travelling in our District. We accept and encourage diversity, as this will support the growth of the district.

New industries and businesses will position their activities in the Rangitikei and neighbouring districts. The RNZAF base at Ohakea will contribute significantly to the growing population in the region. These new industries and businesses, and their associated employees, will choose the Rangitikei as it supports their intrinsic needs.

To enable this to happen Council will ensure Policies are permissive and support innovation, while recognising the diverse nature and heritage of the District. Our rural and urban communities are integrated, not isolated.

Council recognises that landlocked land is a significant issue for some Māori landowners in the Rangitikei District. The inability of these Māori landowners to access their land creates a loss of connection to the land, and has an impact on the land's use, enjoyment and productive capacity.

Essential partnerships with iwi, industry, and our education providers are maintained and nourished to ensure the well-being of the community (the heartbeat of the district).

A key part of achieving this is our commitment to engage with all sectors of our community whenever something is planned.

Culture and arts are valued by the District. Facilities and community spaces will be easily accessible to support and grow cultural events within the District for both residents and visitors.

## Action Plan

<i>Action</i>	<i>Timeframe</i>
<b><i>Essential partnerships</i></b>	
Develop, maintain and enhance a range of partnerships which collectively enable and enhance the cultural action plan: <ul style="list-style-type: none"> <li>- iwi</li> <li>- Other cultural groups</li> <li>- Community groups</li> <li>- Industry</li> <li>- Education providers</li> <li>- Tourism / destination organisations</li> </ul>	2020 and beyond

<b>Action</b>	<b>Timeframe</b>
<b><i>Celebrating our cultural identity, heritage and history</i></b>	
Develop an annual calendar of Council run events, exhibitions and displays that reflect the ethnic-cultural diversity and heritage of the District.	2020 and beyond
Through MOU's and other arrangements, support community led initiatives, events and displays that reflect the cultural identity of towns.	2021
Investigate a District tour / spatial map of sites of cultural and historical significance, and recreational interest. <ul style="list-style-type: none"> <li>- Include numbered sites with English and Te Reo signage</li> <li>- District storytelling</li> <li>- Tell the story of iwi and European history and heritage</li> </ul>	2021
Provide and encourage cultural skills training for all Council staff.	2020 and beyond
<b><i>Promotion of District as a place rich in opportunity for residents and visitors</i></b>	
Develop and enhance district promotion and destination marketing collateral: <ul style="list-style-type: none"> <li>- Employment</li> <li>- Education</li> <li>- Tourism / recreation</li> </ul>	2021
<b><i>Embracing cultural diversity</i></b>	
Develop policies, plans and strategies that are inclusive of all cultures within the district.	2020 and beyond
Provide bicultural signage in district libraries	2021 /22
<b><i>Connected communities</i></b>	
Develop a migrant integration strategy (international and domestic) and apply for Welcoming Communities grant	2020-2021
Identify where council needs to improve engagement i.e.: Samoan, Community, Rural Community, smaller settlements and co-create robust and bespoke improvement plans (engagement/communication strategy) that speaks to each group	2021-2022
Facilitate opportunities for youth leadership and participation in Council activities.	2021 and beyond
Support education to employment pathways that promote the success and retention of youth in the District.	2021 and beyond
Facilitate opportunities for intergenerational interactions.	2021 and beyond
<b><i>Historical landlocked land issues</i></b>	
Promote, facilitate and assist in the effective use, management, and development, by or on behalf of the owners, of Māori land and General land owned by Māori.	2021 and beyond

# Guiding Principles to Support the Vision

To achieve the Strategic Vision a number of guiding principles will be followed:

**Council will:**

- Ensure Council’s reputation is seen as being facilitative with an outcome focused approach that provides advice and guidance, consistently.
- Ensure our strategies, plans and policies:
  - are permissive and promote development and growth, to encourage new business and enterprises to our district
  - are informed by the appropriate measures to make informed decisions
  - recognise the important role heritage has as part of our culture
  - align to the 30 year vision and to the four well-beings
- Adopt a District Plan that is brave, encouraging, modern and reflects Council’s vision; in particular to ensure it is more feasible for people to live within town centres; and promotes new residential development supported by neighbourhood-friendly recreation areas.
- Be innovative and look for ways to continue to incentivise growth in our District (e.g. rate incentives for new houses and offering incentives that improve the quality of rental housing).
- Prioritise the development of social spaces and community hubs which promote social interaction, and ensuring Community well-being is central in all capital projects.
- Prioritise a ‘use local’ approach when building new community facilities and infrastructure.
- Recognise our important partnerships with iwi and work with them to complete their Treaty settlements alongside a strengthened engagement with Te Rōpū Ahi Kā.
- Educate our community about what Council’s role is.
- Engage with all sectors of our community on new initiatives and projects, to ensure everyone’s voice is valued.
- Keep our residents and ratepayers updated on key projects and issues.
- Advocate to Central Government for funding to support:
  - climate change initiatives
  - 3 waters review and transitions in freshwater initiatives
  - innovation in local industries
  - infrastructure investment
  - expansion of community housing
- Work with our telecommunication providers so our towns are recognised as digitally literate and connected by first class infrastructure.
- Collaborate with neighbouring local authorities through mechanisms like shared services, supplying or procuring common areas of work, and providing exchange opportunities for our staff.
- Maintain mindfulness of adapting to the effects of climate change.
- Our communities are connected through transport solutions (e.g. public transport, community car-sharing).
- Our policy settings are agile that enable us to adapt to changing trends in how people, live work and play.