

# Long-Term Plan recap

# The LTP Logic: An Elected Member and community conversation about...

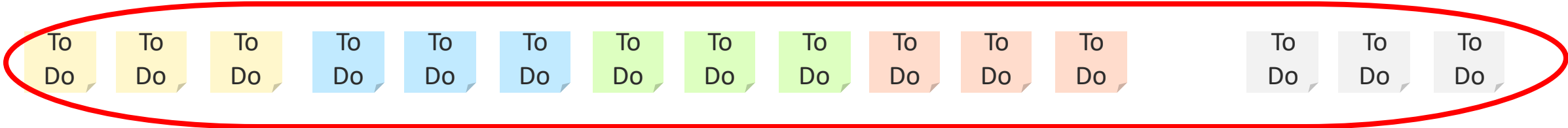
What's Important?

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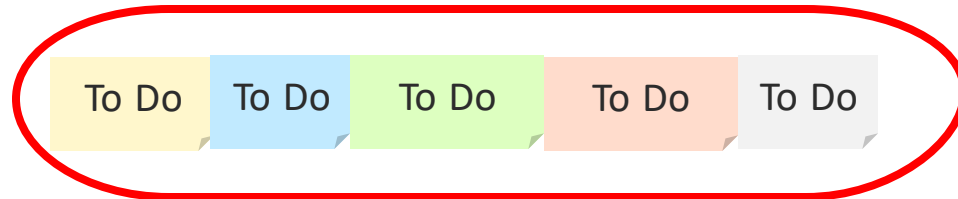
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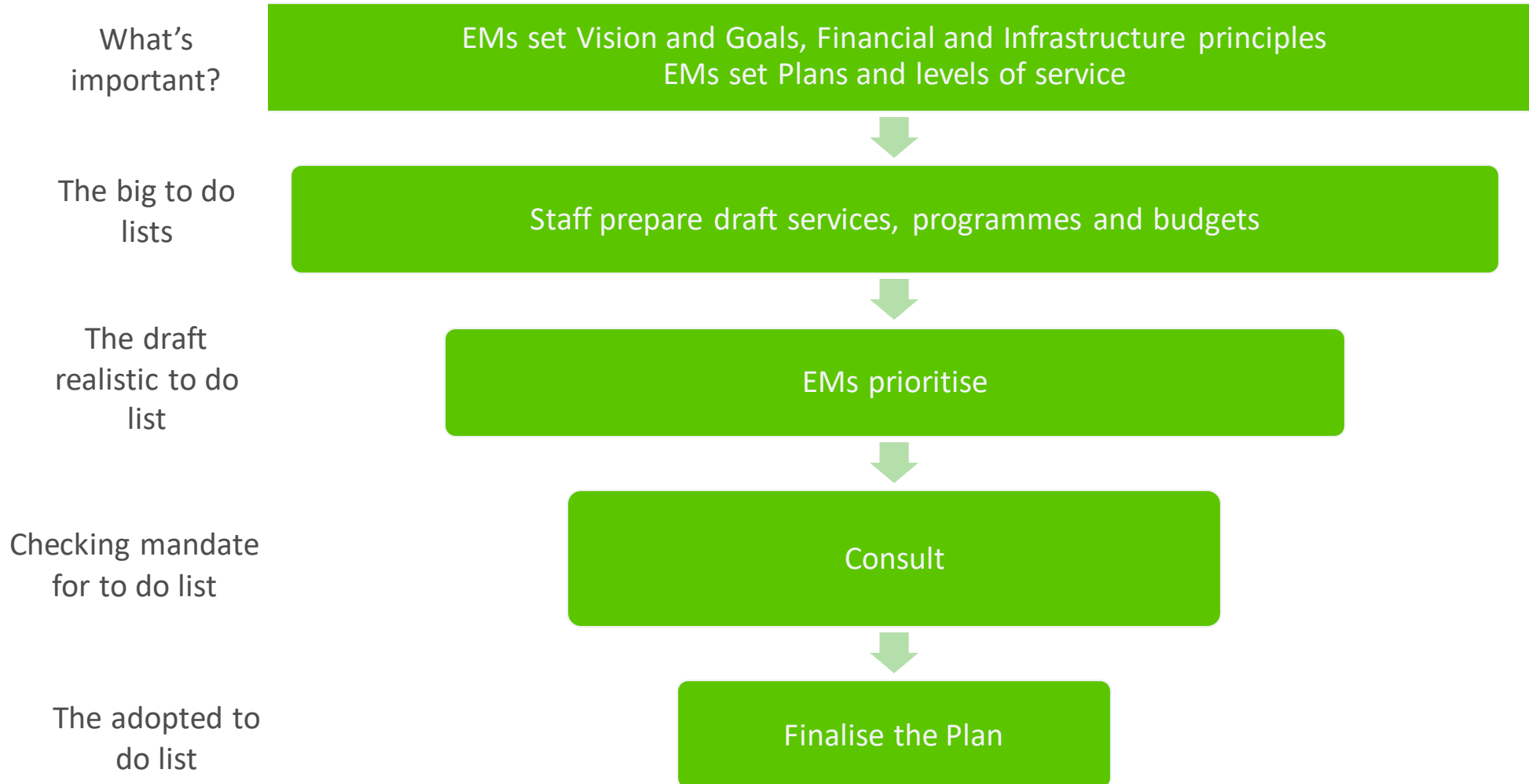


Unaffordable  
Unachievable

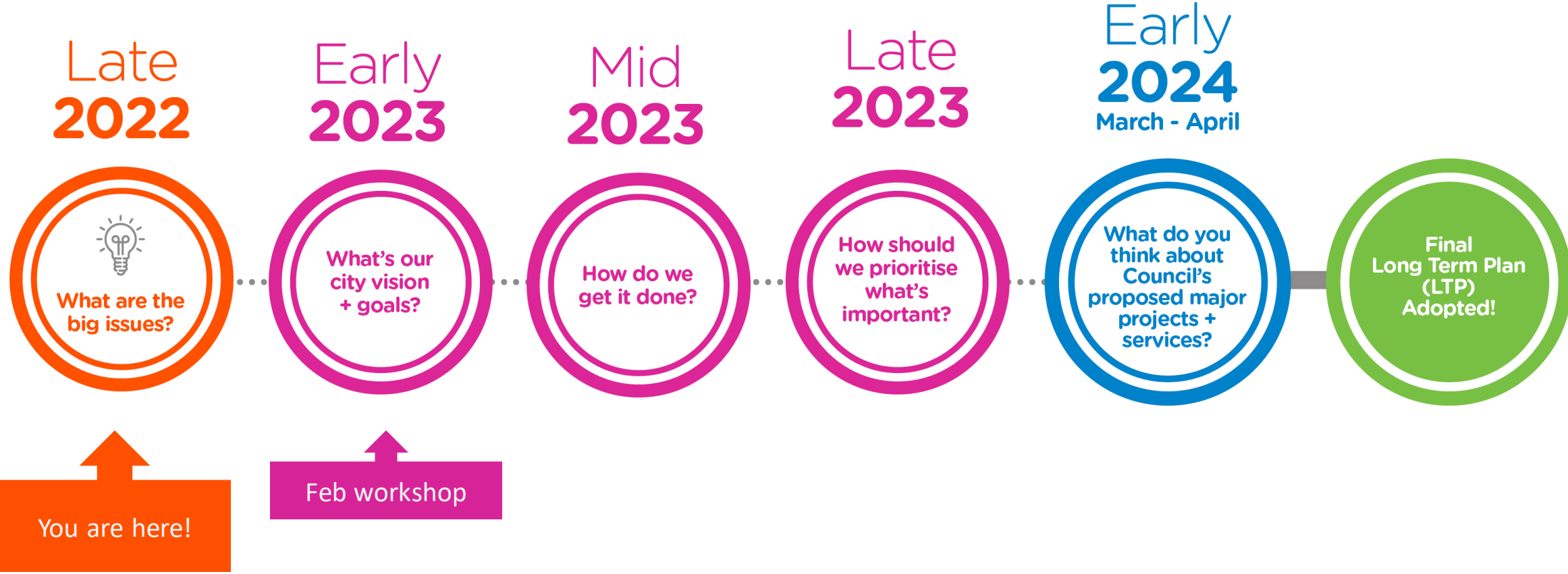


Strategic  
Affordable  
Achievable  
Community mandate

# LTP Process: An Elected Member & community conversation about...



# Where are we at?



# Context for the LTP

Big issues, tensions and opportunities

# City issues at the global, national, local and PNCC level



Global city context



Domestic reform



NZ city issues



Big Palmerston North topics



Organisational considerations

Tensions and challenges



Levers and opportunities

# Global city context

*Wicked problems of our time – No city is spared!*

- Climate change (mitigation and adaptation)
- Unsustainable resource use (overshoot)
- Covid-19 impacts (city-wide and organisational)
- Economic inflation and supply-chain disruption
- Demographic change, inequality and equity
- Digital transformation - Smart City
- Social connectedness - Urban design
- Rapid urbanisation



## **Tensions and challenges:**

Insecurity and complexity

Unsustainable economic models and projections

Inequality (economic, social, digital, intergenerational)

## **Levers and opportunities:**

Build back better

Resilience and regeneration

Linear to circular economy

Smart, adaptive cities

Citizen engagement

# National context – Government reform

*The shifting NZ landscape – big reforms and legislation underway*

- RMA Review
- Three Waters
- New waste strategy and legislation
- Future for Local Government Review
- Climate Change legislation and plans (mitigation & adaptation)
- Co-governance and partnership



## **Tensions and challenges:**

Centralisation-Decentralisation dynamic  
Local government funding constraints  
Increased pressure on natural resources  
Lack of detail and certainty on reforms  
Current models unsustainable

## **Levers and opportunities:**

Partnership opportunities (Iwi, central Government, regional, community)  
Upholding Te Titiri obligations and principles  
Focus on integrated wellbeing and local democracy / citizenship



# City making issues (NZ wide)

*Top-of-mind growth, infrastructure & affordability issues for NZ cities*

- Housing
- Transportation and mobility
- Residential and industrial growth
- Asset Management: Infrastructure renewals, maintenance and resilience over time
- Skill and labour shortages
- Financial pressures
- Demographic change
- Safer communities



## **Tensions and challenges:**

Sprawl vs intensification  
Asset information gaps  
Earthquake-prone buildings  
& heritage protection  
Timing of infrastructure  
Intergenerational equity  
Affordability and inflation

## **Levers and opportunities:**

Using data and insights for better city management  
(Smart adaptive cities)  
Alternative funding opportunities or efficiencies  
Medium-density housing, Land use rezoning  
Multi-modal / active transport benefits



# Palmerston North projects and topics

*Local context – our big opportunities, issues, community projects*

- Rangitāne-PNCC partnership agreement
- Te Awa o Manawatū
- City Centre transformation, City growth
- Civic and Cultural precinct
- Recreation and Community Facilities (Arena)
- City image and reputation
- Te Utanganui / CNZ Distribution Hub
- Regional Strategies (Ag, Food)
- Nature Calls
- Rates Review



## **Tensions and challenges:**

WWTP investment (who pays?)  
Rates: Capital Value – Land Value  
Affordability, equity and limits  
Making complex trade-offs and  
engaging with residents  
Balancing wellbeing outcomes

## **Levers and opportunities:**

Mid-sized city agility  
Investing in our future  
Te Tiriti-led city  
Collaboration and efficiency  
Leveraging our city strengths  
Looking after our local taonga

# Organisational considerations

*PNCC organisational challenges and opportunities*

## ***Increasing costs:***

- Interest, inflation
- Construction
- Resourcing

## ***Organisational capability, capacity & agility:***

- Attracting and retaining staff
- Workforce planning for reforms  
(3 waters, RMA)
- Digital transformation



## **Tensions and challenges:**

Tight fiscal constraints / labour market  
Growing expectations and regulation  
Matching ambition w. delivery capacity  
Covid-deferred costs and disruptions  
Future capability investments required  
Lack of detail and certainty on reforms

## **Levers and opportunities:**

Strategic positioning post-reform  
Org. culture & change management  
Citizen engagement  
Community partnership  
Embracing localism to attract  
contribution and talent



Questions/ Discussion

Planning for the Future

TEKETE TE KAKA, KUKU TE KEPE  
NOT CHATTERS, THE PIGEON CO