



WHANGANUI
DISTRICT COUNCIL
Te Kaunihara a Rohe o Whanganui

WHANGANUI LEADING EDGE

We are confident leaders and influential trailblazers - operating comfortably on the cutting edge. We are a 'bit different', don't follow the pack and are energised and dynamic. This sets the scene for the strategy and the types of innovative approaches that we will front-foot. It's about Whanganui being seen as progressive and exciting - a magnetic place of abundance and diverse appeal.

COMMUNITY

+

CONNECTIVITY

+

CREATIVITY

+

ENVIRONMENT

+

ECONOMY



Deeply united



Globally connected



Powered by creative smarts



Flowing with richness



Works for everyone



COMMUNITY

*Deeply united*

We are a place resounding with community spirit, there is an intangible essence that underpins what it means to be from or in Whanganui. We support each other, work in partnership, are resilient and can handle challenges. We keep talking to each other and are pulling in the same direction. We know where we are heading but celebrate and champion diversity. Our roots run deep.

GOAL Working in partnership – shaping a district that celebrates and champions its cultural and social diversity as well as its community spirit

**HOW WILL WE KNOW WHEN WE GET THERE?**

We will report back regularly on whether we have achieved our stated actions but these measures will also help tell the story of our progress for a more complete picture.

- We will maintain World Health Organisation (WHO) accreditation as a safe city (Receipt of international accreditation)
- We will demonstrate restorative city principles (Participation in the Restorative Cities programme)
- The percentage of people who indicate high levels of belonging and wellbeing will increase (Community Views Survey)
- We will improve our levels of collaboration – with a particular focus on the 'triple helix' model of education, business and local government (Intelligent Community Forum success factor)
- We will improve our performance on the Creative Cities Index in relation to 'openness, tolerance, participation and accessibility' (Creative Cities Index assessment)
- We will improve our performance on the Creative Cities Index in relation to 'strategic leadership, agility and vision' (Creative Cities Index assessment)
- We will become more culturally diverse (Census results)
- We will have more formal Iwi partnerships (Council records) and satisfaction with Council-Iwi partnerships will increase (Internally-delivered survey)
- The community will be more satisfied with Council leadership (Community Views Survey)
- There will be greater levels of community pride (Community Outcomes Survey)
- Our district's performance in relation to national health targets will improve (Ministry of Health)

STRATEGIC OBJECTIVES

We will

- Strengthen partnerships and ways of working collaboratively to weave our aspirations together - while respectfully acknowledging differences
- Meet our obligations arising from the Whanganui River settlement, support a Maori worldview and increase visibility of our Maori culture
- Pursue initiatives that secure our health, our safety and instil a sense of belonging and wellbeing for all
- Celebrate and champion the diversity in our district by educating, sharing and storytelling
- Demonstrate strong, positive and empowering leadership to support unity and drive our district forward

ACTIONS

- Act as a partner in the development of a Whole of River Strategy
- Partner with Iwi on specific projects for the benefit of the community
- Commit to partnership approaches so that we can design initiatives and look for new opportunities together when delivering services to the community
- Enhance our relationships through restorative practices and become a Restorative City
- Focus on neighbourhood connectedness and revitalisation of our suburbs
- Continue to achieve World Health Organisation Safe Community accreditation
- Take the lead on health policy initiatives - supporting the welfare of our community and protecting our people from harm
- Work with our distinct communities of interest to ensure everyone has a voice (e.g. young people, rural communities, older people and cultural communities)*
- Develop a Settlement Strategy and support other approaches which welcome new people to our district
- Lead by example as a Council with a positive organisational culture and a dynamic, visionary and forward-looking leadership style

*This might be through the Youth Committee, School Leaders Network, Rural Community Board, Positive Ageing Forum, Multicultural Networks, the Festival of Cultures etc.





CONNECTIVITY



Globally connected

We are outward-looking, blast through parochialism and constantly look to expand and enhance our world view - positioning ourselves to best advantage regionally, nationally and internationally.

We are connected in the widest sense - through our network infrastructure, digital capacity, expansive ideas and external relationships. We are accessible, linked in and known for it (no longer a 'hidden gem').

GOAL A dynamic broadly connected district that is accessible, linked in and known for it



HOW WILL WE KNOW WHEN WE GET THERE?

We will report back regularly on whether we have achieved our stated actions but these measures will also help tell the story of our progress for a more complete picture.

- We will achieve international benchmarks (Receipt of international accreditation)
- National perceptions of our district as a tourism destination will increase (National Perceptions Survey)
- We will keep and build on our Smart21 status (International Intelligent Community Forum accreditation)
- Visitor numbers to the district will increase (Commercial Accommodation Monitor)
- We will achieve the goal of our Digital Strategy and become 100% Connected (Census results)
- Satisfaction with roading and connectivity will increase (Community Outcomes Survey)
- More people will be using our walkways (Community Views Survey)
- We will have higher rates of tertiary qualifications (Census results)
- We will improve our performance on the Creative Cities Index in relation to 'communication, connectivity and networking' (Creative Cities Index assessment)

STRATEGIC OBJECTIVES

We will

- Continue to build on the connectivity opportunities provided by UFB
- Achieve greater accessibility to and within the district for all modes of transport including through making our district more walk and cycle friendly
- Improve our image and enhance our reputation as a great place to come, stay and invest
- Work together as a region to leverage more opportunities and bolster our pulling power
- Test ourselves on the global stage through the attainment of international benchmarks
- Commit to lifelong learning and continuous improvement
- Support existing and seek out new international relationships - culturally and in the business world
- Become positive ambassadors and self-promoters of our district and encourage those with a connection or interest in Whanganui to do the same

ACTIONS

- Support Visit Whanganui to implement and succeed with our Visitor Strategy
- Deliver on a clear marketing, branding and promotion proposition - one that trumpets our points of difference and competitive advantages
- Commit to reputation management initiatives
- Construct the down river section of the Mountains to Sea Cycle Trail from Upokongaro
- Lead digital innovation initiatives and promote Whanganui as a digital destination of choice outside the large urban centres
- Enhance urban cycle and pathway connections through new projects which enhance our walk and cyclability
- Provide more bicycle parking as an alternative to car parking*
- Upgrade and extend roading networks for enhanced accessibility at Mosston Road, Fitzherbert Avenue and Castlecliff
- Adopt a regional strategy approach and look for shared service opportunities
- Work with education providers on cradle-to-grave commitments through Education Whanganui
- Pursue international accreditation benchmarks where possible
- Tell the story of our broadband connectivity, showing our capacity to work globally from right here
- Maintain our Smart21 status and work to become the Intelligent Community of the Year
- Make brave and savvy use of social media by embracing the opportunities here, being bold and making more of our information available online
- Improve open space linkages and access to the beach
- Develop identifiable products, people and proposals to get our district noticed in the right ways on the national and international stage
- Leverage Sister City relationships to achieve cultural, educational and economic benefit and investment - including forging a relationship with a major New Zealand city
- Deliver on our Digital Strategy

*This will be achieved through Plan Change 44 in the District Plan.



CREATIVITY



Powered by creative smarts

We are innovative, entrepreneurial, go-getters – we actively attract industry, support start-ups and are a lightning rod for ideas and creativity. There is a savviness to our approach and this propels us forward. Our arts community set us apart – giving us soul and heart. We are sharp economic operators and hum with cultural personality.

GOAL A knowledge economy driven by innovation and humming with cultural personality

HOW WILL WE KNOW WHEN WE GET THERE?

We will report back regularly on whether we have achieved our stated actions but these measures will also help tell the story of our progress for a more complete picture.

- We will improve our performance on the Creative Cities Index in relation to 'entrepreneurship, exploration and innovation' (Creative Cities Index assessment)
- The types of jobs we offer in our district will increasingly support a knowledge economy in line with Intelligent Community Forum award benchmarking measures (Infometrics)
- We will have implemented our Creative Community Strategy (Council minutes)
- We will improve our performance on the Creative Cities Index in relation to 'talent and learning' (Creative Cities Index assessment)
- We will be using technology and the internet in smart and creative ways to improve productivity (Intelligent Community Forum awards application data)

STRATEGIC OBJECTIVES

We will

- Retain our historic and cultural heritage as a key point of difference
- Facilitate the use of digital technologies and smart approaches to drive innovation and productivity
- Sustain and nurture our arts reputation
- Use our compactness, agility and pioneering attitude to our advantage by attracting niche manufacturing opportunities, microbusinesses, start-ups, creative industries and points of difference
- Develop a dynamic knowledge economy and workforce
- Become a district renowned for talent and creativity

ACTIONS

- Work towards creating a central city library and innovation quarter to provide a hothouse environment for start-up digital entrepreneurs
- Give greater focus to digital technologies to grow business, investment and innovation
- Adopt and implement a Creative Community Strategy
- Get our district measured according to the Creative City index
- Support the Sarjeant Gallery redevelopment project as a powerful arts anchor
- Trumpet existing success stories and look for the next big thing
- Attract tech businesses and entrepreneurs to our district in line with our Digital Strategy
- Enter more awards to celebrate what we do and position ourselves as leading edge



ENVIRONMENT



Flowing with richness

We draw strength from the river and this sustains and shapes us. This theme is about the look and feel of the place – a district with beautiful, integrated design, bountiful and valued natural resources and a sense of life and vitality. It feels positive here and there is a lot going on. Our wealth is abundant and we take a broad view of what this means. We play on our strengths and make our own opportunities – trumpeting our unique identity through placemaking that flows from the mountain to the river to the coast. We are eco-rich, showcase and safeguard our heritage and always keep an eye on the future.

GOAL A district that safeguards its natural resources and provides an environment with a sense of place, identity and vitality

HOW WILL WE KNOW WHEN WE GET THERE?

We will report back regularly on whether we have achieved our stated actions but these measures will also help tell the story of our progress for a more complete picture.

- We will meet environmental monitoring targets through the State of the Environment Report (State of the Environment Report)
- We will have implemented a Suburban Revitalisation Strategy (Council minutes)
- There will be more people attending events and we will have more of them (Event reports)
- We will have achieved the targets in our Waste Management and Minimisation Plan (Waste Working Party Reports)
- We will improve our performance on the Creative Cities Index in relation to 'distinctiveness, diversity, vitality and expression' (Creative Cities Index assessment)
- We will improve our performance on the Creative Cities Index in relation to 'the place and place making' (Creative Cities Index assessment)
- We will achieve Enviro-Mark accreditation for our facilities where appropriate (Receipt of Enviro-Mark accreditation)
- We will meet Intelligent Community sustainability criteria (Intelligent Community Forum awards programme)

STRATEGIC OBJECTIVES

We will

- Capitalise and build on the value of our coastal location
- Ensure our built environment reflects 21st century needs while protecting our distinctive heritage
- Pursue integrated and rejuvenated urban design, placemaking and landscape approaches
- Safeguard the health of the Awa and let its richness shape us as a place
- Connect our identity to authenticity, abundance and community pride
- Maximise our rural assets
- Act as a kaitiaki for the environment – preserving and conserving our natural resources by seeking sustainable and innovative green solutions
- Generate a buzz through events and downtown vibrancy
- Look after our infrastructural network and assets with a view to the future – making sure that we couple this to the sustainable use of technology and other materials
- Continue to deliver a proactive, flexible and continually evolving District Plan – with the provision of appropriate zones and precincts

ACTIONS

- Partner with Iwi on achieving Te Awa Tupua aspirations
- Revitalise and beautify the town centre
- Pursue green tech approaches and take a responsible approach to the disposal of e-waste
- Develop and implement a coastal plan
- Respond positively and innovatively to earthquake-prone building issues
- Support the successful achievement of the Whole of River Strategy
- Promote integrated Awa-based recreational, lifestyle and creative opportunities through the Riverfront Development Plan
- Rejuvenate Castlecliff and our coastal environment
- Create community nodes and unique placemaking approaches to reflect the personalities of our suburbs and instil pride
- Commit to the creation of quality urban design by formalising guidelines as a signatory to the urban design protocol
- Enhance our responsibilities in relation to sustainable land use and pursue innovative partnerships to value resources and eliminate waste
- Support, create and grow events – both iconic and off-peak – through our Events Strategy
- Manage our assets, facilities and infrastructure responsibly and sustainably on behalf of the community
- Continue the development of our public art and lighting
- Build on opportunities already in existence at the river in relation to transport
- Protect our soil conditions and rural assets and activities through the District Plan



ECONOMY



Works for everyone

We have boundless opportunities and are truly a place of choice for all. There is a diversity to what we offer and people are able to make a conscious decision to come here or stay here.

We are thriving and driving ourselves forward – loaded with jobs, development and lifestyle appeal meaning that anyone can and will want to call us home.

We are welcoming, empowering and enabling – supporting everyone to flourish.

There is no doubt that we are open for business.

GOAL An easy-living place of choice of all – flourishing with employment and development opportunities



HOW WILL WE KNOW WHEN WE GET THERE?

We will report back regularly on whether we have achieved our stated actions but these measures will also help tell the story of our progress for a more complete picture.

- There will be more jobs - including more jobs in ICT as measured by the Intelligent Community Forum benchmarking process (Infometrics)
- Our median income will increase (Census results)
- We will have more people in employment (Ministry of Social Development)
- Our GDP will grow (Infometrics)
- We will have more people in our district (Census results)
- We will have more people with NCEA Level 2 (Ministry of Education)
- We will perform well on the Affordability Index (Affordability Index results)
- More people will have a positive view of the lifestyle benefits in Whanganui – both internally and externally (Community Views Survey and the National Perceptions Survey)
- Our residents' satisfaction in relation to their standard of living will improve (Community Outcomes Survey)
- We will meet the targets in our Economic Development Strategy (Whanganui & Partners report)
- Our schools will have more international students (Ministry of Education)
- We will improve our performance on the Creative Cities Index in relation to 'liveability and wellbeing' (Creative Cities Index assessment)
- There will be more tertiary and trade training opportunities in our district (Tertiary Education Commission)
- We will improve our performance on the Creative Cities Index in relation to 'professionalism and effectiveness' (Creative Cities Index assessment)
- We will have access to capital for business start-ups and expanding businesses, in line with Intelligent Community Forum benchmarking measures (Whanganui and Partners report)



STRATEGIC OBJECTIVES

We will

- Ensure our services and facilities reflect the diverse and changing needs of our community
- Facilitate economic development initiatives in partnership with Iwi, the business community and the education sector
- Invest in our young people and look to boost skills, training, employment opportunities and our knowledge workforce
- Focus on efforts that will support population attraction and retention
- Act as a facilitator and enabler for development
- Support retention of key health and social infrastructure
- Play on our lifestyle advantages
- Ensure the quality and diversity of our education options and promote these widely

ACTIONS

- Deliver sport and recreation facilities to meet the needs of our community in line with our Sport and Recreation Strategy
- Rejuvenate and increase economic activity at the Port in partnership with Iwi
- Adopt and initiate a Business-Friendly Policy to ensure we are truly open for business and investment
- Implement our Economic Development Strategy
- Deliver economic development functions through Whanganui & Partners
- Support the 100% SWEET initiative to assist Whanganui students into training and employment
- Maximise our educational facilities and reputation and work with EWEN (Education Whanganui Export Network) to promote Whanganui as the district of choice for international students including through the publication of our education selling-points
- Partner with social support and health agencies to secure a district that works for everyone
- Maximise development and cluster opportunities in our industrial precinct

