



# Oranga Papaioea City Strategy

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WALK  
DON'T  
RUN



# Tā mātou matawhānui, ā mātou whāinga mō Papaioea

## Our vision and goals for Palmerston North

This **Oranga Papaioea City Strategy** is the foundation for the next PNCC Long Term Plan (2024-2034). It is our response to the role of local government “to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future”.

Our vision for our city is

**He iti rā, he iti pounamu**

**Small city benefits, big city ambition.**

Four goals sit beneath this vision, to describe the outcomes we want to achieve for our communities:

**Whāinga 1:** He tāone auaha, he tāone tiputipu  
**Goal 1:** An innovative and growing city

**Whāinga 2:** He tāone whakaihiihi, tapatapahi ana  
**Goal 2:** A creative and exciting city

**Whāinga 3:** He hapori tūhonohono, he hapori haumaruru  
**Goal 3:** A connected and safe community

**Whāinga 4:** He tāone toitū, he tāone manawaroa  
**Goal 4:** A sustainable and resilient city

This **Oranga Papaioea City Strategy**, and the series of 14 plans that sit beneath it, describe the actions we will take to achieve our four goals.

## **Te patuinga me Rangitāne o Manawatū Partnership with Rangitāne o Manawatū**

In recent years Council has made a series of considered decisions to uphold the mana of Te Tiriti o Waitangi. These include signing the Partnership Agreement with Rangitāne o Manawatū in 2019 and establishing a standing committee to consider matters of strategic significance to Māori.

To give effect to this agreement we will:

- Work in partnership with Rangitāne o Manawatū on projects and initiatives of agreed priority (e.g. Te Motu o Poutoa);
- Encourage and enable Māori participation in Council decision-making and activities; and
- Support and embed a Whānau Ora approach in Council activities.

The relationship with Rangitāne o Manawatū and our commitment to this partnership are reflected in each of the plans that sit beneath this **Oranga Papaioea City Strategy**.

# Te Tāonenui o Papaioea – ko wai mātou? Palmerston North – Who are we?

**Palmerston North is home to many communities of identity, interest, and place. The city's iwi and Māori heritage provide the foundation for our increasingly diverse community. Rangitāne o Manawatū has mana whenua status for Palmerston North and maintains strong relationships with other iwi in the Manawatū, including Ngāti Raukawa, Ngāti Kauwhata, Ngāti Apa, and Muaūpoko. There is also a wider Māori community in Palmerston North who do not have strong whakapapa connections to this region.**

Palmerston North is a refugee resettlement city, and since 2004 we have welcomed former refugees from the Republic of Congo, Burma, Bhutan, Syria, and Afghanistan.

At the last census, there were 127 languages spoken within our community.

Māori, Pasifika and Asian communities are projected to make up a greater proportion of the population in future, so the diversity of our city will continue to grow.

Our city has a significant defence workforce and large numbers of transient tertiary students. A significant proportion of our city population is disabled. Our communities have strong connections to the wider Manawatū-Whanganui and Wellington regions, with many workers and students commuting either into, or out of, the city each day.

Our city population of 90,400 people is relatively young, with a median age of 35 years projected to increase to 37 years by 2043 - still five years younger than for New Zealand. Our Māori population has a median age of just 23 years. The fastest growing age group is people over 65 years, although there will continue to be growth in other age groups too.

Families with children make up 41% of city households, while one-person households now make up almost a quarter of all households (23%). Our city is projected to increase to more than 117,000 people and 43,000 households in the next thirty years.

Our vision and goals for the city reflect our understanding of this growing diversity. We want to promote the wellbeing of all our communities.





# Oranga hāpori

## Community wellbeing

Our understanding of community wellbeing encompasses the economic, cultural, social and environmental outcomes we want for our city. This framing resonates with the ‘wellbeing’ purpose of Local Government and with the New Zealand Living Standards Framework’s understanding of ‘individual and collective wellbeing’. The Living Standards Framework is a Government project that provides guidance for thinking about community wellbeing in our New Zealand context (see Appendix 1).

### Oranga ohaoha

## Economic wellbeing

#### **He aha ia nei te oranga ohaoha? What is economic wellbeing?**

‘Economic wellbeing’ describes people and communities having the resources they need. It includes financial security and the ability to make choices.

Our city’s economic wellbeing depends on there being opportunities to improve our standard of living and reduce economic disadvantage. Health, knowledge and skills, work, environmental amenity, and housing all contribute to our living standards.

Raising living standards drives the resilience, productivity, and sustainability of our economy. Supporting the economic wellbeing of our communities means investing in opportunities to enhance living standards. It means working to develop an inclusive economy that sustains businesses and encourages employees and employers to stay.

There are connections between economic wellbeing and the other three dimensions of wellbeing. Housing security facilitates community connections, and a healthy natural environment encourages more innovation and investment. Economic wellbeing is dependent on these connections being well-understood.

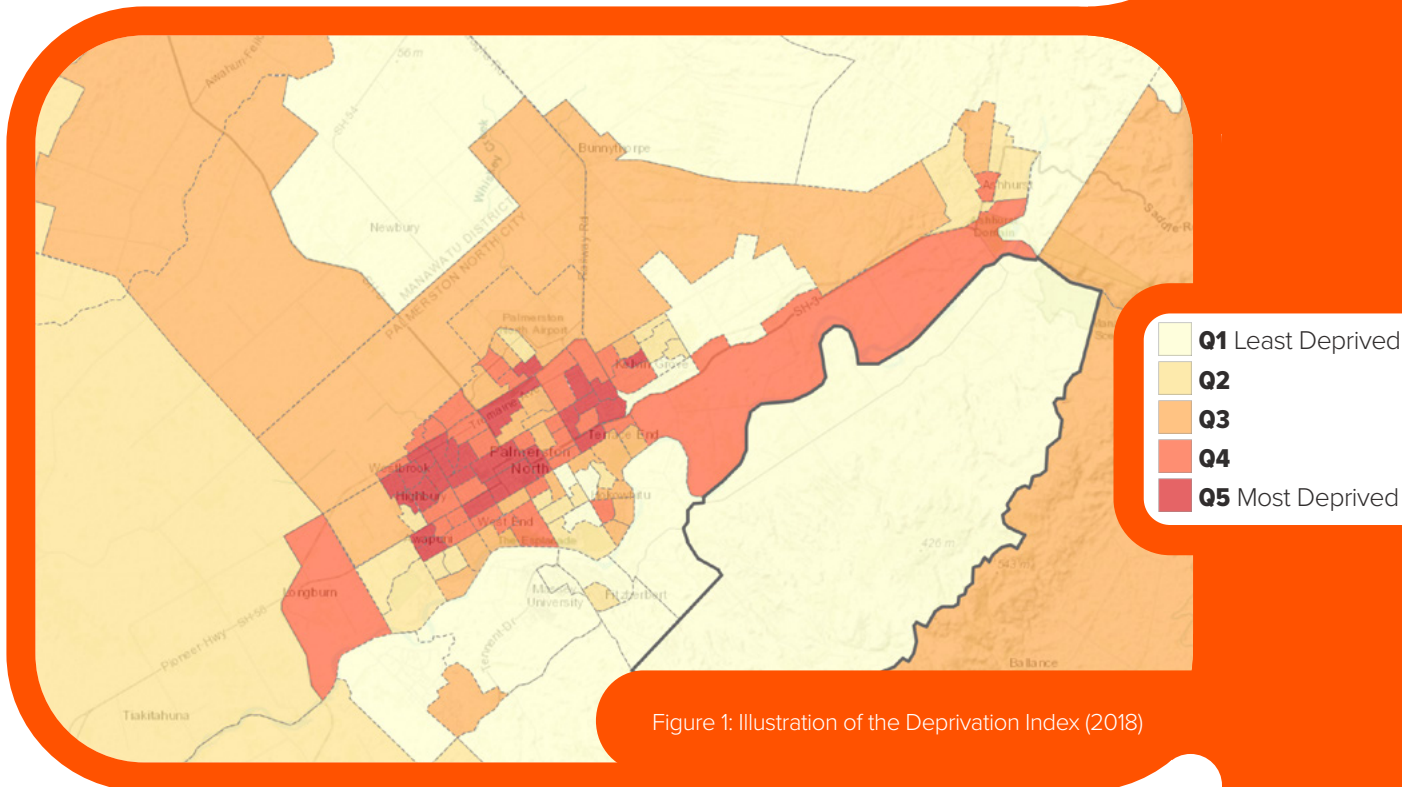


Figure 1: Illustration of the Deprivation Index (2018)

## Te oranga ohaoha i Papaioea Economic wellbeing in Palmerston North

The Palmerston North economy grew by 20.5% over the five-years to March 2023, compared with 14.4% for New Zealand as a whole. This strong economic performance reflects our large and growing public sector and significant growth in high-value professional and service sectors. Investment into the city is also boosting the city economy, and a further \$8 billion will be invested in the Manawatū Region over the next decade.

Our government, education, and health sectors contribute a third (32.5%) of total Gross Domestic Product (GDP) and 37.4% of total jobs in the city. In comparison, these combined sectors contribute just 17.0% of national GDP and 23.3% of national jobs. Government sector jobs support our city's economic resilience because they are not easily affected by changing economic conditions.

The city's professional and service industries have been growing in response to the strong economic conditions in the city. For example, 'professional, scientific and technical services' was the highest growth sector in the year to March 2022, increasing in value by \$49 million.

Strong economic activity has increased the number of job and the earnings of city workers. This growth in earnings has been timely, as the high cost of living and increased mortgage interest rates place pressure on families and whānau. We expect these economic pressures to continue as weakening global and domestic demand for goods and services flows through to local businesses.

According to the annual Residents' Survey around two thirds (66%) of people feel the city has a good standard of living.<sup>1</sup> Some of our city communities are among the most deprived in the country, as shown by the darkest colours on the map above.<sup>2</sup> Figure 1 illustrates combined information about the employment, income, crime, health, education, and access to services in our city.

1 Key Research. (2023). Palmerston North Annual Residents' Survey 2022/2023

2 University of Auckland. (2018). New Zealand Index of Multiple Deprivation (IMD18).



E TUWHERA  
ANA,  
TOMO MAI

COME IN WE'RE  
OPEN

Nau mai  
Welcome

# Oranga Ahurea

## Cultural wellbeing

### He aha ia nei te oranga ahurea? What is cultural wellbeing?

UNESCO<sup>3</sup> defines culture as:

...the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs. Noting that culture is at the heart of contemporary debates about identity, social cohesion, and the development of a knowledge-based economy.

‘Cultural wellbeing’ describes vitality that communities and individuals enjoy through:

- participation in recreation, creative, and cultural activities; and
- the freedom to retain, interpret and express their arts, history, heritage, and traditions.<sup>4</sup>

**Our city’s cultural wellbeing depends on us celebrating our diversity. It means valuing our heritage and encouraging creativity in public spaces and industry.**

Cultural wellbeing includes understanding, protecting, and enhancing the cultural connection with our environment.

### Te oranga ahurea i Papaioea Cultural wellbeing in Palmerston North

Our city identity is shaped by the Council’s relationship with our Te Tiriti o Waitangi partner, Rangitāne o Manawatū.

Our wellbeing is also nurtured by an extensive network of arts, recreation, and cultural organisations and initiatives. Some of our city communities are in good heart, with strong support and relationships. Others may struggle to find the help they need to support their place in our city.

Our city’s cultural identity is also expressed in our built environment. The values of Rangitāne and the strength of our partnership are evident in aspects of our cityscape, such as Te Marae o Hine The Square. Public art and our many historic buildings tell our city stories. While there are many instances where our city’s heritage and identities are acknowledged, the diversity of our community has yet to be fully realised in our cityscape.

There are connections between cultural wellbeing and the other dimensions of community wellbeing. Opportunities to express and celebrate identity promote social connection and health. All communities benefit when decision-makers understand and include a variety of perspectives and needs.

3 UNESCO (2001). **Universal Declaration on Cultural Diversity.**

4 Te Manatū Taonga Ministry for Culture and Heritage.

# Oranga pāpori

## Social wellbeing

### He aha ia nei te oranga pāpori? What is social wellbeing?

'Social wellbeing' describes people and communities living the lives they aspire to.

Social wellbeing involves individuals, their families, whānau, hapu, iwi, and a range of communities being able to set goals and achieve them, such as education, health, the strength of community networks, financial and personal security, equity of opportunity, and rights and freedoms.<sup>5</sup>

The Whānau Ora<sup>6</sup> model focuses on whānau as decision-makers who determine their own goals and aspirations. Social wellbeing is therefore dependent on the ability of people and communities to make decisions about their lives. It means that services are responsive to our communities' identity and aspirations. There are obvious connections between social wellbeing and the other three dimensions of community wellbeing. Access to affordable housing, food, safe and well-designed places, and a healthy environment, are all fundamental to social wellbeing.

### Te oranga pāpori i Papaioea Social wellbeing in Palmerston North

Our city has a strong social infrastructure, with well-established social services and community-driven responses to social issues.

Almost 2,000 organisations make up the city's extensive voluntary and community sector, ranging from large social service agencies to small and informal support groups with just a few members.

The role played by government agencies, for-purpose groups, schools and wānanga, advocates, and faith-based organisations, all influence our city's social wellbeing. These organisations strive to achieve their goals within broader national policy settings for tax, wages, and benefits.

As with any indicator of social wellbeing, there are mixed experiences throughout our community. Disabled people are more likely to experience lower rates of employment, poorer educational outcomes, higher health risks and be over-represented in low-income groups.<sup>7</sup> Our city's Rainbow community continues to face discrimination and disproportionately poor mental health.<sup>8</sup> Secondary school students have experienced three years of Covid-disrupted education, the effects of which have not been felt equally across our various city communities. However, the proportion of city school leavers who have attained NCEA Level 2 appears to be stabilising and participation in ECE (Early Childhood Education) is above national rates for all ethnic groups (and well over 90% overall).

According to the annual Residents' Survey, round three quarters of our community (76%) feel that the city embraces different cultures. Yet only 58% of people perceive Palmerston North to be welcoming and friendly, down from 69% in 2019.<sup>9</sup> A declining proportion of the population feel that the city is safe (58%, down from 65% in 2019).

People in Palmerston North are more likely to volunteer than those in New Zealand overall, especially if they are older. Other aspects of community involvement are less positive, with low and declining participation in local body and central government elections. In 2022 voter turnout for our local council election was just 36.7%, continuing a downward trend.

The Covid-19 pandemic is different to other emergency events experienced in New Zealand. There is not damage to our built infrastructure, but the impacts of the pandemic are still experienced by businesses, individuals, families, neighbourhoods, and organisations. Our social wellbeing is affected by our city's resilience and ongoing recovery.





- 5 Taituarā. (2023). **What are the wellbeings?** <http://www.taituarā.org.nz>
- 6 Whānau Ora (2023). **About us.** <https://whanauora.nz/about-us>
- 7 Ministry of Social Development. (2020). **Disability Issues - Briefing to the Incoming Minister.**
- 8 Te Whatu Ora Health Promotion Agency. (2019). **Wellbeing and Mental Health among Rainbow New Zealanders.**
- 9 Key Research. (2023). **Palmerston North Annual Residents' Survey 2022/2023.**

# Oranga taiao

## Environmental wellbeing

### He aha ia nei te oranga taiao? What is environmental wellbeing?

'Environmental wellbeing' means valuing and respecting the natural ecosystem we all live in. It is dependent on understanding and responding to the challenge of climate change and the need to reduce emissions. Greater environmental wellbeing comes from choices that are less dependent on the consumption of natural resources and more responsive to risks and the changing environment.

There are interdependencies between environmental sustainability and economic, social, and cultural wellbeing. Communities can thrive when environmental choices provide increased biodiversity and a healthy environment. Communities benefit when decision-makers consider the impact of their actions on future generations.

### Te oranga taiao i Papaioea Environmental wellbeing in Palmerston North

City carbon emissions have decreased by 8% since 2016, when monitoring began. In 2022 gross city carbon emissions were 595,286 tonnes for the city, or 6.39 tonnes per person. Transport makes the largest contribution to our city emissions (32.5% in 2022), followed by energy<sup>10</sup> and agriculture. The Council's corporate emissions reduced by around 31.5% in this same timeframe.

Historically, forestry has had a significant positive effect on the carbon levels for the city. In 2021 carbon offsets decreased by 5,000 tonnes following the harvest of mature pines.

In 1996 Palmerston North boasted the highest proportion of walking or cycling trips to work in the country. Our place has fallen in each census since then. By 2018 only 10.2% of people reported walking or biking to work and 1.7% of people used public transport for this purpose. The annual Residents' Survey<sup>11</sup> found that most people (84%) agree that Palmerston North is a great place for walking. However, 65% consider the city a great place to cycle and only 46% are satisfied with cycling infrastructure.

Our city's main water supply is the Turitea Dam, which provides about two-thirds of our water. Council supplies 10 billion litres of safe drinking water to our community each year. Every year, we also collect and treat 12.9 billion litres of wastewater from 31,700 homes and businesses around the city. Excess stormwater flows straight to our streams and rivers, through piped and open drains. As for many other councils, maintaining our water services is a financial and practical challenge. Water services have undergone significant reform in the past few years. The National-led Government has repealed the previous government's Three Waters programme and replaced it with 'Local Water Done Well'.

<sup>10</sup> The 'energy' category includes gas heating, diesel generators, electricity generation and coal.

<sup>11</sup> Key Research. (2023). **Palmerston North Annual Residents' Survey 2022/2023**.

<sup>12</sup> **Palmerston North City Council Waste Assessment**. (2022).

<sup>13</sup> Groundtruth. (2021). **Turitea Reserve Bird Monitoring**.



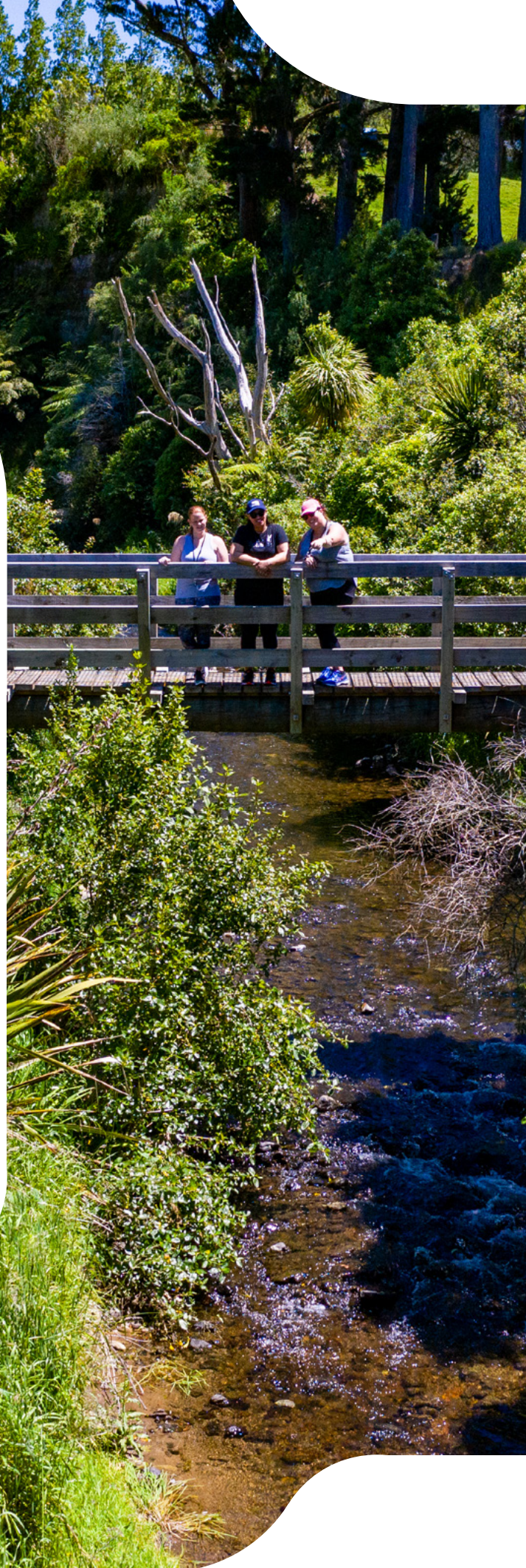
Waste sent to landfill in Palmerston North continues to increase.<sup>12</sup> The city sent around 54,870 tonnes of waste to landfill in 2021/2022.

A further 16,843 tonnes of waste was diverted from landfill to be reused, recovered, recycled or composted instead.

Organic material still makes up more than a quarter of waste to landfill, with plastics and timber significant contributors.

Along with the rest of the Aotearoa New Zealand, our city and region has experienced a significant loss of biodiversity. Efforts to counter this loss include the 140,000 trees planted in Turitea Valley and Summerhill by Green Corridors. Restoration projects and thousands of pest control traps in the Turitea Reserve are reconnecting the native bush to the city. Native bird numbers in the Turitea Reserve have risen as a result of these efforts, with more korimako, kererū, tītipounamu, tūi and pōpokatea.<sup>13</sup>

The Manawatū River forms the geographic, recreational, and spiritual heart of the city and the wider region. The tributaries of the River connect the city with its neighbours, the mountain ranges, and the sea. The Manawatū River Leaders Accord sets out a shared commitment to working in collaboration to improve the mauri of the River.



# Ngā whakaaro o te hapori

## Community views

**The Palmerston North Heritage Trust** and **Historic Places Manawatū Horowhenua's** reminder of the importance of telling the stories of our rich and varied city past.

**Te Tihi o Ruahine Whānau Ora Alliance's** submission that there are opportunities for partnership to progress initiatives to support health and wellbeing, kai sovereignty, housing, and improved access to data.

**The Pasifika Reference Group's** proposals for initiatives to celebrate the contribution of Pacific peoples in the city, and consideration of a broader range of community housing needs.

**Creative Sounds Society (The Stomach)'s** request for secure and adequate funding and recognition of the contribution the arts make to the community.

**Environment Network Manawatū's** focus on the importance of food security and biodiversity, and the need for tangible and ambitious action on climate change.

**Sport Manawatū's** emphasis on collective action and the contribution of play, active recreation and sport to community wellbeing.

**Te Pū Harakeke Community Collective Manawatū's** request for more funding to support groups providing essential services that support social wellbeing.

**The Manawatū Multicultural Council's** request for better communication, and a focus on accessibility and inclusion.

The strategic direction we propose for this 2024-2034 Long Term Plan has been influenced by evidence, history, and the ongoing feedback provided by our communities. In late 2023 we asked our city's sector-lead organisations to provide us with their views. They were asked to tell us what we should be thinking about as we began planning for 2024-2034. These community views are gathered together in the publication **He aha rā ngā whāinga matu? What really matters?**

**These submissions all focus on the long-term needs and aspirations for our city wellbeing. They are thoughtful and thought-provoking, and include:**

**The Seniors' Reference Group's** long-term advocacy for Palmerston North to become an Age Friendly City.

**MaLGRA's** focus on inclusivity and the showcasing of our community diversity.

**The Housing Advice Centre and Manawatū Tenants' Union's** request to consider a broader range of activities to support affordable and accessible housing in our city.

The findings of the student research projects suggesting that we can play a part in addressing the social isolation, mental health struggles, and inclusivity of **young people in our city.**

**The Disability Reference Group's** advocacy for the inclusion of the Enabling Good Lives Principles into all Council activities.

**Square Edge Community Arts'** invitation to involve the arts community in decision-making and to understand the connections between social, business, and creative issues and outcomes.

We look forward to ongoing conversations about the best ways to improve the wellbeing of our city.



# Ā mātou whāinga mō te oranga hapori

## Our community wellbeing goals

Our four goals reflect our understanding of community wellbeing, community views, and the outcomes we want to achieve for Palmerston North.



# Whāinga 1:

He tāone auaha,  
he tāone tiputipu



## Goal 1:

### An innovative and growing city

Our goal is for Palmerston North to be a city where everyone shares in the benefits of a resilient, sustainable, and prosperous economy. We want a productive economy that attracts new businesses and where existing businesses thrive.

We commit to fostering innovation to create investment and opportunities to achieve an efficient and low-emissions economic future.

We understand the value of our people and the importance of education and training to develop a skilled workforce. We want to improve living standards and care for our most vulnerable.

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### Ngā hua Outcomes

We want our communities to have:

- a city that fosters pride, and supports the aspirations of people and communities
- a business environment that encourages investment and delivers career opportunities in a range of sectors
- enough land and infrastructure to enable housing development and business growth
- the efficient movement of goods and services alongside safe and affordable transport options for people
- a globally connected city that fosters opportunities for local people, businesses, and organisations
- an economy that embraces innovation and new ideas, and uses resources sustainably
- a resilient, low-carbon economy

## Whāinga 2: He tāone whakaihiihi, tapatapahi ana



### Goal 2: A creative and exciting city

Our goal is for Palmerston North to be a creative and exciting place to live. We want to be a city that inspires creativity and celebrates our diverse cultures and unique heritage. Our city environment will increasingly reflect our communities' cultural values. We want it to be easy

for people to take part in activities and connect with the natural environment.

We know that to achieve our goal we need to support and listen to our many city communities and advocates. We will work in partnership with Rangitāne o Manawatū, as kaitiaki of our city.

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#### Ngā hua Outcomes

We want our communities to have:

- a vibrant city that connects people, and where creativity is built into our cityscape
- an arts community and cultural facilities that are well supported and invested in
- our unique heritage preserved and promoted
- opportunities to celebrate our many cultures
- access to exciting, well-managed events and activities throughout the city and its neighbourhoods
- places across the city and its neighbourhoods for communities to take part in play and recreation

## Whāinga 3:

He hāpori tūhonohono,  
he hāpori haumaruru



## Goal 3:

A connected and  
safe community

Our goal is for Palmerston North to be a city where everyone feels connected and included. We want to be a safe city, where people have access to the housing they need and opportunities to connect with others. We want communities to have accessible and appropriate social support. We endorse the Enabling Good Lives principles<sup>14</sup> and will integrate them into our planning and service delivery.

We will be most effective when Council planning and service delivery responds to current community issues, including poverty, housing needs, and isolation.<sup>15</sup> We understand that we need to work with our partners towards achieving our shared goals. We can achieve better outcomes with our communities by working together.

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### Ngā hua Outcomes

We want our communities to have:

- access to services and facilities that are inclusive and appropriate for their needs
- the support they want to live healthy lives
- access to healthy and affordable housing
- opportunities to contribute to the design of our city
- access to safe and accessible community places
- opportunities to contribute to Council decision-making

<sup>14</sup> Enabling Good Lives is a framework to guide positive change for disabled people, families, communities and governance structures.

<sup>15</sup> Te Pū Harakeke (2023). In **He aha rā ngā whāinga matua? What really matters?**



## Whāinga 4: He tāone toitū, he tāone manawaroa



### Goal 4: A sustainable and resilient city

Our goal is for Palmerston North to have a healthy natural environment and resilient urban system that sustains everyone, now and in the future. We understand that Palmerston North has a responsibility to respond to climate change for the benefit of everyone. We want Palmerston North to reduce carbon emissions and our overall ecological footprint. We want to protect and enhance our natural and built

environments, regenerate our native biodiversity, and support more resilient and sustainable lifestyles. We commit to contributing to a thriving climate-resilient, low-emissions, low-waste, city.

We welcome the leadership provided by the **Rangitāne o Manawatū Environmental Management Plan** and understand the value of collaborating with partners and communities towards our shared goals.

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#### Ngā hua Outcomes

We want our communities to have:











- a sustainable and low-emissions city
- a resilient city and communities, prepared for the impacts of climate change
- a circular economy with more resource recovery and less waste
- a healthy, thriving, ecosystem, including native biodiversity and food security
- the Manawatū River and waterways restored to a healthy, respected, and connected state
- sustainable urban planning with a low-carbon built environment
- a safe, affordable, sustainable, and resilient water supply
- effective, low-carbon, wastewater collection and treatment
- appropriate infrastructure and development to avoid or minimise the effects of flood events
- access to relevant information and education to support more sustainable choices

# Whakatutukinga rautaki Strategic targets

We know that there are dependencies between all aspects of community wellbeing, and so our four goals are also related. We propose four targets for 2034 to describe our vision **He iti rā, he iti pounamu** – **Small city benefits, big city ambition** and goals for community wellbeing.

While these targets broadly reflect each goal, we note the connections between the outcomes of each goal and the contribution of targets to multiple goals and aspects of wellbeing.



Targets	Economic	Cultural	Social	Environmental
<p>Whāinga 1: He tāone auaha, he tāone tiputipu Goal 1: An innovative and growing city</p> <p><b>By 2034, there is at least 1.6% average annual increase in GDP per capita</b></p> <p>This proposed target is based on the 20-year average increase in GDP per capita for Palmerston North. The national 20-year average increase for New Zealand was 1.4%. For the year ending June 2023, annual GDP per capita grew by 0.9%.</p>				
<p>Whāinga 2: He tāone whakaihihi, tapatapahi ana Goal 2: A creative and exciting city</p> <p><b>By 2034, at least 80% of people are satisfied with Council facilities and opportunities for active and passive recreation, including spaces and facilities for sports and play, and arts, culture and heritage</b></p> <p>This proposed target is based on the average 77% satisfaction level from the five previous Annual Residents' Survey. The facilities and opportunities included in this target are as follows:</p> <ul style="list-style-type: none"> <li>➤ Central Energy Trust Arena</li> <li>➤ Parks, reserves and green spaces</li> <li>➤ Public swimming pool</li> <li>➤ Regent Theatre</li> <li>➤ Sportsfields and playgrounds</li> <li>➤ Te Manawa, the Museum and Science Centre and Art Gallery</li> <li>➤ Walkways and shared pathway</li> </ul>				
<p>Whāinga 3: He hapori tūhonohono, he hapori haumarū Goal 3: A connected and safe community</p> <p><b>By 2034, at least 70% of people feel that Palmerston North is a welcoming and friendly city</b></p> <p>For year 2022/2023, 51% of respondents to the Residents' Survey agree with this statement.</p>				
<p>Whāinga 4: He tāone toitū, he tāone manawaroa Goal 4: A sustainable and resilient city</p> <p><b>By 2034, there is at least a 44% reduction in citywide greenhouse gas emissions per capita (from our 2016/17 baseline)</b></p> <p>This proposed target is based on an overall citywide 35% reduction of greenhouse gas emissions by 2034. This is in line with national emissions budgets, expressed in per capita terms, using the population forecast for 2034. As of the year ending December 2022, our citywide emissions per capita were 7% higher than our baseline.</p> <p>Note: If the target is to reduce greenhouse gas emissions per capita by 35% in 2034, then this would translate to an overall citywide reduction of 22% from our 2016/17 baseline.</p>				

# United Nations Sustainable Development Goals

The Sustainable Development Goals are a universal call to action, covering five themes of people, planet, prosperity, peace, and partnerships. The Sustainable Development Goals apply to all countries and promote action on climate change, economic inequality, innovation, and sustainable consumption, among other priorities.

The 17 Sustainable Development Goals, 169 targets and 231 indicators tend to focus on national-level monitoring and progress. The Goals still provide a useful framework for considering the contribution our city can make to national and international goals. The SDGs help us to 'think globally' while 'acting locally' on sustainability.

Our four goals set out how we will work to improve economic, cultural, social, and environmental wellbeing. Our objectives will make the greatest contribution these nine (of 17) SDGs:

**1** NO  
POVERTY



**2** ZERO  
HUNGER



**3** GOOD HEALTH  
AND WELL-BEING



**4** QUALITY  
EDUCATION



**8** DECENT WORK AND  
ECONOMIC GROWTH



**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



**11** SUSTAINABLE CITIES  
AND COMMUNITIES



**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



**13** CLIMATE  
ACTION



All the SDGs are shown in Appendix 2.



# Te aroturuki i te oranga hapori Monitoring community wellbeing

## Ā mātou paetohu oranga hapori Our community wellbeing indicators

For this 2024-2034 Long Term Plan we have developed a framework to describe our community wellbeing goals and outcomes.

This framework was developed with consideration of the following:

### **The New Zealand Living Standards Framework**

The Living Standards Framework (see Appendix 2) provides a comprehensive series of indicators to measure individual and collective wellbeing. The first national-level report, Te Tai Waiora Wellbeing in Aotearoa New Zealand, was published in 2022.

### **Availability of data**

National and international data is often not available at a local, territorial authority level. Our indicator framework takes into account the availability and quality of local data. The indicators rely mainly on information that is available, affordable, and accessible to us.

### **Appropriateness of data for our purpose**

We have considered the connection between the indicators and our wellbeing goals. We want to make sure we understand what is happening in our city and how it relates to one or more of our goals. We also want our indicators to be relevant and easy to understand.

Our Community wellbeing indicators will be continually updated and published on our **City Dashboards** alongside demographic information about our city.

Reflects wellbeing category

Indicator	Economic	Cultural	Social	Environmental
Access to green spaces			♥	🌿
Active and public transport	🛒		♥	🌿
Crime victimisation			♥	
Greenhouse gas emissions	🛒		♥	🌿
Gross domestic product per capita	🛒		♥	🌿
Highest qualification	🛒		♥	
Household crowding	🛒		♥	
Housing affordability	🛒		♥	
Median annual earning	🛒		♥	
Native bird counts				🌿
Number of jobs	🛒		♥	
Participation in physical activity		★	♥	
Participation in the arts		★	♥	
Participation in volunteering work		★	♥	
People who speak te reo Māori		★		
Perception of Palmerston North a welcoming and friendly city		★	♥	
Perception of safety	🛒		♥	
Survival of new businesses	🛒			
Trust in Palmerston North City Council			♥	
Voter turnout for local elections			♥	
Waste diverted from landfill				🌿
Waste to landfill				🌿
Water quality of the Manawatū River				🌿
Youth (15-24 years) not in employment, education, or training	🛒		♥	

# Tā mātou mahere e tutuki ai ngā whāinga

## Our plan to achieve our goals

We have a plan for each area of Council activity to achieve our strategic goals. These plans describe the actions we will take over the next three years and the contribution we want these actions to make to achieving our goals. Appendix 3 lists all the documents that support this Oranga Papaioea City Strategy.





These sections of the **Oranga Papaioea City Strategy** summarise the strategic direction for each of the areas of activity. There is a plan for each of these areas, summarising the actions we will take to achieve our objectives.

Appendix 4 shows our plans for the future in a city map.



# Whare Housing

We want everyone in our city to have access to healthy and affordable housing. We want to support the sustainable development of more housing to meet community needs.

## **He pēhea nei te tutukinga i tēnei wā? Where are we now?**

The National Policy Statement for Urban Development requires Council to provide enough land to meet the expected demand for housing development. We know that increased investment in the city means that we need more housing to encourage workers to come here. We need to make sure land and infrastructure are available to accommodate growth and provide market choice, while responding to changing community needs.

Our District Plan enables the development of a variety of housing choices. These include rural lifestyle blocks, multi-unit developments close to the city and suburban centres, and minor dwellings to support intergenerational living and affordable rental accommodation. Uptake of new types of housing has been slow, but some developers are now seeking multi-unit and mixed-use opportunities. Most consents in the past five years were for infill housing.

Poor quality housing is associated with negative social outcomes for individuals and for communities. Access to adequate housing continues to be a major public health issue in Palmerston North, as elsewhere. Inadequate and insecure housing affects participation in education, puts physical and mental health at risk, and makes social connections harder to establish and maintain.

Council has taken various direct actions to increase city housing. We have completed a housing subdivision at Whakarongo and decided to repurpose some other underutilised land for housing. As another response to city housing needs, we provide more than 442 housing units for older people, disabled people, and people who experience barriers to accessing private housing. We endorse the Lifemark 4 star design standard for housing and commit to meeting this standard in our own new developments.

## **Te tutukinga e hiahiatia ana? Where do we want to be?**

We will meet our obligations to plan for sustainable housing growth. We will also enable and incentivise developers to take up opportunities for new types of city housing within the existing urban footprint.

To respond to continuing housing demand and need, we will continue to provide affordable and accessible housing. We will work more with partners to enable the development of housing for those who need it most.

Our role in housing will balance intervention across the housing spectrum – from providing affordable and accessible housing, to encouraging and enabling more development by others.

**Ngā mahi e tutuki ai tā mātou aronga**  
**To achieve our purpose we will:**

- 1** Rezone enough suitable land and provide infrastructure to accommodate residential growth
- 2** Provide a regulatory framework that enables more housing choices (e.g. duplexes and terraced housing), inner-city living, and less housing on productive soils or in flood-prone areas
- 3** Provide social housing and support community-led social housing initiatives
- 4** Facilitate new housing development and provide incentives to encourage other housing providers



See the **Mahere whare Housing plan** for more details about the actions we will take to achieve our purpose.

## **Te wāhi ki ngā paetae wharenoho i roto i ā mātou whāinga me ngā hua**

### **Contribution of our housing objectives to our goals and outcomes:**



**These objectives will contribute to our Goal 1 outcomes for our communities to have:**

- enough land and infrastructure to enable housing development and business growth



**These objectives will contribute to our Goal 3 outcomes for our communities to have:**

- access to services and facilities that are inclusive and appropriate for their needs
- the support they want to live healthy lives
- access to healthy and affordable housing



**These objectives will contribute to our Goal 4 outcomes for our communities to have:**

- a sustainable and low-emissions city
- a resilient city and communities, prepared for the impacts of climate change
- sustainable urban planning with a low-carbon built environment
- access to relevant information and education to support more sustainable choices



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# Hoahoa tāone

## Urban design

We want our city to have great places for everyone.

### **He pēhea nei te tutukinga i tēnei wā? Where are we now?**

The National Policy Statement on Urban Development (NPS-UD) guides our planning for our city. We need to create well-functioning urban environments that meet the changing needs of our communities.

Our buildings, streets, open spaces, and transport system all provide opportunities to make positive and deliberate design choices. Good city design offers significant social, cultural, economic, and environmental benefits. Well-designed urban centres attract businesses, investors, visitors, and locals. A vibrant city centre also helps shape perceptions of our city and provides opportunities for people to connect.

In recent years we have invested in projects to turn our streets into destinations rather than through-routes. The Cuba Link, Streets for People, City Centre play programme, and play streets, all help to making our city a more engaging and exciting place. We have also developed a partnership with city centre communities through the establishment of Palmy BID. Formed in 2020, Palmy BID promotes positive outcomes for the city centre through local placemaking, business facilitation, and advocacy.

### **Te tutukinga e hiahiatia ana? Where do we want to be?**

Our city-making can become more strategic and creative. We want our communities and city businesses to make the most of opportunities to create playful and vibrant city places that reflect our identity and are integrated within our natural environment.

Our city development projects will benefit from the views and contributions of a wide range of voices and perspectives. For example, we want the Civic and Cultural Precinct Masterplan to reflect the aspirations of our communities. We will develop village plans in partnership with the communities, to respond to development and infrastructure pressures.

We want our city to function well for all our communities. We want parking management and city design to encourage everyone to spend more time in our urban spaces. Our city-making will ensure that city planning starts with the needs of people. New development in and near our villages will recognise and respond to the unique character valued by locals.

**Ngā mahi e tutuki ai tā mātou aronga**  
**To achieve our purpose we will:**

- 1** Maintain and promote a connected and well-designed urban environment
- 2** Provide and promote connected, sustainable, accessible, safe, interesting, and playful public spaces



See the **Mahere hoahoa tāone Urban design plan** for more details about the actions we will take to achieve our purpose.



**Te wāhi ki ngā paetae hoahoa  
tāone i roto i ā mātou whāinga  
me ngā hua**

**Contribution of our urban design  
objectives to our goals and  
outcomes:**



**These objectives will contribute to our Goal 1 outcomes for our communities to have:**

- a city that fosters pride, and supports the aspirations of people and communities
- the efficient movement of goods and services alongside safe and affordable transport options for people



**These objectives will contribute to our Goal 2 outcomes for our communities to have:**

- a vibrant city that connects people and where we build creativity into our cityscape
- our unique heritage preserved and promoted
- opportunities to celebrate our many cultures
- places across the city and its neighbourhoods for communities to take part in play and recreation



**These objectives will contribute to our Goal 3 outcomes for our communities to have:**

- access to services and facilities that are inclusive and appropriate for their needs
- opportunities to contribute to the design of our city
- access to safe and accessible community places



**These objectives will contribute to our Goal 4 outcomes for our communities to have:**

- a sustainable and low-emissions city
- a resilient city and communities, prepared for the impacts of climate change
- a healthy, thriving, ecosystem, including native biodiversity and food security
- sustainable urban planning with a low-carbon built environment



# Whakawhanake Ohaoha

## Economic development

We want an innovative, resilient and low-carbon city economy, where people, whānau and communities can prosper and achieve their goals.

### He pēhea nei te tutukinga i tēnei wā? Where are we now?

The city economy has proven resilient from 2017 to 2022, with economic growth exceeding national growth over this five-year period. This strong economic performance has been driven by our unique industry structure, as well as the diversity of the wider regional economy. Economic development services delivered through our Central Economic Development Agency (CEDA) has helped to support business activity. Regional advocacy to attract investment has contributed to public and private investment flowing into the city and wider region.

Global and domestic economic conditions deteriorated throughout 2022 and 2023, with stubborn inflationary pressures, rising interest rates, and continued labour and material supply shortages hampering economic growth. Levels of employment and earnings growth remain near record levels in the city. However, higher costs for households and businesses, both here and globally, are driving down demand and will continue to place pressure on business activity in the city in the short to medium term.

The industry structure of the city, alongside unprecedented levels of investment, will continue to support jobs and the incomes of our people and communities as underlying economic conditions become more challenging.

Over the longer term, growing evidence of the impacts of climate change and an ageing workforce highlight the challenges facing the global economy, and the need to invest in an economic structure that is resilient and able to withstand these changing economic conditions.

### Te tutukinga e hiahiatia ana? Where do we want to be?

Our city will be a place to be proud of, when we are known for our progress and improving outcomes. We want an economy that is resilient and fit for the future: a city that continues to grow its business and employment opportunities to enable our people and communities to reach their goals and enhance their economic wellbeing.

We want to encourage and facilitate events that benefit our city economy. This will be the primary purpose of the Conference and Function Centre, and a secondary purpose of Central Energy Trust Arena (see the Mahia ā-rēhia Recreation and play plan). We will promote our city and regional venues through the Manawatū Convention Bureau.

We want a city where people have opportunities to increase their skills and enhance their education, and where businesses have the skills and talent they need to thrive. This means ensuring we have enough land to meet the demand for housing and business development as well as quality educational and vocational training opportunities to support our people to reach their economic wellbeing goals.

We want a city that is globally renowned and connected, where there are growing opportunities for our businesses to trade with the rest of the world. This includes entry into new markets that broaden the economic resilience of our economy, as well as the adoption of technology and new ideas to drive efficiencies and productivity growth.

We want a city where it is easy for people to get around, and goods and services flow freely from businesses to consumers. We want a sustainable business sector. This means fostering opportunities to enhance business sustainability that are low-carbon, low waste, and reduce overall costs to individual businesses.

**Ngā mahi e tutuki ai tā mātou aronga**  
**To achieve our purpose we will:**

- 1** Provide opportunities and infrastructure to accommodate sustainable business growth
- 2** Support sustainable, low-carbon business activity and labour market development
- 3** Manage council's strategic investments and attract external investment
- 4** Promote the city
- 5** Provide services for visitors, including the Conference and Function Centre, isite Visitor Centre, and holiday park
- 6** Attract and support major events and activities
- 7** Support international education and promote Palmerston North's interests to global partners



See the **Mahere whakawhanake ohaoha Economic development plan** for more details about the actions we will take to achieve our purpose.

## **Te wāhi ki ngā paetae whakawhanake ohaoha i roto i ā mātou whāinga me ngā hua**

### **Contribution of our economic objectives to our goals and outcomes:**



#### **These objectives will contribute to our Goal 1 outcomes for our communities to have:**

- a city that fosters pride, and supports the aspirations of people and communities
- a business environment that encourages investment and provides career opportunities across a range of sectors
- a globally connected city that fosters opportunities for local people, businesses and organisations
- an economy that embraces innovation and uses resources sustainably
- a resilient, low-carbon economy



#### **These objectives will contribute to our Goal 3 outcomes for our communities to have:**

- access to healthy and affordable housing



#### **These objectives will contribute to our Goal 4 outcomes for our communities to have:**

- a sustainable and low-emissions city
- access to relevant information and education to support more sustainable choices



# Tūnuku Transport

We want a city transport system that links people and opportunities.

## He pēhea nei te tutukinga i tēnei wā? Where are we now?

Palmerston North has a network of roads, footpaths, cycleways and shared pathways and a diverse range of users – from freight transport to recreational users and commuters. Our road, rail and air connections provide a vital gateway to the central region and beyond.

Active and public transport have health and environmental benefits for our city. Walking and cycling are the most common forms of active transport. Public transport in the city consists of the urban bus service and bus connections to surrounding towns and villages. Historically, transport investment has prioritised and promoted private motor vehicle use over other modes.

Central and local government invest together in the land transport system to help our city function and grow. We have to show that our activities align with the Government Policy Statement on Land Transport. We must prioritise safety, access, value for money and reducing climate change effects. We work with NZ Transport Agency - Waka Kotahi to secure funding and to make sure projects run well from proposal to delivery.

We are starting to feel the effects of our city's growth on transport system throughout the city. Our growing population means more people are making more trips and competing for space on roads, carparks, and public spaces.

Our transport network is not keeping pace with the needs of our growing city and is the biggest contributor to city carbon emissions.

To reduce our city's transport emissions we will need to make major changes to how people and goods move about our city. The Palmerston North Integrated Transport Initiative, endorsed by Council and NZ Transport Agency - Waka Kotahi, provides a plan for future investment in the transport network.

## Te tutukinga e hiahiatia ana? Where do we want to be?

We want our transport system to contribute to a safe, inviting and accessible city. We need to redirect regional freight traffic from urban streets to a new regional freight ring road. This will enable people-centred and sustainable transport systems within the city. These changes mean ensuring that streets prioritised for **movement** are efficient and reliable and those prioritised as **places** are safe, appealing, and serve the needs of people first.

We want cycling, public transport, speed limits, and parking developments to support our goals. These projects are all critical for accessing central government funding.

We want to encourage and enable more people to choose active and public transport options. As city decision-makers, we want to remove any barriers to our communities making these choices. We need to prioritise safety and promote an active and public transport culture. We want our transport system needs to cater for people with the lowest level of mobility. This will sometimes mean making compromises and repurposing street space.

**Ngā mahi e tutuki ai tā mātou aronga**  
**To achieve our purpose we will:**

- 1** Provide a safe, low-carbon, integrated, and multi-modal transport network
- 2** Include active and public transport needs in all transport network planning
- 3** Encourage communities to make active and public transport choices



See the **Mahere tūnuku Transport plan** for more details about the actions we will take to achieve our purpose.



**Te wāhi ki ngā paetae tūnuku i roto  
i ā mātou whāinga me ngā hua**  
**Contribution of our transport  
objectives to our goals and outcomes:**



**These objectives will contribute  
to our Goal 1 outcomes for  
our communities to have:**

- enough land and infrastructure to enable housing development and business growth
- the efficient movement of goods and services alongside safe and affordable transport options for people
- an economy that embraces innovation and uses resources sustainably



**These objectives will contribute  
to our Goal 4 outcomes for  
our communities to have:**

- a sustainable and low-emissions city
- a resilient city and communities, prepared for the impacts of climate change
- sustainable urban planning with a low-carbon built environment
- access to relevant information and education to support more sustainable choices



**These objectives will contribute  
to our Goal 3 outcomes for  
our communities to have:**

- access to safe and accessible community places
- opportunities for involvement and to contribute to Council decision-making



# Toi me ngā taonga tuku iho

## Arts and heritage

We want to celebrate the arts and the city's history and cultural diversity. We want there to be lots to do in our creative and exciting city.

### He pēhea nei te tutukinga i tēnei wā? Where are we now?

'The arts' refer to expressions of creativity, and encompass craft and object art, visual arts, ngā toi Māori, Pacific arts, theatre, dance, literature, music and film. The arts bring the city to life, challenge ideas, and generate excitement. Palmerston North has a strong arts sector and thriving art scene. It is home to notable local artists, exhibitions, and performances. Many local people work in arts-related jobs, and city organisations rely on people with creative skills. Our arts sector supports innovation through new artists and initiatives.

Many of the region's major arts facilities are based in Palmerston North, including Te Manawa, Regent on Broadway, Square Edge Community Arts, The Stomach, the Globe Theatre, and Centrepoint Theatre. These organisations provide a range of opportunities for creative participation. Our city is the host of the National Young Performer Awards.

We invest in the arts through contestable community grants and funding for cultural facilities. We also fund the Palmerston North Sculpture Trust to provide public art throughout our city. Our shared experience of Covid lock-downs and recovery reinforced the role of the arts in connecting and supporting our communities.

Our city's heritage contributes to our identity and sense of belonging. The values of Rangitāne and the strength of our partnership are evident in parts of our cityscape, such as Te Marae o Hine The Square. Retention and celebration of the city's built heritage is crucial in shaping the character of the city.

The District Plan contains scheduled heritage features including sites of significance to Rangitāne o Manawatū, heritage buildings and objects, notable trees, and some heritage areas.

Some of our city's cultural facilities are Council-owned but operated by independent organisations. Many Council-owned cultural facilities are fit-for-purpose, while others need improvements, including earthquake-strengthening. Earthquake-strengthening heritage buildings offers a unique opportunity for the city. Few heritage buildings have been completely upgraded, and the cost of upgrading buildings remains a significant challenge. Since 2001 Council has supported third-party heritage projects through the Natural and Cultural Heritage Incentive Fund.

Events in our city provide opportunities for communities to gather and to take part in experiences that contribute to their overall wellbeing, and the success of the city. We curate, co-ordinate and deliver a programme of events. We work with partners to provide city events, including Diwali Mela, The Festival of Cultures, and the Puanga Twilight Festival. We also support communities to deliver their own events.

We provide funding for different kinds of events in our city. Our Major Events Fund is contestable and supports events that showcase Palmerston North as a destination, increase visitor numbers, and generate positive exposure (such as the New Zealand Rural Games). Our Sports Events Partnership Fund, administered by Sport Manawatū, assists with sports events that reinforce economic growth and community spirit (such as the New Zealand Secondary Schools Volleyball competition).

## **Te tutukinga e hiahiatia ana?** **Where do we want to be?**

We want our city arts and cultural facilities and initiatives to be resilient and sustainable. We will support and care for our city's cultural facilities and develop a civic and cultural precinct in our city centre. We want to collaborate with our community to deliver community-led creative projects. This means investing with other funders and capacity builders to create and deliver arts experiences that are of value to people of all ages and backgrounds. We will support the arts sector to reflect the bicultural foundations of our city.

We understand that competitive arts funding can discourage collaboration. In our role as a facilitator and funder of arts organisations we acknowledge the importance of a self-determining creative sector.

We want to collaborate with our community to showcase and make heritage more visible, resilient, and accessible. This will include

partnering with heritage experts and interest groups to share our stories and to deliver heritage-themed experiences. We want to see our heritage become part of our city planning, infrastructure, and the cityscape.

Our partnership with Rangitāne o Manawatū will guide our efforts to actively protect, expand, enhance and co-design sites of cultural and natural significance. We want decisions about retaining and developing our built-heritage to be informed by community values.

We want to continue to provide a broad range of interesting and exciting events and festivals for our community across the whole of the city. We know access to events is important, and we want to continue to provide a range of free or affordable events. We want to attract and engage with new audiences through a variety of creative and innovative events. We also want events to be managed with the environment in mind, and we will support and enable the transition to zero waste, low-emission, active transport based formats.

### **Ngā mahi e tutuki ai tā mātou aronga** **To achieve our purpose we will:**

- 1** Support community arts organisations and initiatives
- 2** Provide and support cultural facilities
- 3** Promote, protect, celebrate, and share knowledge of local history
- 4** Support Rangitāne o Manawatū in their role as kaitiaki of their historic heritage places
- 5** Provide, fund, and support city and community events

See the **Mahere toi me ngā taonga tuku iho Arts and heritage plan** for more details about the actions we will take to achieve our purpose.

## **Te wāhi ki ngā paetae mō te toi me ngā taonga tuku iho i roto i ā mātou whāinga me ngā hua**

### **Contribution of our arts and heritage objectives to our goals and outcomes:**



**These objectives will contribute to our Goal 1 outcomes for our communities to have:**

- a city that fosters pride, and supports the aspirations of people and communities



**These objectives will contribute to our Goal 3 outcomes for our communities to have:**

- opportunities for involvement and to contribute to Council decision-making



**These objectives will contribute to our Goal 2 outcomes for our communities to have:**

- a vibrant city that connects people and where we build creativity into our cityscape
- an arts community and cultural facilities that are well supported and invested in
- our unique heritage preserved and promoted
- opportunities to celebrate our many cultures
- access to exciting well-managed events and activities throughout the city and its neighbourhoods
- places across the city and its neighbourhoods for communities to take part in play and recreation



**These objectives will contribute to our Goal 4 outcomes for our communities to have:**

- a circular economy with more resource recovery and less waste
- access to relevant information and education to support more sustainable choices



- 16 Te whare tapa whā is a Māori health model developed by Sir Mason Durie and encompassing taha tinana (physical health), taha wairua (spiritual health), taha whānau (family health), and tahahinengaro (mental health).
- 17 Ihi Aotearoa/ Sport NZ survey – 2019. Covid delayed an update of this survey, but Sport Manawatū is planning a local survey to track activity in the city.

# Mahi ā-rēhia

## Recreation and play

We want Palmerston North to be one of the most active communities in New Zealand.

### He pēhea nei te tutukinga i tēnei wā? Where are we now?

Being active supports all aspects of health, as recognised in the indigenous Māori understanding of te whare tapa whā.<sup>16</sup> Our actions can help our communities to be more active and improve wellbeing and resilience.

Participation in organised sport is declining, and the focus of Ihi Aotearoa Sport New Zealand is on all kinds of activity, including play and informal recreation. We support this approach as our adult population has low levels of physical activity. In 2019 Manawatū adults ranked among the lowest of 17 regions in the measure of 'any activity in the last seven days' (68% compared with 73% for NZ overall).<sup>17</sup>

We play a significant role in facilitating play and recreation in our city through the provision of venues and facilities. The Lido Aquatic Centre, and Freyberg and Splashhurst Community Pools provide opportunities for competitive swimming, learn-to-swim, and recreation. Central Energy Trust Arena is the city's main sports and events hub, where community sport and recreation are the highest priority. The Arena provides a variety of indoor and outdoor venues.

We fund Sport Manawatū, the regional sports trust, to support people in our community to be active. Sport Manawatū runs programmes, supports recreation groups, and distributes funding for communities.

Our city has more than 170 reserves and sports fields to enable and encourage active communities. These places all provide opportunities to acknowledge and show our city's history and diversity. We divide our reserves into categories to describe the kind of services communities can expect to experience in each one:

**City reserves** are destination parks that serve the whole city:

- › All city walkways
- › Ashhurst Domain
- › Linklater Reserve
- › Manawatū River Park
- › Memorial Park
- › Te Marae o Hine The Square
- › Victoria Esplanade

**Suburb reserves** are centrally located within neighbourhoods and serve an area of about 1.5 kilometres, with public toilets, play opportunities, drinking fountains, outdoor gym equipment, and shade:

- › Awapuni Park
- › Bill Brown Park
- › Bunnythorpe (Campbell Rd) Playground
- › Celaeno Park
- › Cloverlea Park
- › Colquhoun Park
- › Kelvin Grove Park
- › Milverton Park
- › New reserves in urban growth areas
- › Papaoeia Park
- › Peren Park
- › Rangitāne Park
- › Skoglund Park/ Edwards Pit Park
- › Takaro Park

**Premier, senior and other sports fields** provide spaces for a variety of recreational activities with surfaces for different sports and activities:

- › Alexander Park
- › Ashhurst Domain
- › Bill Brown Park
- › Bunnythorpe Recreation Ground
- › Celaeno Park
- › Cloverlea Park
- › Colquhoun Park
- › Coronation Park
- › Hokowhitu Domain
- › Lincoln Park
- › Manawaroa Park
- › Monrad Park
- › Ongley Park
- › Paneiri Park
- › Papaioea Park
- › Savage Park
- › Skoglund Park
- › Takaro Park
- › Vautier Park
- › Wallace Park
- › Waterloo Park

**Local reserves** provide special character, neighbourhood, waterways, gully, outdoor adventure, nature, or ecological experiences.

## **Te tutukinga e hiahiatia ana?** **Where do we want to be?**

We understand the importance of play and informal recreation alongside organised and formal sport. As our city grows, we will build on our existing network of services and facilities. We will make the most of opportunities to encourage play in less traditional settings and ways.

The Regional Sports Facility Planning process will guide our decision-making about new facilities and maximise opportunities to secure partnership funding.<sup>18</sup> Any new facilities will be sustainable, accessible and, where appropriate, designed to enable multiple uses.

We will plan co-ordinated facilities and services that respond to community needs.

Events and activities providing economic benefits will support the operation of the Arena. However, we will prioritise community sport and recreation use of the Arena, with 80% of use allocated to these activities.

We will assess the environmental impacts of all our planning for play, recreation and sport. Our activities will promote biodiversity and a healthy ecosystem.

We need to work collaboratively with others to respond to changes in our communities. We want to offer accessible and inclusive places with play and recreation opportunities for everyone.

<sup>18</sup> Manawatū-Whanganui Regional Sport Facility Plan is a framework to inform investment decisions. It is endorsed by all seven territorial authorities in the region, and is in the process of being updated.

### **Ngā mahi e tutuki ai tā mātou aronga** **To achieve our purpose we will:**

- 1** Provide city, suburb, and local parks and reserves, sports fields and facilities, walkways and shared paths
- 2** Provide swimming pools and other water-based recreation facilities
- 3** Provide community sport and sport-event facilities at Central Energy Trust Arena
- 4** Support and fund for-purpose organisations and community partners
- 5** Provide and promote opportunities for play

See the **Mahere rēhia Recreation and play plan** for more details about the actions we will take to achieve our purpose.



## Te wāhi ki ngā paetae rēhia i roto i ā mātou whāinga me ngā hua

### Contribution of our play and recreation objectives to our goals and outcomes:



**These objectives will contribute to our Goal 1 outcomes for our communities to have:**

- a city that fosters pride, and supports the aspirations of people and communities



**These objectives will contribute to our Goal 2 outcomes for our communities to have:**

- access to exciting well-managed events and activities throughout the city and its neighbourhoods
- places across the city and its neighbourhoods for communities to take part in play and recreation



**These objectives will contribute to our Goal 3 outcomes for our communities to have:**

- access to services and facilities that are inclusive and appropriate for their needs
- the support they want to live healthy lives
- opportunities for involvement and to contribute to Council decision-making



**These objectives will contribute to our Goal 4 outcomes for our communities to have:**

- a sustainable and low-emissions city
- a healthy, thriving ecosystem, including native biodiversity and food security
- the Manawatū River and waterways restored to a healthy, respected and connected state
- sustainable urban planning with a low-carbon built environment
- a safe, affordable and resilient water supply



# Tautāwhi hapori

## Community support

We want to create a strong and connected community, where diversity is celebrated.

### He pēhea nei te tutukinga i tēnei wā? Where are we now?

For-purpose organisations are sustainable when they have secure funding, volunteer support, and the time to build relationships and learn from others. Community groups, government agencies, local government, education providers, and businesses all play a part in enabling and supporting services to promote community wellbeing and inclusion. We support community-led initiatives with a focus on those led by Māori, Pasifika, ethnic communities, former refugees, people with disabilities, children, young people, and older people. We are part of the Welcoming Community programme for newcomers - especially migrants, former refugees and international students. In 2023 we committed to developing a plan to become more Age-friendly.

Our role in community development is grounded in an understanding that communities are best placed to identify, understand, and develop solutions to meet their own needs. Our Support and Funding Policy expresses our commitment to promoting community wellbeing through transparent and fair access to funding and support.

Community facilities in our city include cemeteries, and public toilets. Hancock Community House provides affordable space and shared facilities for for-purpose organisations. There are nine community centres, each with a different operational model. They are:

- Ashhurst Village Valley Centre
- Awapuni Community Centre
- Highbury Whānau Resource Centre
- Kelvin Grove Community Centre
- Milson Community Centre
- Palmerston North Community Leisure Centre
- Pasifika Community Centre
- Rangiora Community Centre
- Bunnythorpe Community Centre

Caccia Birch House is on the New Zealand Heritage List Rārangi Kōrero as a Category

One Historic Place. The grounds are available to the public and the House operates as a community and function centre.

CET Wildbase Recovery is a partnership between Massey University and the Council to rehabilitate and protect native birds. The centre provides opportunities for the community to learn about conservation and the natural environment.

All our community facilities provide opportunities for people to take part in community life. We understand that there are better outcomes when facilities are planned and delivered in partnership with the communities they serve. The Community Places stocktake and needs assessment provide information about equity of access to inform our community planning.

### Te tutukinga e hiahiatia ana? Where do we want to be?

We want our city to be inclusive and well-connected. Local communities (of identify, interest and place) have the tools they need to identify challenges and lead actions in response. We want communities and for-purpose organisations to have the resources they need. We will provide funding and support to for-purpose organisations and initiatives to strengthen our communities.<sup>19</sup>

We will work to ensure that Council processes are inclusive and welcoming. We will support the development of community facilities where they are most needed. The Community Places stocktake and needs assessment will provide the foundation for decision-making about community facilities. Our commitment to being an Age-friendly city will shape our decisions about future service delivery.

We will integrate the Enabling Good Lives principles into our service delivery. We will also continue working with government and community partners to respond to the changing needs of all communities.

<sup>19</sup> Our plan for the City Library is described in the next section.

**Ngā mahi e tutuki ai tā mātou aronga**  
**To achieve our purpose we will:**

- 1** Provide and support community centres and Hancock Community House
- 2** Support and fund for-purpose organisations, local communities, and communities of interest
- 3** Provide cemetery services
- 4** Provide public toilets throughout the city



See the **Mahere tautāwhi hapori Community support plan** for more details about the actions we will take to achieve our purpose.

**Te wāhi ki ngā paetae tautāwhi hapori  
i roto i ā mātou whāinga me ngā hua**  
**Contribution of our community support  
objectives to our goals and outcomes:**



**These objectives will contribute to our Goal 1 outcomes for our communities to have:**

- a city that fosters pride, and supports the aspirations of people and communities



**These objectives will contribute to our Goal 2 outcomes for our communities to have:**

- opportunities to celebrate our many cultures
- places across the city and its neighbourhoods for communities to take part in play and recreation



**These objectives will contribute to our Goal 3 outcomes for our communities to have:**

- access to services and facilities that are inclusive and appropriate for their needs;
- the support they want to live healthy lives
- access to healthy and affordable housing
- access to safe and accessible community places



**These objectives will contribute to our Goal 4 outcomes for our communities to have:**

- a healthy, thriving, ecosystem, including native biodiversity and food security
- sustainable urban planning with a low-carbon built environment
- access to relevant information and education to support more sustainable choices



# Whare Puna Mātauranga City Library

We want our libraries to provide opportunities for connection and learning.

## He pēhea nei te tutukinga i tēnei wā? Where are we now?

The city's network of libraries and programmes are underpinned by a modern understanding of public libraries:

A public library today is a focal point, a centre for the whole community and its visitors, a meeting place, a site for education, a source of inspiration and innovation, a connection to the wider world, a democratic place for sharing knowledge, experience and opinion.<sup>20</sup>

Our City Library's kaupapa is Te Ara Whānui o Te Ao – to inspire people to explore the pathways of the world. The City Library collects, curates and provides access to knowledge, ideas and creative works. Collections and services focus on meeting the needs of communities with the greatest needs. Our focus is on accessibility and providing opportunities for people to connect and learn.

Our library programmes support literacy and encourage lifelong learning. They provide and facilitate opportunities for people to take part in community activities. The City Library is the name for all of our library spaces and services:

- The Central Library provides the community with information, literary and digital resources, events, and programmes across four floors in its home on Te Marae o Hine The Square.

- The four community libraries (Ashhurst, Awapuni, Te Pātikitiki Highbury, and Roslyn) provide opportunities for communities to connect and access a wide range of services and programmes.
- Youth Space is a stand-alone hub where young people access library collections, take part in activities, and receive support.
- Blueprint is the City Library Makerspace where people use creative resources, including 3D printers and sewing machines.
- Manawatū Heritage gathers, protects and provides online access to the Ian Matheson city archives and stories from our city's past.
- The Mobile Library provides services throughout the community, making 33 stops around the city every week.

Each part of our City Library network has its own community of users. Almost half of our city residents (46%) visit a library at least several times a year<sup>21</sup>, although visits have not yet returned to pre-Covid levels. Most library users report high satisfaction with the City Library, with 87% reporting they are very satisfied (46%) or satisfied (41%). Community engagement with the City Library's digital resources continues to increase.

Some of our City Library buildings require earthquake strengthening or are not suitable for the growing and changing needs of our communities.

<sup>20</sup> Public libraries of New Zealand. (2020). **Literacy in life. Public Libraries of New Zealand Strategic Framework 2020-2025.**

<sup>21</sup> Key Research. (2023). **Palmerston North Annual Residents' Survey 2022/2023.**

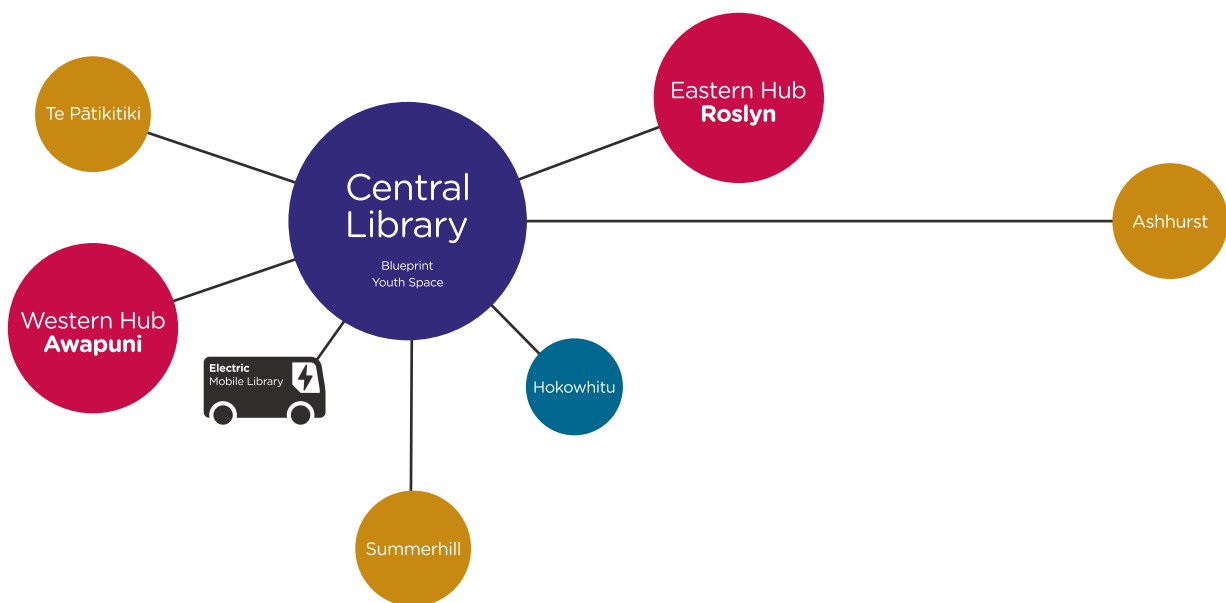
## Te tutukinga e hiahiatia ana? Where do we want to be?

Opportunities to take part are encouraged when community facilities are planned and delivered in partnership with the communities they serve. The Community Places stocktake and needs assessment provides a foundation for decision-making about community facilities. We will further explore the needs of the Awapuni and Highbury communities. Actions to progress the outcome of that work forms part of our libraries plan. Earthquake strengthening the Central Library is also a high priority.

All planning for library facilities and services will include the potential for partnerships with other services.

We want our libraries to continue to respond to changing community needs and to reflect a broad and inclusive purpose. We will provide our library collections and service in accordance with New Zealand public libraries best practice. This includes removing fines charged for overdue City Library items.

Over the next ten to fifteen years, we will move towards a library network that meets community needs:



## Ngā mahi e tutuki ai tā mātou aronga To achieve our purpose we will:

- 1 Provide collections, services and programmes through all City Library locations
- 2 Collect and protect community stories through the city archives

See the **Mahere Whare Puna Mātauranga City Library plan** for more details about the actions we will take to achieve our purpose.



## **Te wāhi ki ngā paetae mō te Whare Puna Mātauranga i roto i ā mātou whāinga me ngā hua**

### **Contribution of our City Library objectives to our goals and outcomes:**



#### **These objectives will contribute to our Goal 1 outcomes for our communities to have:**

- a city that fosters pride, and supports the aspirations of people and communities
- a globally connected city that fosters opportunities for local people, businesses, and organisations
- an economy that embraces innovation and new ideas, and uses resources sustainably



#### **These objectives will contribute to our Goal 3 outcomes for our communities to have:**

- access to services and facilities that are inclusive and appropriate for their needs
- opportunities to contribute to the design of our city
- access to safe and accessible community places
- opportunities for involvement and to contribute to Council decision-making



#### **These objectives will contribute to our Goal 2 outcomes for our communities to have:**

- a vibrant city that connects people and where creativity is built into our cityscape
- an arts community and cultural facilities that are well supported and invested in
- our unique heritage preserved and promoted
- opportunities to celebrate our many cultures
- access to exciting events and activities throughout the city and its neighbourhoods
- places across the city and its neighbourhoods for communities to take part in play and recreation



#### **These objectives will contribute to our Goal 4 outcomes for our communities to have:**

- a sustainable and low-emissions city
- sustainable urban planning with a low-carbon built environment
- access to relevant information and education to support more sustainable choices



# Haumaru hapori, hauora hapori

## Community safety and health

We want to be a healthy city, where our community is safe and feels safe.

### He pēhea nei te tutukinga i tēnei wā? Where are we now?

Community wellbeing encompasses all aspects of health, including the indigenous Māori understanding of te whare tapa whā.<sup>22</sup> Many Council services support community safety and health and are provided alongside the Government's services which aim to support everyone to live longer in good health.<sup>23</sup> For example, we support smokefree parks and public places, and provide dog control and other environmental health services.

We have a statutory responsibility to lead the response to local civil defence emergencies. The aim of proposed legislation is to clarify roles and responsibilities for emergency management and improve outcomes. Any new law may mean consequences for the local delivery of emergency management services.

Community wellbeing is also dependent on being free from harm and from the threat of harm. We support safety and health outcomes through community funding and the design of public spaces. We have a crucial role in emergency management to promote community wellbeing. Our response to climate change will influence our city's resilience and our ability to respond appropriately to emergencies.

Palmerston North was designated as a 'safe community' in 2014 by International Safe Communities, although this accreditation is no longer available. The programme reflected the importance of public space design, readiness for natural disaster, alcohol-related harm, and family/whānau wellbeing to city safety. We know that the perception of safety impacts on the way people feel and interact in their communities. However, perceptions of safety in the city have decreased in recent years, particularly for younger adults.<sup>24</sup>

### Te tutukinga e hiahiatia ana? Where do we want to be?

We acknowledge that many of our services provide opportunities to promote health and increase community safety.

Our focus for the next three years will be to continue our current services, but also to consider the ways we can enable and support safety and health across all of council's activities. This will have implications for our delivery of transport, community facilities, and venues, alongside the services that are understood to have safety and health as their focus (such as emergency services and environmental health services).

22 Te whare tapa whā is a Māori health model developed by Sir Mason Durie and encompassing taha tinana (physical health), taha wairua (spiritual health), taha whānau (family health), and taha hinengaro (mental health).

23 Manatū Hauora Ministry of Health. (2023).

24 Key Research. (2023). Palmerston North Annual Residents' Survey 2022/2023.

**Ngā mahi e tutuki ai tā mātou aronga**  
**To achieve our purpose we will:**

- 1** Provide Civil Defence Emergency Management
- 2** Provide environmental health services
- 3** Promote community health
- 4** Co-ordinate and support community safety and harm reduction initiatives



See the **Mahere haumarū hapori, hauora hapori Safety and health plan** for more details about the actions we will take to achieve our purpose.

**Te wāhi ki ngā paetae mō te haumarū hapori me  
te hauora hapori i roto i ā mātou whāinga me ngā hua**  
**Contribution of our community safety and  
health objectives to our goals and outcomes:**



**These objectives will contribute  
to our Goal 3 outcomes for  
our communities to have:**

- access to services and facilities that are inclusive and appropriate for their needs
- the support they want to live healthy lives
- opportunities to contribute to the design of our city
- access to safe and accessible community places



**These objectives will contribute  
to our Goal 4 outcomes for  
our communities to have:**

- a sustainable, low-emissions city
- a resilient city and communities, prepared for the impacts of climate change
- appropriate infrastructure and development to avoid or minimise the effects of flood events
- access to relevant information and education to support more sustainable choices



# Āhuarangi hurihuri me te toitūtanga

## Climate change and sustainability

We want to reduce our emissions and the impact of climate change on the Council and the City. We want Council and community activities to be more sustainable.

### He pēhea nei te tutukinga i tēnei wā? Where are we now?

#### Climate change

Climate change is a global challenge, and all cities and communities have a role in taking urgent action to transform to a low-carbon, climate resilient future. All communities face the effects of climate change. We can expect unstable and unpredictable weather, worsening floods, droughts, and storms.

The Government has committed to reduce all long-lived greenhouse gasses to net-zero and achieve a 24-47% reduction in biogenic methane by 2050. The National Emissions Reduction Plan includes policy direction and funding opportunities for all councils. This national direction will affect the scope and scale of our climate related programmes.

The first National Adaptation Plan directs councils to identify and pro-actively manage climate risks. We need to make substantial changes to asset and infrastructure planning, and to local economic and emergency management. We have a statutory responsibility to avoid or mitigate natural hazards. We must also have regard to the effects of climate change when making certain decisions.

Palmerston North is a signatory of the New Zealand Local Government Leaders' Climate Change Declaration. This signifies our commitment to addressing climate change in decision-making in the interests of community wellbeing. The purpose of the Low Carbon Fund is to respond to opportunities to reduce organisational emissions. Since 2016 we have reduced our corporate carbon emissions by 31.5%.

#### Sustainable practices

There are opportunities to integrate sustainable practices in all aspects of city life. Making more sustainable choices will be integral to our efforts to become a low-emission, low-waste city. Our homes and businesses can be warmer, drier, and more efficient. We can minimise the use of resources and reduce waste generation. We can choose more energy efficient transport and services.

In recent years, we have made progress in encouraging more sustainable practices throughout the city. We support environmental awareness and education through community organisations and partnerships. centred around living landscapes, zero waste, energy, water, and the ecological design of buildings. The District Plan promotes energy-efficient design for major new commercial buildings and multi-unit residential developments and enables more renewable energy generation.

## **Te tutukinga e hiahiatia ana?** **Where do we want to be?**

The Government has set a more ambitious direction for councils. We want to lead the way in sustainability. We want to develop a culture of sustainability within our organisation. We recognise the value that mātauranga Māori adds to sustainability efforts. We will improve our own practices and share the lessons we learn with the community.

We want to do more to educate and support the community alongside our service delivery, to make sure people understand how and why to make more environmentally responsible decisions. This means doing more work with residents, businesses, and other city partners to reduce citywide emissions, including reducing electricity, natural gas, fuel usage, and waste. We want our purchasing-power to influence city goods and services providers.

We want to build on our existing experience with natural hazards and responding to external shocks. This means planning our land-use and infrastructure respond to extreme weather events. We want to support our economy to handle disruption and changes in the global economic environment.

### **Ngā mahi e tutuki ai tā mātou aronga** **To achieve our purpose we will:**

- 1** Reduce Council activities that produce greenhouse gases (e.g. use of diesel, electricity and natural gas)
- 2** Promote activities that support low-carbon city outcomes, including those that compensate for activities that produce greenhouse gases
- 3** Encourage and promote sustainable best-practices in Council activities and the wider community
- 4** Strengthen our city's adaptive capacity to Palmerston North's climate-related risks

See the **Mahere haurihuri me te toitūtanga Climate change and sustainability plan** for more details about the actions we will take to achieve our purpose.



## Te wāhi ki ngā paetae mō te āhuarangi hurihuri me te toitūtanga i roto i ā mātou whāinga me ngā hua

### Contribution of our climate change and sustainability objectives to our goals and outcomes:



#### These objectives will contribute to our Goal 1 outcomes for our communities to have:

- a city that fosters pride, and supports the aspirations of people and communities
- the efficient movement of goods and services alongside safe and affordable transport options for people
- an economy that embraces innovation and uses resources sustainably
- a resilient, low-carbon economy



#### These objectives will contribute to our Goal 3 outcomes for our communities to have:

- the support they want to live healthy lives
- access to safe and accessible community places
- opportunities for involvement and to contribute to Council decision-making



#### These objectives will contribute to our Goal 4 outcomes for our communities to have:

- a sustainable and low-emissions city
- a resilient city and communities, prepared for the impacts of climate change
- a circular economy with more resource recovery and less waste
- sustainable urban planning with a low-carbon built environment
- appropriate infrastructure and development to avoid or minimise the effects of flood events
- access to relevant information and education to support more sustainable choices



25 This acknowledgement of Te Mana o te Wai refers to the vital importance of water and is addressed more explicitly in our Water plan.

# Kanorau koiora me Te Awa o Manawatū

## Biodiversity and the Manawatū River

We want a healthy Manawatū River, greater biodiversity, and a thriving native ecosystem.

### He pēhea nei te tutukinga i tēnei wā? Where are we now?

A healthy natural environment is essential for life – it sustains everyone and everything in our community. Biodiversity in Aotearoa New Zealand and across the rest of the world is declining due to a range of threats. Te Mana o te Taiao – the Aotearoa New Zealand Biodiversity Strategy 2020 seeks to address these pressures and provide direction for the protection, restoration and sustainable use of biodiversity.

The Manawatū River is of great historical, cultural, spiritual and traditional significance to Rangitāne and to our city. The Manawatū River Leaders Accord sets out the commitment to working in collaboration to improve the mauri of the river. We acknowledge the significance of the entire river system and our waterways to the wellbeing of the city. By protecting the health and wellbeing of our freshwater we protect the health and wellbeing of our people and environments.<sup>25</sup>

The relationship between improving biodiversity and the effects of climate change is clear. Biodiversity contributes to and enhances climate mitigation and adaptation. Conversely, climate change can lead to further degradation and loss of biodiversity.

### Te tutukinga e hiahiatia ana? Where do we want to be?

As environmental stewards, we want to nurture our natural resources and ecosystems to promote biodiversity and environmental sustainability. We want our communities to understand and value our natural environment. This knowledge will provide a foundation for all of our efforts to improve biodiversity and the health of our ecosystem.

We will work with our environmental partners to support community conservation efforts. We want to collaborate with mana whenua through the Manawatū River Leaders Accord and on all biodiversity initiatives that they value. Cultural monitoring of our waterways will inform our actions.

We want to support community gardens and fruit trees in local parks, alongside the community groups committing to caring for them.

**Ngā mahi e tutuki ai tā mātou aronga**  
**To achieve our purpose we will:**

- 1** Encourage and enable the community's connection with the Manawatū River
- 2** Protect, enhance and increase natural areas (e.g. bush remnants, gardens, stream banks and berms)
- 3** Support and fund for-purpose organisations and local communities working to help achieve nature conservation outcomes



See the **Mahere mō te kanorau koiora me Te Awa o Manawatū Biodiversity and the Manawatū River plan** for more details about the actions we will take to achieve our purpose.

**Te wāhi ki ngā paetae mō te kanorau koiora me  
Te Awa o Manawatū i roto i ā mātou whāinga me ngā hua**  
**Contribution of our biodiversity and Manawatū River  
objectives to our goals and outcomes:**



**These objectives will contribute to our Goal 1 outcomes for our communities to have:**

- A city that fosters pride, and supports the aspirations of people and communities



**These objectives will contribute to our Goal 2 outcomes for our community to have:**

- Our unique heritage preserved and promoted
- places across the city and its neighbourhoods for communities to take part in play and recreation



**These objectives will contribute to our Goal 3 outcomes for our communities to have:**

- the support they want to live healthy lives



**These objectives will contribute to our Goal 4 outcomes for our communities to have:**

- a resilient city and communities, prepared for the impacts of climate change
- a circular economy with more resource recovery and less waste
- a healthy, thriving ecosystem, including native biodiversity and food security
- the Manawatū River and waterways restored to a healthy, respected and connected state
- access to relevant information and education to support more sustainable choices



# Taumanu para Resource recovery

We want to minimise  
all waste and its impact  
on the environment.

## He pēhea nei te tutukinga i tēnei wā? Where are we now?

Comprehensive legislative reform is underway to provide clearer roles and responsibilities for waste management. The new legislation will support the national Waste Strategy and actions in the Emissions Reduction Plan. Te Rautaki Para Waste Strategy sets 2030 target reductions for waste generation, waste disposal and waste emissions. It also provides investment opportunities in prioritised areas and encourages sector-wide co-ordination.

Together, the new directives provide a roadmap for a low-emissions, low-waste society built upon a circular economy. A circular economy is one where products are better able to be recovered, reused, repurposed or regenerated. This model is an alternative to a 'take-make-use-waste' approach to our products and purchases. The changes will reshape the way we manage waste and increase our resource recovery.

We are reviewing our Waste Management and Minimisation Plan as part of the 2024-34 Long Term Plan.

The 2022 waste assessment found that in 2021/2022 the city sent around 54,870 tonnes of waste to landfill. Almost half (45.9%) of this waste could have been reused, recovered, recycled or composted instead. Food loss and waste also exacerbates the climate change crisis with its significant greenhouse gas footprint.

## Te tutukinga e hiahiatia ana? Where do we want to be?

The waste hierarchy principles inform our transition to a low-waste, circular economy. This means prioritising waste reduction, followed by reuse, recycling, and recovery, with disposal last of all.

We are in a good position to respond to the upcoming national policy changes. We want to meet the challenges provided by the new requirements, including new kerbside food scraps collection and opportunities to develop new initiatives.

We want our community to understand and be part of our resource recovery and waste management goals. We want all our activities, including purchasing goods and services, to focus on waste-reduction. This will include promoting and supporting community waste reduction initiatives.

**Ngā mahi e tutuki ai tā mātou aronga**  
**To achieve our purpose we will:**

- 1** Promote waste reduction
- 2** Divert waste from landfill
- 3** Provide support for-purpose organisations and local communities to recover, reuse, repurpose or regenerate products
- 4** Provide recycling collection services, including kerbside recycling, drop-off centres and public space recycling bins
- 5** Provide waste collection services, including kerbside collection, the Ashhurst transfer station, and public space rubbish bins
- 6** Monitor and manage the closed landfills



See the **Mahere taumanu para Resource recovery plan** for more details about the actions we will take to achieve our purpose for resource recovery.



**Te wāhi ki ngā paetae taumanu rawa  
i roto i ā mātou whāinga me ngā hua**  
**Contribution of our resource recovery  
objectives to our goals and outcomes:**



**These objectives will contribute  
to our Goal 1 outcomes for  
our communities to have:**

- an economy that employs innovation and new ideas and uses resources sustainably
- a resilient, low-carbon economy



**These objectives will contribute  
to our Goal 4 outcomes for  
our communities to have:**

- a sustainable and low-emissions city
- a circular economy with more resource recovery and less waste
- the Manawatū River and waterways restored to a healthy, respected and connected state
- access to relevant information and education to support more sustainable choices



# Wai Water

We want our city to have enough safe water and to be safe from flooding during storm events.  
We want our wastewater to be effectively collected, treated, and disposed of.

## He pēhea nei te tutukinga i tēnei wā? Where are we now?

'Three waters' is the collective term for the three main types of water services managed by councils: stormwater, drinking water and wastewater. All our city water services are delivered within the context of the Manawatū River Leaders Accord, which sets out the shared commitment to improving the mauri of the Manawatū River.

### Water supply

Palmerston North City Council owns and operates four water supplies: Palmerston North, Ashhurst, Bunnythorpe and Longburn. Water for Palmerston North is mostly sourced from the Turitea Dam and supplemented by bores. A safe and reliable water supply is essential for everyone in our city and Palmerston North's water quality is consistently high. Daily water use has declined in recent years, and city residents have lower daily water consumption than in New Zealand overall.

The National Policy Framework for Freshwater Management is underpinned by Te Mana o te Wai<sup>26</sup> and an integrated approach to water quality – ki uta ki tai. Rangitāne o Manawatū has described what this freshwater vision looks like for Papaioea in its Environmental Management Plan.<sup>27</sup> This plan states that the health and wellbeing of Rangitāne is inseparable from the health and wellbeing of wai.

## Wastewater

Parts of the city's wastewater network are at capacity during significant wet weather events because of infiltration by stormwater. This occurs when aged infrastructure doesn't function well. It can also happen when property owners divert stormwater into the wastewater network (either by accident or design).

Our city's wastewater goes to the Wastewater Treatment Plant at Tōtara Road, where it is treated before being discharged into the Manawatū River. In recent years we have reduced the environmental impact of wastewater.

Managing water resources and the discharge of wastewater is the joint responsibility of Palmerston North City Council and Horizons Regional Council. A resource consent process determines the conditions for disposing of treated wastewater. The mechanism that allows us to discharge our treated wastewater is the resource consent process under the Resource Management Act. In 2021 Council selected its best practicable option for the future. Our proposal is to discharge treated wastewater to the Manawatū River during high flows and to land during low flows. In August 2023 Horizons Regional Council began to process our application for the future treatment and discharge of wastewater.

<sup>26</sup> Te Mana o Te Wai refers to the vital importance of water. It is part of the National Policy Statement for Freshwater Management. Te Mana o Te Wai imposes a hierarchy of obligations, where the health and wellbeing of water is the first priority.

<sup>27</sup> Rangitāne o Manawatū. (2021) **Environmental Management Plan**.

## Stormwater

Urban development has increased the amount and speed of rainwater that goes into urban waterways. This means there are greater peak flow rates and potentially more contaminants going into the Manawatū River. Horizons Regional Council is the lead agency for managing flood hazards, and the Council manages localised stormwater ponding issues and urban drains.

Increased housing density in urban areas, alongside more urban development on the city fringes, will generate more stormwater. Climate change may also bring higher intensity rainfall events. These changes may increase the frequency of flooding on roads and properties.

In recent years we have taken a more naturalised approach to managing stormwater. The District Plan includes water-sensitive design principles to help manage stormwater quantity and quality closer to the source. These practices are now standard in all new growth areas.

## Water reforms

In 2020 the Government's Three Waters Reform Programme was announced in response to multiple challenges to the delivery of water services throughout the country. These challenges include ageing infrastructure, historical under-investment, the growing impacts of climate change, and the need to accommodate population growth. The objectives of the Water Services Reform Programme were:

- safe, reliable drinking water
- better environmental performance of wastewater and stormwater services
- efficient, sustainable, resilient and accountable multi-regional water and sewage services
- making it affordable for future generations

The National-led Government has repealed the Three Waters programme and is still working through the details of the new 'Local Water Done Well'.

Councils will retain ownership of water assets and we have planned to provide water, stormwater, and wastewater services for the ten years of the new LTP. Other changes to freshwater management are also planned, with details yet to emerge.

## Te tutukinga e hiahiatia ana? Where do we want to be?

### Water supply

While the city has a generally good water supply, summer droughts mean we may need to conserve water. This risk will be mitigated over the medium to long term as we construct new bores and reservoirs.

We want to improve our resilience and ability to recover from a significant natural disaster. We will increase our ability to deal with potential seismic event failures or mechanical faults. We will also provide a second (ground)water source close to the Ngahere Park main city supply reservoirs and new bore water sources.

### Wastewater

Our proposal for the future treatment and discharge of city wastewater is being considered by Horizons Regional Council. The proposed option will result in less treated wastewater discharged to the Manawatū River over time.

As upgrades are made to the system, critical trunk sewers and the leakiest parts of the network are a high priority. This work is to minimise the wastewater contamination of the stormwater system.

### Stormwater

The stormwater network is becoming more important as the city grows. We need an integrated and sustainable approach to protect and enhance the freshwater environment. We will look for other opportunities to transform urban waterways to manage stormwater in more sustainable ways. We will continue to explore alternative approaches to ensure a sustainable response to growth and urban density. These approaches will include water-sensitive design and a wider use of tools such as water tanks and rain gardens.

## **Ngā mahi e tutuki ai tā mātou aronga** **To achieve our purpose we will:**

- 1** Provide safe and readily-available water
- 2** Protect buildings and communities from flooding
- 3** Manage city wastewater

See the **Mahere wai Water plan** for more details about the actions we will take to achieve our purpose.

## **Te wāhi ki ngā paetae mō te wai i roto ā mātou whāinga me ngā hua** **Contribution of our water objectives to our goals and outcomes:**



**These objectives will contribute to our Goal 1 outcomes for our communities to have:**

- an economy that embraces innovation and uses resources sustainably
- a resilient, low-carbon economy



**These objectives will contribute to our Goal 2 outcomes for our community to have:**

- our unique heritage preserved and promoted



**These objectives will contribute to our Goal 3 outcomes for our communities to have:**

- the support they want to lead healthy lives
- access to safe and accessible community places
- opportunities for involvement and to contribute to Council decision-making



**These objectives will contribute to our Goal 4 outcomes for our communities to have:**

- a sustainable and low-emissions city
- a resilient city and communities, prepared for the impacts of climate change
- a circular economy with more resource recovery and less waste
- a healthy, thriving ecosystem, including native biodiversity and food security
- the Manawatū River and waterways restored to a healthy, respected and connected state
- a safe, affordable, sustainable and resilient water supply
- effective, low-carbon, wastewater collection and treatment
- appropriate infrastructure and development to avoid or minimise the effects of flood events
- access to relevant information and education to support more sustainable choices



# Mana urungi me te kirirarautanga hihiri

## Governance and active citizenship

We want to make well-informed and strategic decisions and actively engage with the community. We want to work in partnership with Rangitāne o Manawatū.

### He pēhea nei te tutukinga i tēnei wā? Where are we now?

Good governance is when elected members have access to robust advice, and the right training and support to make effective decisions. To govern well, we need to engage with our communities. Decision-making benefits from the contribution citizens make to debates on city issues.

Engaged and active citizens have access to good information and opportunities to contribute their ideas. We have a high level of social media contact on issues. There is a smaller, more in-depth engagement in formal processes. Formal council decision-making processes can be difficult for people to engage with or to see as relevant to their lives.

### Te tutukinga e hiahiatia ana? Where do we want to be?

As elected members and decision-makers we want to have access to information and impartial advice. This means allocating appropriate attention and resources to all decisions. We will support systems that enable transparent decisions and accountability.

We want our communities to understand how Council decisions affect their lives. Conversations with our communities will help us make better choices. We will continue to make more meaningful opportunities for people to have their say. We will provide opportunities for co-design in our major city projects.

Social media and other informal channels provide easily-accessible opportunities for input. We want a broad range of engagement options to enable inclusion of a variety of voices.

**Ngā mahi e tutuki ai tā mātou aronga  
To achieve our purpose we will:**

- 1** Base our decisions on sound information and advice
- 2** Oversee Council operations and communicate decisions to our communities
- 3** Provide leadership and advocacy for Palmerston North
- 4** Provide clear and accessible information and opportunities for community input into Council decisions

See the **Mahere mana urungi, kirirautanga hihiri Governance and active citizenship plan** for more details about the actions we will take to achieve our purpose.

**Te wāhi ki ngā paetae mō te mana urungi me  
te kirirautanga hihiri i roto i ā mātou whāinga ngā hua  
Contribution of our governance and active  
citizenship objectives to our goals and outcomes:**

 **These objectives will contribute to our Goal 1 outcomes for our communities to have:**

- a city that fosters pride, and supports the aspirations of people and communities
- a business environment that encourages investment and delivers career opportunities in a range of sectors
- enough land and infrastructure to enable housing development and business growth
- the efficient movement of goods and services alongside safe and affordable transport options for people
- a globally connected city that fosters opportunities for local people, businesses, and organisations
- an economy that embraces innovation and new ideas, and uses resources sustainably
- a resilient, low-carbon economy





**These objectives will contribute to our Goal 2 outcomes for our community to have:**

- a vibrant city that connects people, and where creativity is built into our cityscape
- an arts community and cultural facilities that are well supported and invested in
- our unique heritage preserved and promoted
- opportunities to celebrate our many cultures
- access to exciting, well-managed events and activities throughout the city and its neighbourhoods
- places across the city and its neighbourhoods for communities to take part in play and recreation



**These objectives will contribute to our Goal 3 outcomes for our communities to have:**

- access to services and facilities that are inclusive and appropriate for their needs
- the support they want to live healthy lives
- access to healthy and affordable housing
- opportunities to contribute to the design of our city
- access to safe and accessible community places
- opportunities to contribute to Council decision-making

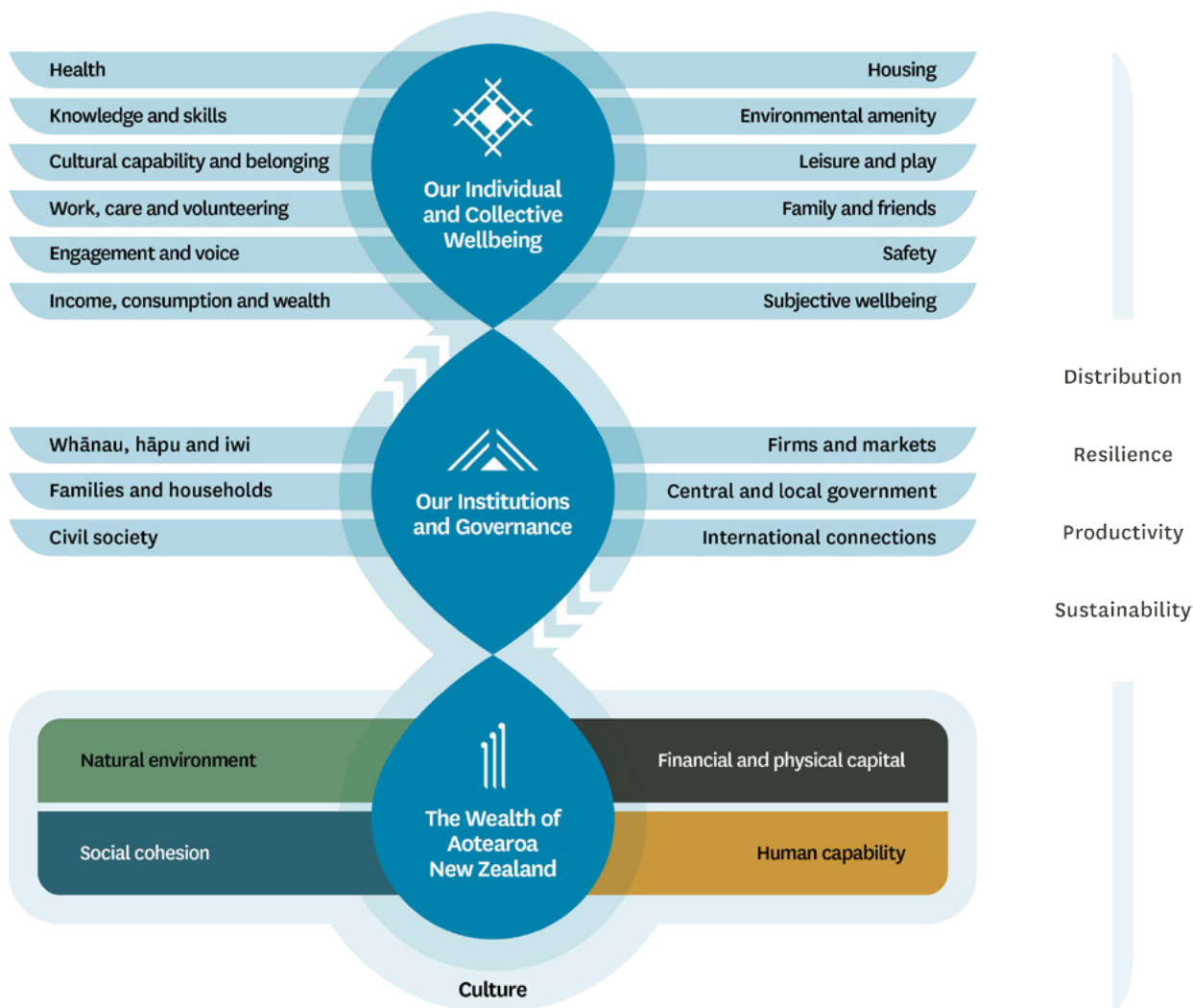


**These objectives will contribute to our Goal 4 outcomes for our communities to have:**

- a sustainable and low-emissions city
- a resilient city and communities, prepared for the impacts of climate change
- a circular economy with more resource recovery and less waste
- a healthy, thriving, ecosystem, including native biodiversity and food security
- the Manawatū River and waterways restored to a healthy, respected, and connected state
- sustainable urban planning with a low-carbon built environment
- a safe, affordable, sustainable, and resilient water supply
- effective, low-carbon, wastewater collection and treatment
- appropriate infrastructure and development to avoid or minimise the effects of flood events
- access to relevant information and education to support more sustainable choices

# Appendix 1:

## Living Standards Framework



# Appendix 2:

## Sustainable Development Goals



## Appendix 3:

# Documents that support this Oranga Papaioea City Strategy

Some documents are listed multiple times to show the contribution they make to more than one area of work.



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## Whare Housing

- Development Contributions Policy
- District Plan
- Housing and Business Needs Assessment
- Housing Capacity Assessment
- New Zealand Urban Design Protocol
- Pressure Sewer Systems Policy
- Property Asset Management Plan
- Social Housing Guidelines
- Universal design principles

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## Hoahoa tāone Urban design

- Business Improvement District Policy
- Central Energy Trust Arena Masterplan
- City Centre Framework
- City Centre Streetscape Plan
- Development Contributions Policy
- District Plan
- Earthquake Prone Buildings Policy
- Enabling Good Lives principles
- Land Development Engineering Standards
- Local Area Traffic Management Policy
- Manawatū River Framework
- Minor Dwellings Design Guide
- National guidelines for crime prevention through environmental design
- National Medium Density Guidelines
- New Zealand Urban Design Protocol
- Palmerston North Integrated Transport Initiative
- Palmerston North Streetscape Plan
- Parking Framework (in development)
- Parks and Reserves Asset Management Plan
- Play Policy
- Policy for the Use of Public Space
- Property Asset Management Plan
- Public Art Policy (in development)
- Reserve Management and Development Plans
- Reserves and Walkway Naming Policy
- Residential Bioretention Design Guide
- Signs and Use of Public Places Bylaw
- Speed Management Plan (in development)
- Stormwater Attenuation Guide
- Stormwater Drainage Bylaw
- Street Design Manual
- Street Naming and Numbering Policy
- Streets and Road Framework (in development)
- Traffic and Parking Bylaw
- Universal design principles
- Urban Cycle Network Masterplan
- Urban Design Protocol
- Vegetation Framework
- Welcoming Communities Plan

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**Whakawhanake Ohaoha**  
**Economic development**

- Appointment of Directors Policy
- Business Improvement District Policy
- CEDA Statement of Expectations
- CEDA Statement of Intent
- Development Contributions Policy
- International Relations Policy
- Support and Funding Policy

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**Tūnuku**  
**Transport**

- Arataki – Waka Kotahi 30-year plan
- Enabling Good Lives principles
- Government Policy Statement on Land Transport
- Local Area Traffic Management Policy
- Palmerston North Integrated Transport Initiative
- Parking Framework (in development)
- Regional Land Transport Plan
- Regional Public Transport Plan
- Roads and Street Framework (in development)
- Signs and Public Spaces Bylaw
- Speed Management Plan (in development)
- Strategic Networks
- Traffic and Parking Bylaw
- Transport Asset Management Plan
- Urban Cycle Network Masterplan

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**Toi me ngā taonga tuku iho**  
**Arts and heritage**

- District Plan
- Earthquake-prone Buildings Policy
- Globe Theatre, Regent Theatre Trust and Te Manawa Statements of Expectations
- Globe Theatre, Regent Theatre Trust and Te Manawa Statements of Intent
- Property Asset Management Plan
- Public Art Policy (in development)
- Reserve Management and Development Plans
- Support and Funding Policy

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**Mahi ā-rēhia  
Recreation and play**

- Ahimate Reserve Development Plan
- Aquatic facilities and water-based recreation needs assessment
- Ashhurst Domain Reserve Management Plan
- Central Energy Trust Arena Masterplan
- City Centre Framework
- Enabling Good Lives principles
- Kahuterawa Outdoor Recreation Plan
- Manawatū River Framework
- Manawatū-Whanganui Regional Sport Facilities Plan
- Memorial Park Development Plan
- Naming Rights for Council-owned Recreational Facilities Policy
- National Aquatic Facilities Strategy (Sport NZ - Ihi Aotearoa)
- National guidelines for crime prevention through environmental design
- National Indoor Facilities Strategy (Sport NZ - Ihi Aotearoa)
- Parks and Reserves Asset Management Plan
- Parks UAV Drone Policy
- Play Policy
- Policy for the Use of Public Space
- Property Asset Management Plan
- Reserve and Walkway Naming Policy
- Reserve Management and Development Plans
- Sun Protection Policy
- Support and Funding Policy
- Vegetation Framework
- Victoria Esplanade Masterplan

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**Tautāwhi hapori  
Community support**

- Cemeteries and Crematorium Bylaw
- Community facilities guidelines (in development)
- Community Places Research Report
- Enabling Good Lives principles
- Kotahitanga Alliance
- Property Asset Management Plan
- Support and Funding Policy
- Welcoming Communities Plan

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**Whare Puna Mātauranga  
City Library**

- Community Places Research Report
- Enabling Good Lives principles
- Property Asset Management Plan
- Public Libraries of New Zealand Strategic Framework 2020-2025

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**Haumarū hapori,  
hauora hapori  
Community  
safety and health**

- Alcohol Control Bylaw
- Animals and Bees Bylaw
- Auahi Kore Smokefree and Vapefree Policy
- Dangerous and Insanitary Buildings Policy
- Dog Control Policy and Bylaw
- Enabling Good Lives principles
- Gambling Policies
- Healthy Beverage Policy
- Local Approved Products Policy
- Manawatū-Whanganui Civil Defence Emergency Management Group Plan
- National guidelines for crime prevention through environmental design Policy for the Use of Public Space
- Provisional Local Alcohol Policy
- Signs and Public Places Bylaw
- Sun Protection Policy
- Support and Funding Policy
- Urban Design Protocol

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**Āhuarangi hurihuri  
me te toitūtanga  
Climate change**

- Local Impact Procurement Policy
- Low Carbon Roadmap
- National Adaptation Plan
- National Emissions Reduction Plan
- New Zealand Local Government Leaders' Climate Change Declaration
- Property Asset Management Plan
- Stormwater Drainage Bylaw
- Support and Funding Policy
- Traffic and Parking Bylaw
- Vegetation Framework
- Waste Management and Minimisation Bylaw

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**Kanorau koiora me  
Te Awa o Manawatū  
Biodiversity and  
Manawatū River**

- Ashhurst Domain Reserve Management Plan
- Kahuterawa Outdoor Recreation Plan
- Manawatū River Framework
- Manawatū-Whanganui Climate Change Action Plan
- Policy for the Use of Public Space
- Rangitāne o Manawatū Environmental Management Plan
- Support and Funding Policy
- Te Āpiti Masterplan
- Vegetation Framework
- Victoria Esplanade Masterplan



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## Taumanu para Resource recovery

- Resource Recovery Asset Management Plan
- Support and Funding Policy
- Te Rautaki Para New Zealand Waste Strategy
- Waste Management and Minimisation Bylaw
- Waste Management and Minimisation Plan

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## Wai Water

- Dam Safety Policy
- District Plan
- Stormwater Asset Management Plan
- Stormwater Drainage Bylaw
- Taumata Arowai Drinking Water Quality Assurance Rules
- Trade Waste Bylaw
- Turitea Reserve Management Plan
- Wastewater Asset Management Plan
- Wastewater Bylaw
- Water Asset Management Plan
- Water Safety Plans
- Water Supply Bylaw

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## Mana urungi me te kirirautanga hihiri Governance and active citizenship

- Appointment of Directors Policies
- Business Assurance Charter
- Code of Conduct
- Delegations Manual
- Elected and Appointed Members' Development and Training Policy
- Elected Members' Expenses and Allowances Policy
- Elected Members' Media and Social Media Protocol
- Enabling Good Lives principles
- International Association for Public Participation
- Local Governance Statement
- Local Impact Procurement Policy
- Low Carbon Roadmap
- New Zealand Legislation
- Partnership Agreement with Rangitāne o Manawatū
- Rates Remission and Postponement Policies
- Register of members' pecuniary interests
- Revenue and Finance Policy
- Significance and Engagement Policy
- Standing Orders
- Statement on Māori Participation in Decision Making
- Treasury Policy

All the other documents adopted by Council to deliver our strategic direction (and listed for each of the other plans) are also relevant to the Governance and active citizenship plan.

# Appendix 4:

## Palmerston North spatial plan



# Mapping the Future



## Sustainable Growth (Industrial)

1. Te Utanganui - Central NZ Distribution Hub
2. Longburn (Wet Industries)



## Sustainable Growth (Residential)

1. Whakarongo
2. Aokautere
3. Kākātangiata
4. Ashhurst
5. Mātangi
6. Napier Road
7. Proposed Urban Intensification



## City Centre Transformation

1. Streets for People street upgrades
2. Civic and cultural landmark facilities requiring seismic work
3. Central Energy Trust Arena
4. Heritage Support Package
5. Palmy BID



## Manawatū River Network

1. Victoria Esplanade Masterplan and Projects
2. Manawatū River Shared Pathway
3. Te Apiti Biodiversity and Recreation
4. Te Motu o Poutoa (Anzac Park)



## City-wide Partners:

Rangitāne o Manawatū, Businesses, Massey University, Food HQ, NZ Defence, Te Whatu Ora Mid-Central, Palmerston North Airport, Central Government and neighbouring Councils



## Manawatū River and Tributaries



## Biodiversity Corridors



## Urban Areas



## Rail



## Regional Freight Ring Road



## City Boundary

# PALMY™

PAPAIOEA  
PALMERSTON  
NORTH  
CITY

**Te Kaunihera o Papaioea**  
**Palmerston North City Council**  
[pncc.govt.nz](http://pncc.govt.nz)  
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