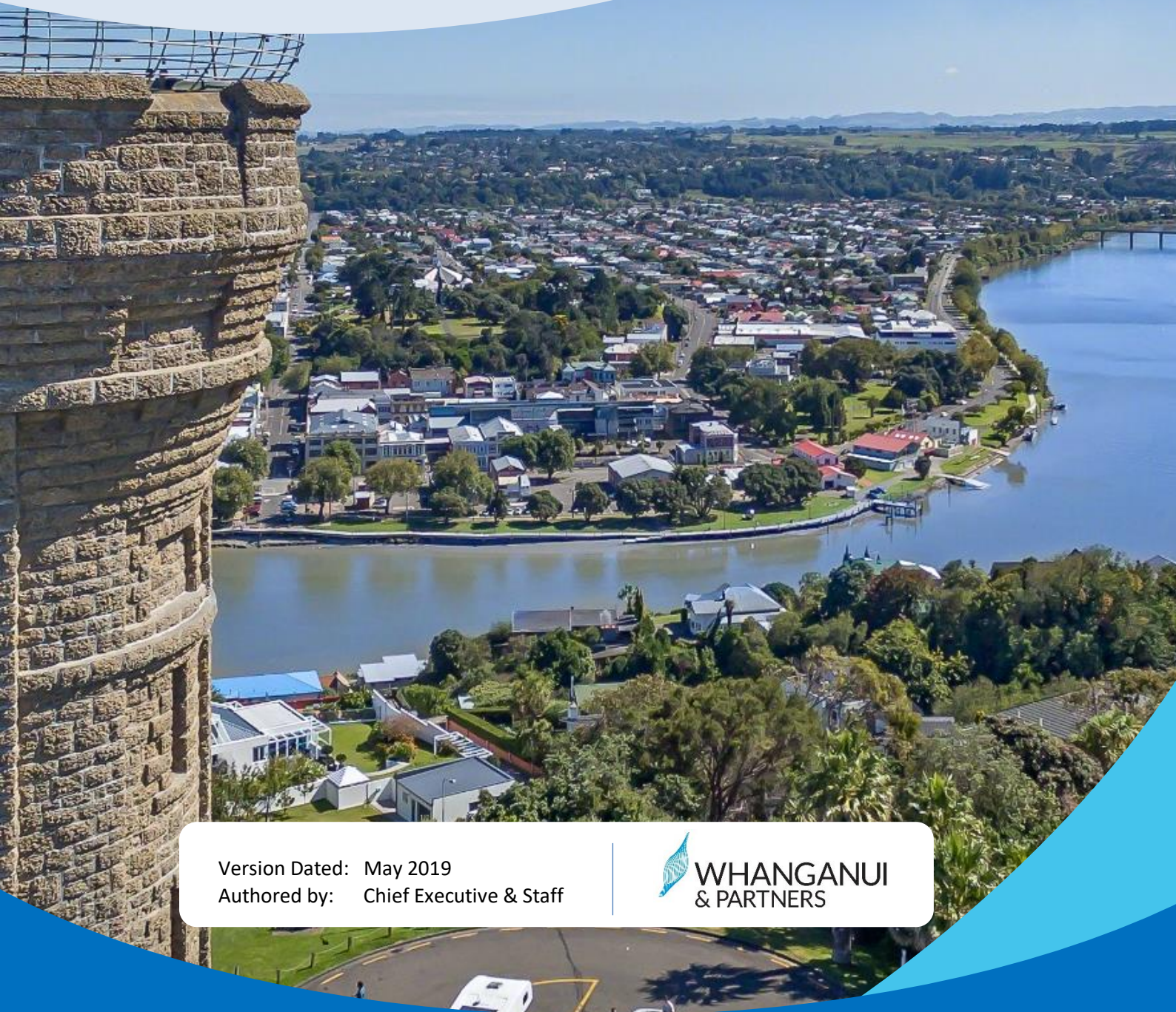


STATEMENT OF INTENT 2019/2020



Version Dated: May 2019
Authored by: Chief Executive & Staff



Supporting economic prosperity and opportunities through education, lifestyle and commerce, we aim to grow the district by attracting new residents and keeping those who enjoy our unique way of life.

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1. Overview

Economic development activity facilitates the growth of the district's economy by supporting existing businesses and creating an environment that attracts new businesses, investment and people. This enhances the community's economic and social wellbeing. The aim is to achieve prosperity for the people of the district.

Economic development functions are provided by the council-controlled organisation Whanganui & Partners, with support provided by the Council. These functions cover a broad range of activities that are outlined briefly in this document. Sustained and effective economic development is not about brochures, prospectuses, or even events and websites. It is about interacting with the business community in a way that increases their investment in innovation, increases their productivity and results in market success. It is about creating the right environment for businesses and individuals to succeed in Whanganui, and in doing so, grow their base in the district and attract other business to Whanganui. It is about developing the necessary infrastructure and supportive pathways, including education and training, land, buildings and services, and domestic dwellings affordable for every budget.

The impact of these activities needs to be measured in terms of economic indicators and data that are not always readily available, at least not at a district level. Nevertheless, the outcomes of Whanganui & Partners' services and activities have a number of performance measures outlined below that we will track and report on to determine the level of success.

2. Purpose of Whanganui & Partners

Whanganui & Partners leads and drives the district's economic growth. By bringing town and country together, our citizens and visitors are able to share in a wide range of opportunities and experiences. The Whanganui & Partners Board governs the activities of the organisation in accordance with the Whanganui District Council (WDC) Council-Controlled Organisations Director Appointment and Remuneration Policy.

3. Our Vision and Mission

Whanganui: vibrant, prosperous and rich with opportunity

From the mountain to the sea, Whanganui has much to offer. Our aim is to build pride by supporting business growth and events within the district and to share this with visitors and those who are considering, or making, the move to Whanganui.

Lead and drive richness and opportunity through business, education, and lifestyle

While Whanganui & Partners' focus is on economic outcomes, there are other elements critical to ensuring a richness of lifestyle and prosperity for the district. Our activities will also include

maintaining/supporting the vast range of events and experiences that make living in the Whanganui district positive and fulfilling. We will also work cooperatively with other agencies both inside the district and regionally to benefit Whanganui.

4. Our Goals and Principles

Retain, grow, attract

In order to maintain focus, these goals will inform our decision-making, be it in business, education, destination marketing or using innovation and communication.

Partnership | Transformation | Innovation | Communication | Focus

Using these principles, we will strive to find the best methods to achieve our strategic goals. Whanganui & Partners are committed to the ongoing success of the district and will focus on measurable outcomes that lead and drive the growth of our community. We will work cooperatively with all those committed to the same outcomes and apply the WDC culture and values to deliver on expectations.

RETAIN	Industry and employment opportunities
	Existing businesses
	Our usually resident population
	Our points of difference

GROW	Identify and develop key projects that will have a significant impact on the growth of the district
	Focus to ensure 'runs on the board'
	Add value to existing and new opportunities
	Education and training offerings and capability

ATTRACT	More businesses
	New permanent residents
	More visitors to the district
	Events and conferences
	More students to study in Whanganui

5. Key Strategic Priorities

The economic development services provided by Whanganui & Partners include:

- Economic development initiatives – including support for industry cluster groups.
- Business and sector development – promotion of the New Zealand Trade and Enterprise Regional Partnership Network programme; facilitating business clusters; facilitating research into business opportunities; facilitating access to markets, capital and talent; assisting to remove constraints to growth; and general support for business.
- Business and Investment Attraction – through an understanding of the business environment we identify opportunities and unrealised potential and promote these options to potential investors. This could include the development of a business case to encourage the opening of a new branch in our district or a relocation here. We also look to attract entrepreneurs to incubate their enterprises and move here.

Tourism is an important and growing industry sector contributing to the economic development of the district. The services provided include:

- Tourism development initiatives - support for the tourism sector group within the district.
- Tourism business development – promotion of the business services and partnerships provided through the Council and Whanganui & Partners.
- Marketing and promotion – marketing and promoting Whanganui nationally and internationally to attract visitors.
- Events – liaising with event organisers and assisting with the collaborative marketing of events aimed at attracting visitors.
- Event funding – financial support for events, conferences and business initiatives that provide economic benefit to the community and / or significant positive national publicity to enhance the reputation of the district.
- Conference bureau – promoting the district as a small-to-medium conference destination.

In addition, councils in the Horizons region are collaborating to facilitate economic growth and prosperity for our communities. This collaboration has seen the central government invest in a Regional Growth Study for the Horizons region which was completed in April 2015. This study identified key opportunities for growing our regional economy. The government has highlighted the importance of councils collaborating with each other, and with industry and Iwi, to facilitate growth. More recently, the current government is seeking to enable further regional economic development through applications to the Provincial Growth Fund (PGF). Whanganui has successfully secured such funding and has further applications under preparation.

Sector focus

Whanganui & Partners will focus its resources on six sectors:

1. Manufacturing and logistics
2. Commercial
3. Agribusiness

4. Education, skills and capability building
5. Visitor industries and destination marketing including events and conferences
6. Creative industries, design innovation, performing arts, and visual and object arts.

Priority activity streams

In our strategy development process, we have identified critical activities that will clear roadblocks to greater economic development in the district. These 15 areas are listed below. The rationale and evidence for addressing these areas is that fit-for-purpose infrastructure and new service offerings are essential to attracting new businesses and maintaining the job growth and momentum of existing businesses. In addition, improved logistics and gateways, new housing, business facilities, year-round concerts and events, more and better visitor accommodation, unique international-quality attractions, and a diversity of quality food and beverage outlets are the main activity areas for unlocking the full potential of Whanganui. Furthermore, enhancing the financial viability of the creative and education sectors in terms of access, appeal and relevance to the whole community, and to the artists and students themselves, will also grow and strengthen Whanganui. Therefore, the highest priority activity streams are as follows:

1. Completing the Rural Enterprise Stakeholder Project and Pilot PGF submission
2. Establishing a Business Innovation Training Academy (BITO) in flexible learning, micro skills and on-the-job training with industry, PTE's and the Universal College of Learning (UCOL)
3. Commencing the redevelopment of the Sarjeant Gallery
4. Commencing the redevelopment of the port and attracting more coastal shipping
5. Securing the go-ahead for the velodrome roof
6. Supporting the business case for the Advanced Aviation Hub and expansion of the NZ International Commercial Pilot Academy
7. Establishing a River Tourism Hub and related projects in collaboration with Iwi
8. Supporting the Whanganui Story for inclusion in the World Expo 2020 in Dubai
9. Supporting the development and construction of domestic dwellings to meet demand
10. Supporting the enhancement of the Whanganui Airport and airport services
11. Supporting the repurposing of buildings and CBD regeneration
12. Supporting initiatives that develop a resilient and vibrant arts scene that sustains Whanganui artists
13. Proving concept in one or more areas of commercial collaboration with Ministry of Defence (i.e. Ohakea airfreight)
14. Establishing a Western Seaboard Economic Zone collaboration (The Golden Corridor) along coastal districts from Wellington to New Plymouth. Horowhenua, Rangitīkei and Kapiti Districts are already supportive.
15. Advocate for the Otaki to North of Levin highway to be built soon in order to transform the linkage to State Highway 3.

Building partnerships

Fundamental to the success of our activities in these sectors will be relationships with businesses, educational institutions, Iwi, Māori businesses, land management trusts and other Māori

organisations, investors, social entrepreneurs, and networks such as the Chamber of Commerce and Industry. We will facilitate relationships between like-minded people and organisations to create natural clusters of shared capability and focus. This approach leverages the capability of Whanganui & Partners and its partners to mutual benefit, extending our strategic efforts, while at the same time grounding them in relation to business priorities and market opportunities.

Hubs and Centres of Excellence

It is our intention to create hubs of excellence and expertise that attract a stronger labour force and willing students to fill capability gaps in the above priority areas. The following hubs are intended:

1. Learning, skills and high-tech capability
2. Advanced manufacturing (existing)
3. Logistics (including land based marine industries)
4. Food and beverage product and market development
5. Advanced aviation (commercial pilot simulation)
6. Hi-tech design and digital (wide scope for application, aligned to Whanganui Digital Strategy)
7. River tourism (in particular with Iwi and hapū)

Social enterprise and investment

Social enterprise, entrepreneurship, innovation and investment will be encouraged and supported across these sectors. Whanganui & Partners has a role in facilitating, supporting and encouraging social entrepreneurs alongside groups focused in this area. We also have a role in facilitating private investment into ventures and assisting start-ups in scaling up their activities. Open access facilities, joint working spaces and easy access to knowledge and technology options will also be part of creating an environment conducive to economic development.

Communications

Whanganui & Partner's activities will be transparent and promoted in order to increase uptake of services. To keep our stakeholders and partners informed on progress and development opportunities, we will make use of various communication channels for example Newsletters, social media, and public forums. These communication channels underpin the strong working relationships we will develop with relevant departments of the central government, in particular with Ministry of Business, Innovation and Employment (MBIE) and its relevant policy groups, Te Puni Kōkiri, Ministry of Primary Industries (MPI) and Ministry of Social Development (MSD). The central government likes to see effective leadership and collaboration within districts as well as between neighbouring districts. Communication with our neighbours is therefore particularly vital during this period of PGF activity.

Why we do it

A role of local government under the Local Government Act 2002 (LGA) is to meet the current and future needs of our community with quality local infrastructure, local public services and

performance of regulatory functions in a way that is most cost-effective for households and businesses. In terms of economic development this is achieved through:

- Facilitating business and employment growth
- Supporting educational and training opportunities
- Marketing and promotion
- Informing key infrastructural development.

Regional Tourism Organisation

Whanganui and Partners is the RTO. We aim to promote the district as a tourism destination. The tourism sector is a significant contributor to economic development within the district, currently contributing over \$130M a year. In turn, visitors who promote a positive visitor experience and environment grow our economy by encouraging new residents and businesses.

6. Key objectives

Key Objectives	
Business Development	1) Whanganui & Partners will focus on business retention and succession planning, growth and attraction to seek the best possible outcomes from all projects, including the Port.
	2) Whanganui & Partners will market Whanganui as a productive, viable option for business. Build a strong identity as a business destination.
	3) Work collaboratively with WDC, Coastal Bulk Shipping and other vested parties to progress the Port Project.
	4) Continue to facilitate the process for the Inner City Build Projects. Work within the Business Friendly Group to ensure land developers, industries and organisations have access to all requirements, information and assistance as required.
	5) Work with Education and Training providers to identify companies/business needs and how opportunities can be capitalised for both employment/training and business growth.
Education and Training	6) Work with both current providers and external options to identify opportunities for growing the capacity of current educational offerings and training.
	7) Consider the potential to become a regional or national hub for specific training options.
	8) Continue to work with industry, Industry Training Organisation's (ITO) and/or specific companies to identify needs, and if appropriate partner with a Private Training Enterprise (PTE) to increase capacity for training in Whanganui.

Destination/ Marketing	9) Whanganui has a well-known river which also has its own personhood status. Work with current and potential providers (Cultural Hub) to further strengthen the focus from a city on a river to a river city.
	10) Research and identify best examples and, in conjunction with others with a similar focus, complete case studies for opportunities to improve the districts river focus.
Tourism	11) Grow the potential for visitors to come to Whanganui and stay longer. This includes increased sector engagement, development of commissionable products and continued development of regional partnerships.
	12) Expand our focus to include international visitors, including for conferences and events.
	13) Research possibilities to secure a four star hotel in Whanganui.
Rural Enterprise Project	14) The basis for the project is the implementation of the land-use optimisation sections of The Regional Growth Study and The Accelerate 25 Growth Opportunities Report, which identified wide-ranging possibilities for horticultural development to optimise land use in the greater Whanganui and Rangitikei areas. The project aims to identify a viable model of commercial business, to brand, market, and distribute the products of horticultural land use, utilising high class land scattered throughout the region, with returns significantly higher than that of current drystock farming on the pasture.

Overview of Ongoing Projects

Business	
1.	Conduct a highly targeted, strategic marketing campaign designed to promote Whanganui as a business destination
2.	Design a range of collateral to appeal to all those involved in moving a business to Whanganui, including CEO's, management, staff and families
3.	Develop a process to support business idea walk-ins, including partnering with existing support networks
4.	Identify key areas for business growth, create a strategy around how this is achieved, land, employment, social infrastructure requirements.
5.	Continue follow up work on the Pop Up Business School to measure success and return on investment and present a case to continue if effective.

Destination Marketing	
1.	Create a communications plan that uses the new central portal to share Whanganui & Partners news to ensure all stakeholders can see progress, feel engaged and offer input, share ideas.
2.	Be the link to all Strategic Lead's areas of focus by using their content (written, photos, video, newsletters) to promote Whanganui via signage, social media, mainstream media, marketing campaigns and more
3.	Identify overlays for various aspects of Whanganui onto city and district maps.

Education	
1.	Develop a Whanganui education hub. It will be in partnership with polytechnic, ITO, PTE, industry and key project leadership and be developed through a mix of private and government funding. The hub will be governed by local regional leadership and be complementary to surrounding regional education hubs.
2.	Expand and strengthen employability pathways for local, national and international future and current workforce. The focus will be on connecting those leaving education to employment, and connecting those in employment back to education development opportunities.
3.	Identify existing and future focused unique education opportunities (such as the creative arts, aviation training and technology), enable building a strong reputation and enhance the opportunity for collaboration nationally and internationally.

7. Project progress in relation to 2017/2018 Statement of Intent

Key Projects	Description	Status
1. Business Capability and One More Job	Both have become part of business as usual (BAU) and supported by a range of projects that will continue to be rolled out this year.	✓
2. Whanganui Special Economic Zone	The Business Friendly Group now meet regularly to assist and guide new and existing business with growth and relocation opportunities. This is a very successful partnership with relevant WDC departments including Planning, Infrastructure, and Property. Whanganui & Partners continues to support the Town Centre Revitalisation project and advocate with the Council (officers and elected officials) to assist with land use and infrastructure access for business.	✓
3. Regional Economic Development Summit	Given the new government's approach to regional funding, Whanganui & Partners is meeting with MBIE and others to identify the best ways to grow the region.	✓
4. Innovation Quarter	Establish and operate (with founding partners – Te Manu Atatu, and Whanganui Chamber of Commerce) the Innovation Quarter (IQ) - a public, private, iwi partnership with: IQ Shared Vision: Te Hoe Ngātahi - [Rowing in unison] IQ Shared Mission: To maximise partnerships and opportunities, to support and utilize each entity strengths to deliver a strongest services to Whanganui (Community, business, Iwi. Council). IQ Shared Purpose: To provide a physical place and a virtual platform where people share knowledge, get inspired and encourage innovation. The IQ environment supports the next generation of entrepreneurs where dreams and ideas become a business reality.	✓

5. Mobile Whanganui	Has been updated to a more targeted approach of attending and hosting events that promote Whanganui directly or in partnership with our neighbours.	×
6. Yellow digital project	Constant change in the digital arena has seen this project shelved. Discussion with the central government around the challenges of moving a community to 100% digital access continue and ongoing collaboration is underway.	×
7. TePae Tawhiti/ Accelerate 25	Changes in government, funding for the port and rail and the Provincial Growth fund have taken some focus away from this. Whanganui & Partners is reviewing opportunities under Accelerate 25.	✓
8. Skills for Industry	<p>Whanganui District Employment Training Trust (WDETT) are managing 100% SWEET in conjunction with our Strategic Lead Education and Youth. They have appointed staff to ensure that connections are made with all school leavers each year. Some will complete the Work Ready Passport, and have the opportunity to work with industry.</p> <p>Pathways to work continue to be a focus and we have identified a need for further post high school training opportunities. These are being explored with local and external providers with the goal of making Whanganui a hub for industry relevant training and education.</p>	✓
9. Whanganui Development Fund	Further work needs to be done to identify needs before fundraising begins. Strategic Lead Business is progressing a project that will combine surveys with “boots on the ground” to establish the needs of local business; especially identifying those that need assistance with succession or growth planning. Once needs are established, all funding options including local investors and/or central government will be considered.	✓
10. Gap Analysis	Ongoing. This is a continuous process that is being addressed by all our Strategic Leads and the General Manager. Work continues in areas of improved communications, innovation to drive change and re-engagement with stakeholders to ensure a relevant and appropriate approach to growth.	✓
11. Regional Brand Story	Work with local stakeholders to create Regional Brand Story (RBS). Communicate to local and external stakeholders to ensure the story and material is used to create a consistent message about Whanganui.	Pending
12. Whanganui & Partners	Statement of Intent 2018/2019	✓

8. Performance Measures

In accordance with the LGA, this annual Statement of Intent (SOI) publicly states the activities and intentions of Whanganui & Partners for 2019/2020, and the objectives that these activities will focus on. This SOI takes shareholder comments into consideration and includes performance measures and targets as the basis of organisational accountability. Information contained in this statement shall comply with the requirements of Schedule 8, LGA 2002.

Through the WDC Economic Development Strategy, the Council has articulated an expectation that Whanganui & Partners will use its resources to lead, drive and facilitate the economic growth of the district.

Whanganui & Partners Contribution and Intervention in our local Economic Development

Objectives and Key Performance Indicators (KPIs) and Monitoring Outcome Indicators (MOIs)

Business Development

Objective One | We aim to retain our local businesses and grow their capabilities by:

Key Performance Indicators:

- ✓ Maintain effective relationships
- ✓ Enable effective mentoring
- ✓ Actively supporting existing business network events.
- ✓ Leading two distinguished meetings, training opportunities and events that support professional development for business growth.
- ✓ Supporting one targeted project between industry/business and education to build on pathways into employment opportunities

Objective Two | We will attract investors, business and grow employment/self-employment in Whanganui by:

Key Performance Indicators:

- ✓ Helping 12 new businesses complete the Business Friendly Group process after approaching or being referred to Whanganui & Partners.
- ✓ Seeking out two new businesses that address gaps in our business community and improve our economy and completing their Business Friendly Group process.
- ✓ Assisting and coaching 35 entrepreneurs.
- ✓ Mentoring 10 start-ups.
- ✓ Supporting one targeted project or seminars aiming to facilitate investment or raise capital
- ✓ Developing and running two targeted marketing campaigns, both nationally and internationally to attract new business to Whanganui.
- ✓ Supporting one targeted project with the WDC to identify opportunities in land development, town planning and infrastructure.

Monitoring Outcome Indicators | We will monitor and measure the following trends in achieving our above objectives:

- ✓ Number of employees in Whanganui District.
- ✓ Number of businesses in Whanganui District.
- ✓ Number of self-employed in Whanganui District.

Destination Marketing

Objective One | We will retain our point of difference and attract new events to Whanganui by:

Key Performance Indicators:

- ✓ Attracting one new event and one new conference to Whanganui.
- ✓ Supporting 10 events and five conferences in Whanganui.

Objective Two | We will increase the attraction of residents and visitors to Whanganui by:

Key Performance Indicators:

- ✓ Increase dwell time and spend per visitor by developing 1 and 2-day programmes with existing suppliers.
- ✓ Developing and running three targeted destination marketing campaigns to attract more visitors and new residents in Whanganui.
- ✓ Increasing online media reach by 15%.
- ✓ Placing five articles into relevant magazines/newspapers.
- ✓ Attracting two media stories from national TV programmes.
- ✓ Distributing marketing collateral into all key regions of New Zealand that represent are market.
- ✓ Supporting through one targeted project the development of tourism products/offers in particular the concept of a cultural/tourism hub.
- ✓ Supporting through one targeted project, promoting Whanganui to increase guest nights and tourist spend by 3% and 3% respectively.

Monitoring Outcome Indicators | We will monitor and measure the following KPI's in achieving our above objectives:

- ✓ Tourism spend in Whanganui
- ✓ Number of Guest nights in Whanganui
- ✓ Number of residents in Whanganui

Education

Objective One | We will increase the number of students studying in Whanganui by:

Key Performance Indicators:

- ✓ Developing two targeted marketing projects to attract new students to Whanganui (national and international).
- ✓ Developing and/or support three events that promote Whanganui and build on its reputation as a study destination.

Objective Two | We will increase education and training offerings and capability in Whanganui by:

Key Performance Indicators:

- ✓ Increasing funding (government and private) for a minimum of one Whanganui Education Academy (Hub or Centres of Excellence).
- ✓ Supporting one targeted project the development and expansion of the New Zealand International Commercial Pilot Academy (NZICPA).
- ✓ Supporting one targeted project the expansion of creative arts education opportunities, in particular glass art.

Objective Three | Increase the number of students transitioning into employment pathways in Whanganui by:

Key Performance Indicators:

- ✓ Supporting 100% SWEET to work with Whanganui students and businesses to successfully transition 50 students into employment pathways.
- ✓ Supporting and/or developing two specific projects (business or industry) that identify and promote career pathways and identify opportunities to deliver appropriate skills and training in Whanganui.

Monitoring Outcome Indicators | We will monitor and measure the following KPI's in achieving our above objectives:

- ✓ Number of students registered in tertiary training in Whanganui.
- ✓ Number of international students choosing Whanganui as a study destination.
- ✓ Funding (\$) being injected into specific education projects in Whanganui.
- ✓ Number of students transitioning from education to employment in Whanganui NEETs rate.

9. Report to the Shareholder Whanganui District Council

Council-controlled organisations are required to update the Council with information about their achievements, progress against their statement of intent, developing issues or any other matter requiring Council input or of public interest. It is the expectation of Council that the Board Chair or his/her Board representative present to Council in conjunction with the following reporting format:

Quarterly activity reports: March, June, September & December Council meetings.
Verbal updates in February, May, August and November of each year. This update will also include a tabled summary financial report.

Ad hoc reporting on specific issues as required with the approval of the Mayor.