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# **PALMERSTON NORTH CITY COUNCIL**

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**ITEM 8, ATTACHMENTS 1-3**

AGENDA

## **ORANGA PAPAIOEA CITY STRATEGY AND PLANS 2024**

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**9:00 AM - ADOPT LONG TERM PLAN 2024-34,  
WEDNESDAY 26 JUNE 2024**

**COUNCIL CHAMBER, FIRST FLOOR  
CIVIC ADMINISTRATION BUILDING  
32 THE SQUARE, PALMERSTON NORTH**

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## **COUNCIL MEETING**

26 June 2024

### **ITEM 8, ATTACHMENTS 1-3**

**8. Adopting the Long-Term Plan 2024-34 and Associated Strategies and Policies**

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The strategic foundation  
of the 2024-2034 Long-Term Plan

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# Oranga Papaioea City Strategy



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## 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 hāpori tūhonohono, he hāpori 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 15 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 91,800 people is relatively young, with a median age of 35.2 years projected to increase to 39 years by 2043 - over three 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 ohāoha

### Economic wellbeing

#### He aha ia nei te oranga ohāoha? 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.

- 1 Key Research. (2023). Palmerston North Annual Residents' Survey 2022/2023
- 2 University of Auckland. (2018). New Zealand Index of Multiple Deprivation (IMD18).

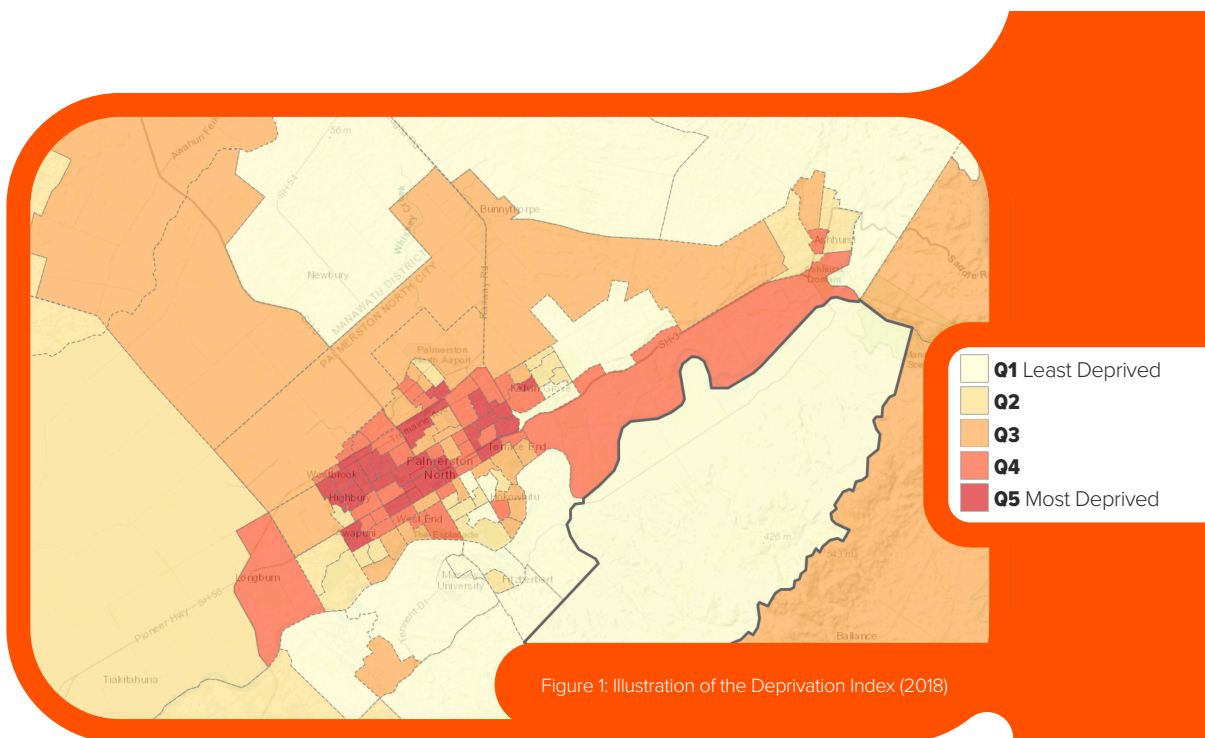


Figure 1: Illustration of the Deprivation Index (2018)

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

The city economy grew by 13.4% over the five-years to March 2024, compared with 11.2% for New Zealand as a whole. Investment into the city is also boosting the city economy, and a further \$8 billion will be invested in the Manawātū Region over the next decade.

Our government, education, and health sectors contribute a third (31.2%) of total Gross Domestic Product (GDP) and 36.0% of total jobs in the city. In comparison, these combined sectors contribute just 17.1% of national GDP and 23.1% of national jobs.

Government sector jobs in the city are concentrated in frontline roles in defence, health and education. These functions are less affected by the government public sector cuts, supporting the economic resilience of the city economy.

The city's professional and service industries have been growing in response to the strong economic conditions in the city over the last five years. 'Health care and social assistance' and 'Professional, scientific and technical services' were two of the city's highest growth sectors in the year to March 2023, increasing in value by \$22 million and \$17 million, respectively.

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 households. We expect these economic pressures to continue in 2024 as high interest rates and weak demand for goods and services flows through to local businesses. On the upside, the Reserve Bank anticipates that inflation will return to within the 1-3% target range in the September 2024 quarter. This will support the case for lower mortgage interest rates as we move into 2025, boosting demand for goods and services, and supporting employment and economic wellbeing.

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.





## 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 Manawātū.**

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.

<sup>3</sup> UNESCO (2001). **Universal Declaration on Cultural Diversity.**

<sup>4</sup> 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 wellbeing?** <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 increased by 13% since 2016/2017, when monitoring began. In 2022 gross city carbon emissions were 690,560 tonnes for the city, or 7.6 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 2022 net carbon offsets decreased by 6,870 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 hāpori

## Community views

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

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

**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.

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

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

**The Manawātū 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 hāpori

## 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.

#### 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 haumaru



### 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.

#### 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
- community social service groups and facilities that are well supported and invested in

<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.

#### 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
- natural environment-focused community groups and facilities that are well supported and invested in

## 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.



		Reflects wellbeing category			
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 whakaihiihi, 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 and a 60% reduction in organisational emissions (from our 2016/17 and 2015/2016 baselines, respectively)</b></p> <p>The proposed per capita target is based on an overall citywide 35% reduction of greenhouse gas emissions by 2034. This is in line with national emissions budgets 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>The proposed organisational target is based on emissions reductions achieved to date. As of the year ending June 2023, our organisational emissions were 31.5% lower than our baseline.</p>					

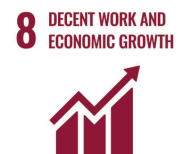


## United Nations Sustainable Development Goals

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:



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.

Indicator	Reflects wellbeing category			
	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
- community social service  
groups and facilities that are  
well supported and invested in



**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





## 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 (2019-2024), 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.

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

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 Manawātū, 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?

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 Manawātū 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





## Taonga tuku iho Heritage

We want to nurture and celebrate our city's history and cultural diversity.  
We want to protect and understand our heritage.

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

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 Manawātū, 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.

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

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. We will establish a heritage advisory or reference group to support this aspiration.

Our partnership with Rangitāne o Manawātū 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.



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

- 1** Promote, protect, celebrate, and share knowledge of local history
- 2** Support Rangitāne o Manawatū in their role as kaitiaki of their historic heritage places



See the **Mahere taonga tuku iho Heritage plan**  
for more details about the actions we will take to achieve our purpose.



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

**Contribution of our 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



**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



## Toi Arts

We want to celebrate the arts and the city's history and cultural diversity.  
We want there to be lots for people 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 Centrepont 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.

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.

### 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 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** Provide, fund, and support city and community events



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

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

**Contribution of our arts 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 Manawātū 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 hiahia 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
- community social service groups and facilities that are well supported and invested in



**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. Youth Space is a hub where young people take part in activities and receive support. 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 identity, 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 be 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. In the short-term this means we will focus our particular attention on youth wellbeing.

<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, Youth Space, and Hancock Community House
- 2** Support for-purpose organisations, local communities, and communities of interest, and deliver programmes to promote community wellbeing
- 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
- community social service groups and facilities that are well supported and invested in



**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
- natural environment-focused community groups and facilities that are well supported and invested in



## 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.
- 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*.



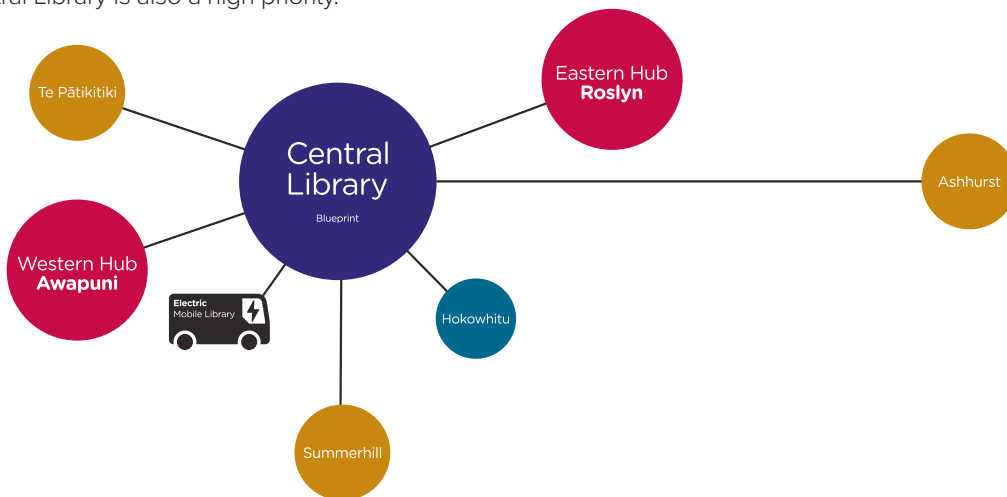
### Te tutukinga e hiahiatia ana? Where do we want to be?

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, Roslyn, and Highbury communities. 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 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 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
- community social service groups and facilities that are well supported and invested in



**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
- community social service groups and facilities that are well supported and invested in



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 hiahia 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
- natural environment-focused community groups and facilities that are well supported and invested in



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
- natural environment-focused community groups and facilities that are well supported and invested in





## 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 reviewed 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 and green waste 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
- natural environment-focused community groups and facilities that are well supported and invested in





## 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. In June 2024 we decided to revisit the options available to us.

<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
- community social service groups and facilities that are well supported and invested in

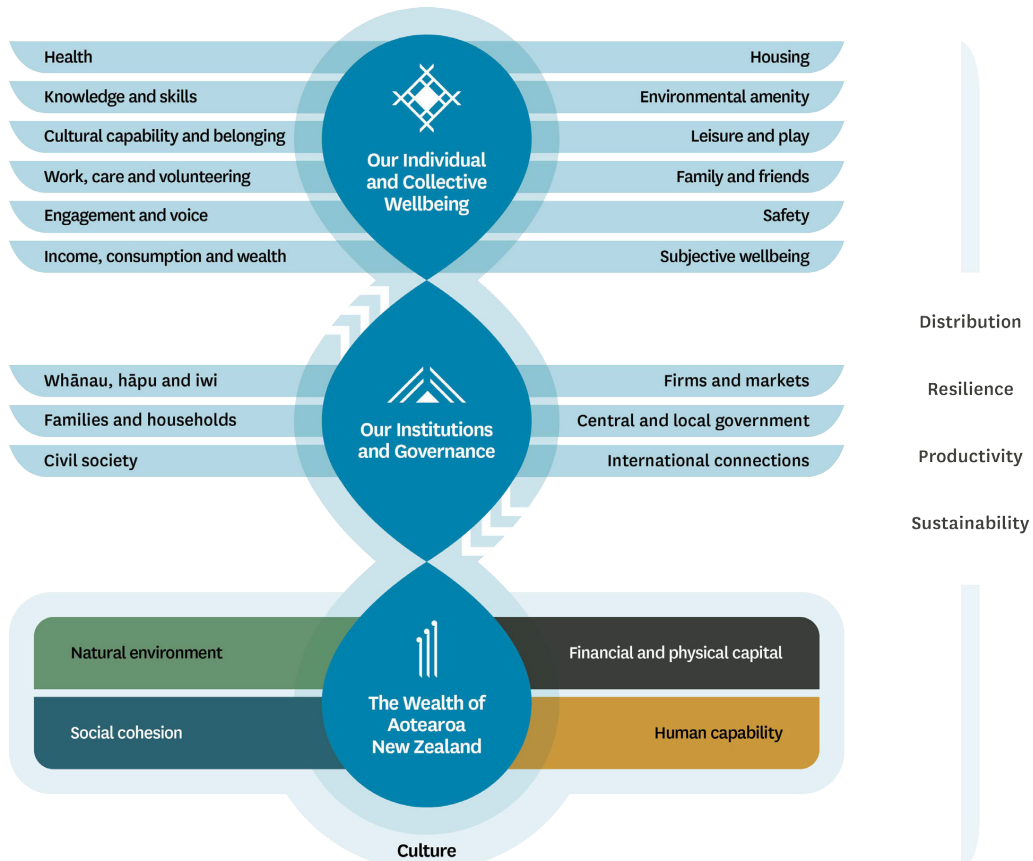


**These objectives will contribute to our Goal 4 outcomes for our communities to have:**

- 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
- natural environment-focused community groups and facilities that are well supported and invested in

## 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.



**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

**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



### 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

### 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 Places Bylaw
- Speed Management Plan (in development)
- Strategic Networks
- Traffic and Parking Bylaw
- Transport Asset Management Plan
- Urban Cycle Network Masterplan

### Taonga tuku iho 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 Asset Management Plan
- Public Art Policy (in development)
- Reserve Management and Development Plans
- Support and Funding Policy

### Toi Arts

- 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 Asset Management Plan
- Public Art Policy (in development)
- Reserve Management and Development Plans
- Support and Funding Policy

### **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

### **Tautāwhi hapori Community support**

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

### **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

**Haumaru 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

**Āhuarangi hurihuri  
me te toitūtanga  
Climate change  
and sustainability**

- 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
- Waste Management and Minimisation Plan

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

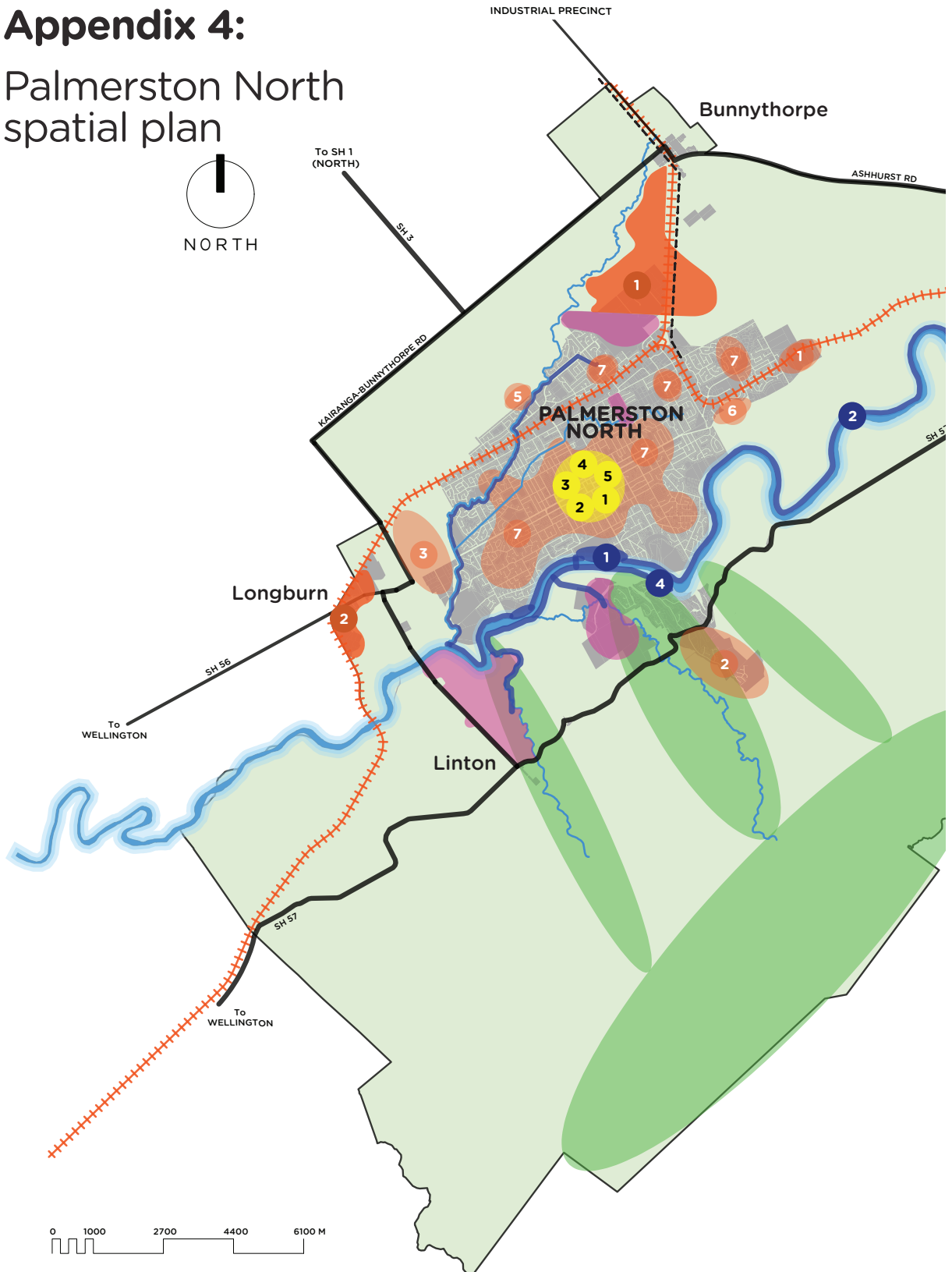
- Dam Safety Policy
- District Plan
- Stormwater Asset Management Plan
- Stormwater Drainage Bylaw
- Taumata Arowai Drinking Water Quality Assurance Rules
- Trade Waste Bylaw
- Turitea Reserve Management Plan
- Wastewater Asset Management Plan
- Wastewater Bylaw
- Water Asset Management Plan
- Water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

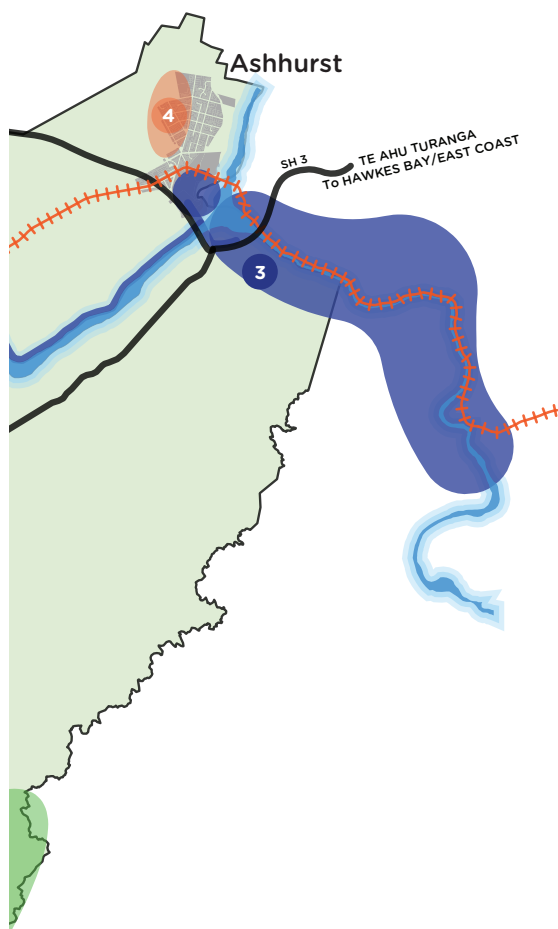
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**Mana urungi me te  
kirirautanga hihiri  
Governance and  
active citizenship**

- Appointment of Directors Policy
  - 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. Urban Intensification



### City Centre Transformation

1. Streets for People: City Centre Streetscape Plan
2. Civic & Cultural Precinct
3. Central Energy Trust Arena
4. Heritage Support Package
5. Palmy BID



### Manawatū River Network

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



### City-wide Partners:

Rangitāne o Manawatū,  
Central Economic Development Agency (CEDA)  
Massey University, Food HQ, NZ Defence  
Te Whatu Ora Mid-Central, PN Airport



### Manawatū River & Tributaries



### Biodiversity Corridors



### Urban Areas



### Rail



### Manawatū Regional Freight Ring Road



### PN to Feilding Shared Pathway



### City Boundary





**Te Kaunihera o Papaioea**  
**Palmerston North City Council**  
pncc.govt.nz  
info@pncc.govt.nz / 06 356 8199  
Te Marae o Hine – 32 The Square



# Mahere whare Housing plan

2024-2034  
Long-Term Plan

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

Access to appropriate housing makes an important contribution to the wellbeing of city communities. Our role is to make sure there is enough land and infrastructure to accommodate residential growth. We need to manage the impact of this growth on the environment and protect productive land.

We want our city to have well-planned housing that encourages positive social outcomes. We will encourage development within the existing urban footprint and promote a greater range of housing types. We will continue to provide social housing and support community housing initiatives.



## Ka aha mātou?

### What will we do?

#### Rezone enough land and provide infrastructure to accommodate residential growth

##### What will this mean?

More than half of city housing development takes place within the existing urban footprint, through redevelopment and infill subdivision. Our city has a constant supply of at least 1,900 new residential sections with the infrastructure they need.

##### Specific actions

- Meet the legislated standards and requirements for land-use planning
- Implement the National Policy Statement on Urban Development Capacity
- Rezone areas of Roxburgh Crescent, Ashhurst, Aokautere and Kākātangiata for housing
- Provide infrastructure for housing growth areas

#### 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

##### What will this mean?

There is a greater variety of housing choices available for city communities. Our city is more intensively developed and productive soils remain available for food production.

##### Specific actions

Encourage medium density development (through a District Plan change required under the National Policy on Urban Development Capacity)

Support the development community to provide new housing developments and more diverse forms of housing

[see **Climate change and sustainability plan**]

#### Facilitate new housing development and provide incentives to encourage other housing providers

##### What will this mean?

There is more housing available to meet community needs.

##### Specific actions

- Support the development community to develop new housing and more diverse forms of housing
- Identify Council and Government land to evaluate for future housing use

##### New or one-off actions

- Develop or support housing development at Summerhays Street and Huia Street (formerly bowls clubs) (years 1 to 4, and years 9 and 10, respectively)
- Investigate repurposing the Council depot site for housing (years 1 and 2)

#### Provide social housing and support community-led housing initiatives

##### What will this mean?

Council housing is available to older people, disabled people, and people on low incomes. Community-led housing initiatives receive support to address housing insecurity by building, providing, or improving city housing.

##### Specific actions

- Provide social housing for older people on low incomes, people with disabilities on low incomes, and people on low incomes who experience other barriers to accessing housing in the private market  
[See **Social housing guidelines**]
- Provide social housing according to best practice guidance  
[see **Climate change and sustainability plan**]
- Provide support for Council tenants (either directly or through another agency)
- Provide social housing compliant with the Otago Medical School He Kainga Oranga Rental Housing Warrant of Fitness Standard  
[see **Climate change and sustainability plan**]
- Advocate for increased support for local and national initiatives to increase the provision of warm, safe and accessible housing for people on low incomes in Palmerston North
- Support local community-led housing initiatives

##### New or one-off actions

- Build new social housing (from year 1)
- Develop a community housing partnership programme (year 1)
- Support social housing providers through a community housing partnership programme (from year 2)  
[See **Climate change and sustainability plan**]
- Provide funding to for-purpose organisations, local communities, and communities of interest through:
  - Strategic Priority Grants (including support for sector leadership)
- Support local community-led housing initiatives in partnership with social services, including to:
  - develop and implement a local Housing First model (from year 1)
  - provide outreach support (from year 1)
  - develop and provide a quick-response fund to support people to retain their rental housing (from year 1)
- Investigate models of delivery for Council's social housing (year 1)



# Mahere hoahoa tāone

## Urban design plan

2024-2034  
Long-Term Plan

We want our city to have great places for everyone.

Our lives are connected through our common built environment. We all live and work in buildings, use public streets, open spaces, transport systems and other urban infrastructure. The way we design our city affects environmental, economic, social and cultural wellbeing.

We want our city to be connected, co-ordinated and easy to get around. We want city places to be inclusive, adaptable and interesting. This means designing our city in collaboration with city communities. We want to take opportunities to connect with nature and have positive effects on the natural environment.



Ka aha mātou?  
What will we do?

### Maintain and promote a connected and well-designed urban environment

#### What will this mean?

Best-practice urban design advice and information is available to everyone involved in planning our city landscape. The advantages of a well-designed, people-centred, and connected city environment are well understood and guide all our city planning.

#### Specific actions

- Apply urban design best practice to all city planning and development
- Provide best-practice urban design guidance to resource consent applicants, developers and designers
- Provide support for private development on high profile and strategic sites
- Encourage medium density development (through a District Plan change required under the National Policy on Urban Development Capacity)

[See **Housing plan**]



### Provide and promote connected, sustainable, accessible, safe, interesting, and playful public spaces

#### What will this mean?

Communities have opportunities to contribute to city making. All council developments consider and promote safety, accessibility, sustainability and diversity.

#### Specific actions

- Urban design plan objectives are included and planned for in all city development
- Manage parking in accordance with transport and urban design objectives [See **Transport plan**]
- Express Rangitānenuirawa<sup>1</sup> in public spaces
- Express Te Ao Māori in urban design principles and practice
- Deliver the Creative City Conversations programme to community audiences
- Support the central city Business Improvement District (Palmy BID) [See **Economic development plan**]
- Provide urban design support and professional development opportunities to Rangitāne o Manawātū on their own development projects
- Provide education and interactive visual resources to communities
- Support placemaking in public spaces

#### New or one-off actions

- Trial a village plan development process with the Bunnythorpe community (years 1 and 2)
- Incorporate the Enabling Good Lives principles in planning (from year 1)

<sup>1</sup> Rangitānenuirawa is the Rangitāne expression of kaitiakitanga, or customary authority and guardianship.



# Mahere whakawhanake ohaoha

## Economic development plan

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

Our city's economic wellbeing depends on opportunities to improve our standard of living and reduce economic disadvantage. A profitable business sector, knowledge and skills, work, health, environmental amenity, and housing, all contribute to living standards.

We will partner with agencies and organisations to improve wellbeing. We will focus on delivering the conditions needed to support economic activity in the city, now and into the future.



### Promote the city

#### What will this mean?

People are proud to call Palmerston North home. The city is known as a great place to visit, and for lifestyle and investment opportunities.

#### Specific actions

- Market the city to visitors, residents and investors
- Attract and support conferences and other business events to the city

### Provide opportunities and infrastructure to accommodate business growth

#### Specific actions

- Rezone identified growth areas for housing and business needs
- Investigate opportunities for Local Business zoned land as new housing areas are planned
- Ensure serviced land is available to enable short, medium and long-term for housing and business development
- Consolidate Industrial zoned land around air, rail and road freight infrastructure
- Support Te Utanganui to become a multi-modal distribution hub

#### New or one-off actions

- Review the District Plan business zones to protect the city's centres-based business land supply  
[See **Housing plan** and **Transport plan**]

#### What will this mean?

The city has land and other opportunities to cater for housing and business development needs. The land is appropriately serviced and the roading network is efficient, safe, and fit for purpose.

### Attract and support major events and activities

#### What will this mean?

Residents and visitors have opportunities to attend a range of major events in Palmerston North. Local communities and businesses benefit from the vibrancy and the economic activity that major events and activities bring to the city.

#### Specific actions

- Attract major events to the city, including national secondary school sports tournaments at Central Energy Trust Arena and other council facilities
- Support major events in the city through the:
  - Major Events Fund
  - Arts Event Fund
  - Sports Events Partnership Fund (Sport Manawatū)
  - Sponsorship Fund
- Support the assessment of economic and social impacts of major events and activities
- Support the annual NZ Rural Games to be held in Palmerston North
- Sponsor the Property Brokers Manawatū Jets to take part in the National Basketball League
- Sponsor the annual New Zealand Food Awards to be held in Palmerston North

#### New or one-off actions

- Sponsor the Central Hinds womens' cricket team (years 1 to 3)
- Fund the New Zealand Rugby Museum's international exhibition (year 1)

### Support international education and promote Palmerston North's interests to global partners

#### What will this mean?

Palmerston North has enduring relationships with international partners. Businesses and organisations have greater opportunities to access international markets and to attract students and visitors. There are opportunities for the transfer of technology and knowledge sharing.

#### Specific actions

- Promote Palmerston North's interests to global city partners
- Promote the important and distinct contribution of iwi Māori to the city and regional economy
- Provide opportunities for meaningful and effective relationships between iwi Māori and international partners
- Facilitate international economic and education partnerships with city institutions
- Manage official delegations and relationships with embassies and high commissions
- Participate in international forums and events

### Ka aha mātou? What will we do?

### Support sustainable business activity and labour market development

#### What will this mean?

The business sector has access to business support services through the Central Economic Development Agency (CEDA). Businesses have the skills and talent they need to thrive. They have access to information, tools, and opportunities to support them to transition to a sustainable (including profitable), low carbon future.

#### Specific actions

- Profile and promote the region
- Promote and support key sectors and regional strengths
- Work closely with Rangitāne o Manawatū and Māori to support opportunities for growth and development of the Māori economy
- Attract and retain skilled workers to the city to meet short, medium and long-term labour market needs
- Provide support to industry for business growth
- Provide information and education resources to city businesses
- Fund and support the central city Business Improvement District (Palmy BID) through a targeted rate

### Provide services for visitors including the Conference and Function Centre, isite Visitor Centre, and holiday park

#### What will this mean?

Visitors, holiday makers, and delegates experience high quality visitor services and facilities in the city.

#### Specific actions

- Provide the Conference and Function centre
- Provide information services for visitors and locals through the isite Visitor Centre
- Provide services for visitors
- Support the Māngai Atawhai City Ambassadors programme during the summer

#### New or one-off actions

- Review of the options for the delivery of information and assistance to visitors (year 2)
- Review the accommodation options offered at the Holiday Park (in consultation with the lease holder) (year 3)

### Manage council's strategic investments and attract external investment

#### What will this mean?

The community benefits from the sound management of Council's strategic investments. Advocacy by Council, CEDA, and regional partners attracts inward investment to the city.

#### Specific actions

- Manage the Palmerston North Airport to optimise outcomes for the city now and into the future
- Provide after-hours call centre services for other New Zealand councils
- Manage Gordon Kear Forest
- Advocate with partner-organisations for government and commercial investment to the city and region

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# Mahere tūnuku Transport plan

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Long-Term Plan

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

Managing Palmerston North's transport system is a complicated process. We need to respond to many competing demands and balance the needs of a variety of users.

As the city's population grows, congestion, road safety issues and maintenance deficits become more significant. We need to adopt a more proactive and planned approach to manage our transport network. We must prioritise safety, access, value for money, and reducing environmental impacts.

## Ka aha mātou?

### What will we do?

## Provide a safe, low-carbon, integrated, and multi-modal transport network

### What will this mean?

Palmerston North has a well-planned transport network that supports the right transport mode for the right road. The transport network is integrated with land use planning and is safe for all users.

## Include active and public transport needs in all transport network planning

### What will this mean?

There is enough space allocated to active and public transport in the network. It is safe and comfortable to use active or public transport rather than relying on private vehicles.

### Specific actions

- Maintain the City's bus stops and shelters
- Make improvements to the urban environment to increase safety for people using active modes of transport
- Continue to implement the Urban Cycle Network Masterplan in planning and decision-making

### New or one-off actions

- Develop the Feilding to Palmerston North shared pathway (years 1 to 3)
- Plan and develop a city transit hub (years 2 to 4)
- Consider how to progress the Ashhurst to Palmerston North shared river pathway (year 4)

### Specific actions

- Support Te Utanganui to become a multi-modal distribution hub
- Manage parking in accordance with transport and urban design objectives  
[See **Urban design plan**]
- Maintain and upgrade the road, footpath and cycleway network
- Advocate to central and regional government for policy settings and investment to improve roading network efficiency and provide public and active transportation options

### New or one-off actions

- Incorporate the Enabling Good Lives principles in planning for transport (from year 1)
- Identify options to reduce greenhouse gas emissions from transport (from year 1)  
[See **Climate change and sustainability plan**]
- Implement actions to reduce greenhouse gas emissions from transport (from year 2)  
[See **Climate change and sustainability plan**]
- Develop plans to support investment in the regional freight ring road (subject to NZ Transport Agency Waka Kotahi funding) (from year 1)
- Develop a plan to support State Highway 57 interventions that connect the Aokautere growth area to the city (years 3 and 4)
- Make safety improvements at Tennent Drive intersection (year 3)
- Make road safety improvements around Stoney Creek Road
- Plan a replacement for the Milson overbridge (years 3 and 4)

## Encourage communities to make active and public transport choices

### What will this mean?

People have access to the information they need to make active and public transport choices.

### Specific actions

- Support cycle skills and safety initiatives
- Improve school crossings across the city to support greater pedestrian safety





# Mahere toi

## Arts plan

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

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, cultural facilities, and events.

We want our city arts and cultural facilities to be strong and resilient. We will support and care for our city's cultural facilities and develop a civic and cultural precinct. We will support the arts sector to reflect the bicultural foundations of our city.



### Ka aha mātou?

### What will we do?

#### Provide and support cultural facilities

##### What will this mean?

The Regent on Broadway and the Globe Theatre provide opportunities for our city communities to attend and take part in a wide variety of performances. Te Manawa is a central city museum, art gallery, and science centre for the wider region.

##### Specific actions

- Fund and support Te Manawa Museums Trust
- Fund and support the Regent Theatre Trust
- Fund and support the Globe Theatre Trust
- Develop and maintain Council-owned cultural facilities (Te Manawa, Regent on Broadway, and Globe Theatre)
- Support cultural facilities to establish and maintain relationships with Rangitāne o Manawātū

##### New or one-off actions

- Finalise a Civic and Cultural Masterplan with cultural facilities and communities, and investigate co-funding and partnership models (years 1 to 3)
- Undertake seismic strengthening of the Council-owned arts and cultural facilities (from year 1)
- Incorporate Enabling Good Lives principles into facility maintenance and development of Council-owned arts and cultural facilities (from year 1)

[See the **Heritage plan**]

#### Support community arts initiatives and organisations

##### What will this mean?

The value of the arts is evident in our cityscape. There is support for local arts organisations and creative initiatives.

##### Specific actions

- Provide support to arts organisations to deliver community-led projects
- Provide support to the arts sector through:
  - Creative Communities Fund
  - Strategic Priority Grants (including support for sector leadership)
  - Community Development Small Grants Fund
- Support projects that promote Māori creative practices
- Curate, maintain and promote Council's public art
- Purchase and install new public art

##### New or one-off actions

- Investigate the need for performance/theatre spaces in the city (year 3)
- Provide funding support to the annual Summer Shakespeare production (from year 1)

#### Provide, fund, and support city and community events

##### What will this mean?

There is a variety of local city and community events and festivals throughout the year. Communities have opportunities to share and celebrate their cultural identity and interests.

New and developing events attract and engage new audiences.

##### Specific actions

- Provide and facilitate a co-ordinated calendar of accessible and sustainably-managed city and community events
- Provide funding, resources, and guidance on event delivery to community-led event providers
- [See **Community support plan** for Community-led initiatives fund]
- Provide Te Ao Māori events with Rangitāne o Manawātū

##### New or one-off actions

- Support a Manawātū Arts Festival (from year 2)
- Provide a community events trailer (year 1)
- [See **Economic development plan** for Major events]

# Mahere rēhia

## Recreation and play plan

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

Being active supports all aspects of health, as recognised in the Māori understanding of te whare tapa whā<sup>1</sup>. Our actions can help our communities to be more active and improve well-being and resilience.

We will work collaboratively with others to respond to community needs. We want to offer accessible and inclusive places with opportunities for everyone. Our activities will promote biodiversity and a healthy ecosystem.

<sup>1</sup> 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 whanau (family health), and taha hinengaro (mental health).



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Ka aha mātou?  
What will we do?



### Provide community sport and sport-event facilities at Central Energy Trust Arena

#### What will this mean?

The Arena provides accessible and affordable opportunities for community sport and recreation. Opportunities for communities to take part in active sport and recreation are prioritised over other uses of the Arena.

#### Specific actions

- Provide sport facilities and services at the Arena
- Support sport-events at the Arena [see **Economic development plan**]

#### New or one-off actions

- Implement the Arena Masterplan (from year 1), including:
  - Development of a new Arena 5 (multi-use indoor court facility) (years 1 to 3)
  - Consider the redevelopment of the rear sportsfields (Arena 6) (from year 4)

### Provide swimming pools and other water-based recreation facilities

#### What will this mean?

There is a variety of accessible places for communities to swim and take part in water sports and play. There is no cost to swim for children under five.

#### Specific actions

- Provide, operate and maintain swimming pools, aqua play features (e.g. splash pads and outdoor paddling pools)
- Provide a multi-water sport outdoor facility at Hokowhitu Lagoon

#### New or one-off actions

- Implement the recommendations of the Aquatic and water-based recreation needs assessment, including to:
  - Carry out a feasibility study for a 50-metre swimming pool (year 2)
- Reduce the environmental impact of the operation and maintenance of Council swimming pools [see **Climate change and sustainability plan**]

### Provide city, suburb, and local parks and reserves, sports fields and facilities, walkways and shared paths

#### What will this mean?

There is a variety of accessible, well-maintained, and affordable places for communities to be active throughout the city. The nature and design of our recreation places reflect our communities' needs and aspirations. Sportsfields are suitable for play and available for use when they are most needed. Communities have access to the support they need to be active.

#### Specific actions

- Provide city, suburb and local parks and reserves, including sports fields, courts, tracks, changing rooms and facilities, and walkways
- Involve communities in planning and design for all recreation places and opportunities, including opportunities for play, biking and skating, sport, and other recreation
- Support sports organisations to develop facility proposals
- Use the Regional Sports Facilities Plan to guide decision-making on investment into sport and recreation facilities
- Optimise the use of recreation and sports facilities
- Support recreation at Arapuke Forest Park, including through the development of trails with the Manawatū Mountain Bike Club

#### New or one-off actions

- Identify a suitable location for, and install, a permanent ki-o-rahi field (years 1 and 2)
- Support the development of an artificial turf in partnership with Massey University (year 2)
- Support and fund the development of a covered bowling green (years 3 and 4)
- Support a regional gymnastics facility
- Upgrade sports fields to increase playing capacity
- Support and facilitate opportunities for traditional cultural activities in city, suburb and local parks and reserves
- Assess and minimise the environmental impact of all sport and recreation developments

### Provide and promote opportunities for play

#### What will this mean?

There are opportunities for play throughout the city for people of all ages, abilities, and interests.

#### Specific actions

- Include opportunities for play in all planning for community and public places

#### New or one-off actions

- Provide new opportunities for play in community and public places (from year 1) [see **Urban design plan**]
- Assess the equity of opportunities for play for city communities (year 1)
- Provide funding to for-purpose organisations, local communities, and communities of interest through:
  - Strategic Priority Grants (including support for sector-leadership)

### Support and fund for-purpose organisations and community partners

#### What will this mean?

Opportunities for sport and recreation are available throughout the city.

#### Specific actions

- Support community access to sports facilities at Massey University
- Provide funding and support to for-purpose groups and organisations through:
  - Occupancy of Council-owned property
  - Development Subsidy
- Support the community-activation and needs assessment activities of the regional sports trust (Sport Manawatū)
- Support people to take part in sport and recreation through:
  - Active Communities Fund (Sport Manawatū)
  - Community Sport and Recreation Fund (Sport Manawatū)
- Provide recreation equipment-for-hire to for-purpose groups



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# Mahere tautāwhi hapori

## Community support plan



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

For-purpose organisations are strong and resilient when they have stable governance, appropriate funding, volunteer support, and time to build relationships and learn from others. We understand that communities are best placed to identify, understand, and develop solutions to meet their own needs. We will promote community wellbeing through transparent and fair access to funding and support. A community-led development approach underpins our work.

Nine community centres provide places for people to meet and take part in community activities. Each of these centres has a different operational model and meets different needs. Caccia Birch provides a place for communities to meet, and Hancock Community House is a central hub for community services.

We want community facilities to respond to community needs. We will support community centres and facilities to promote community wellbeing. We will support community initiatives and aspirations for better community outcomes, including through kai security, place-based development, events, and emerging needs.

### Provide and support community centres, Youth Space, and Hancock Community House

#### What will this mean?

There are suitable and accessible places for city communities to gather and take part in activities. Hancock Community House provides affordable accommodation and shared facilities for for-purpose organisations. A new multicultural centre is planned and developed with city communities.

#### Specific actions

- Support the Management Committee to operate Hancock Community House
- Support and manage community centres and facilities in accordance with identified communities needs
- Operate Caccia Birch as a community facility for hire
- Provide services and programmes for young people through Youth Space

#### New or one-off actions

- Review the delivery model of community centres (year 1)
- Plan and develop a multicultural centre within the Civic Administration Building (year 1)
- Report on property options, and potential next steps, to respond to the needs of the Roslyn community (year 1)
- Plan and develop an expansion of the Pasifika Centre (year 2)
- Plan and develop a community library hub in Awapuni (years 4 and 5)  
[See [Library plan](#)]
- Incorporate the Enabling Good Lives principles in planning for community places
- Apply community facility guidelines to inform decision-making about existing and proposed community facilities



### Ka aha mātou?

#### What will we do?

### Provide public toilets throughout the city

#### What will this mean?

There are clean, accessible and gender-neutral (where practicable) public toilets provided throughout the city within parks, reserves, the City Library, public buildings and sports pavilions. Some accessible toilets are available at all times of the day and night. There is one fully accessible accredited Changing Places bathroom in the central city.

#### Specific actions

- Provide gender-neutral and accessible toilets throughout the city

#### New or one-off actions

- Incorporate the Enabling Good Lives principles in planning for the public toilets
- Include a Changing Places bathroom in the Awapuni library and community hub (year 5)  
[See [City Library plan](#)]

### Provide cemetery services

#### What will this mean?

City cemeteries and cemetery services are culturally appropriate and responsive. Cemeteries are accessible to communities and services are easy to use. Eco burial is supported at city cemeteries and natural burial is available in the Manawatū-Whanganui region.

#### Specific actions

- Provide cemeteries at Kelvin Grove, Terrace End, Ashhurst and Bunnythorpe
- Provide and operate a crematorium at Kelvin Grove cemetery

#### New or one-off actions

- Facilitate community access to natural burial
- Plan the future development of cemetery land

### Support for-purpose organisations and communities of interest, and deliver programmes to promote community wellbeing

#### What will this mean?

Local communities and communities of interest have the support they need to develop and deliver initiatives to meet their needs. For-purpose organisations have the resources they need to promote community wellbeing. Programmes supporting community wellbeing have Council support and involvement.

#### Specific actions

- Support communities and for-purpose organisations through a community-led development approach
- Provide funding to for-purpose organisations, local communities, and communities of interest through:
  - Community Development Small Grants Fund
  - Community-led Initiatives Fund
  - Occupancy of Council-owned property subsidy
  - Strategic Priority Grants (including support for sector-leadership)
  - Subsidy of community facility development costs
- [See [Biodiversity and Manawatū River plan](#)]
- Deliver the Welcoming Communities programme
- Take part in interagency initiatives to promote community wellbeing
- Provide support to for-purpose groups and organisations through:
  - Community Training Fund
- Run a Civic Awards programme that reflects city diversity
- Support young people and youth initiatives through:
  - Youth Council initiatives fund
  - Youth Council Scholarships
  - Youth leadership programmes
- Participate in the World Health Organization's (WHO's) Age-friendly Cities and Communities programme
- Provide support to individuals experiencing hardship through the Mayoral Relief Fund
- Support a Companion Card scheme for disabled people to access ticketed activities and events

#### New or one-off actions

- Develop a Youth Wellbeing Action Plan, including a reference group, annual youth wellbeing forum, and a quick-response youth development fund (years 1-3)
- Provide an annual report on youth wellbeing (from year 1)
- Provide funding support to Bunnythorpe community initiatives (from year 1)
- Support and encourage community gardens, and food security and resilience (from year 1)



# Mahere Whare Puna Mātauranga City Library plan

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We want our City Library to provide opportunities for connection and learning.

We provide library services through the City Library, made up of the Central Library, four community libraries (Ashhurst, Awapuni, Te Pātikitiki Highbury, and Roslyn), the mobile library, and Blueprint. City archives gather and protect materials that tell our city's stories.

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 that focus on communities with the greatest needs. Programmes and services support literacy in all its forms. The City Library will minimise barriers to access and provide libraries that reflect community identities and needs.

## Ka aha mātou? What will we do?

### Provide collections, services and programmes through all City Library locations

#### What will this mean?

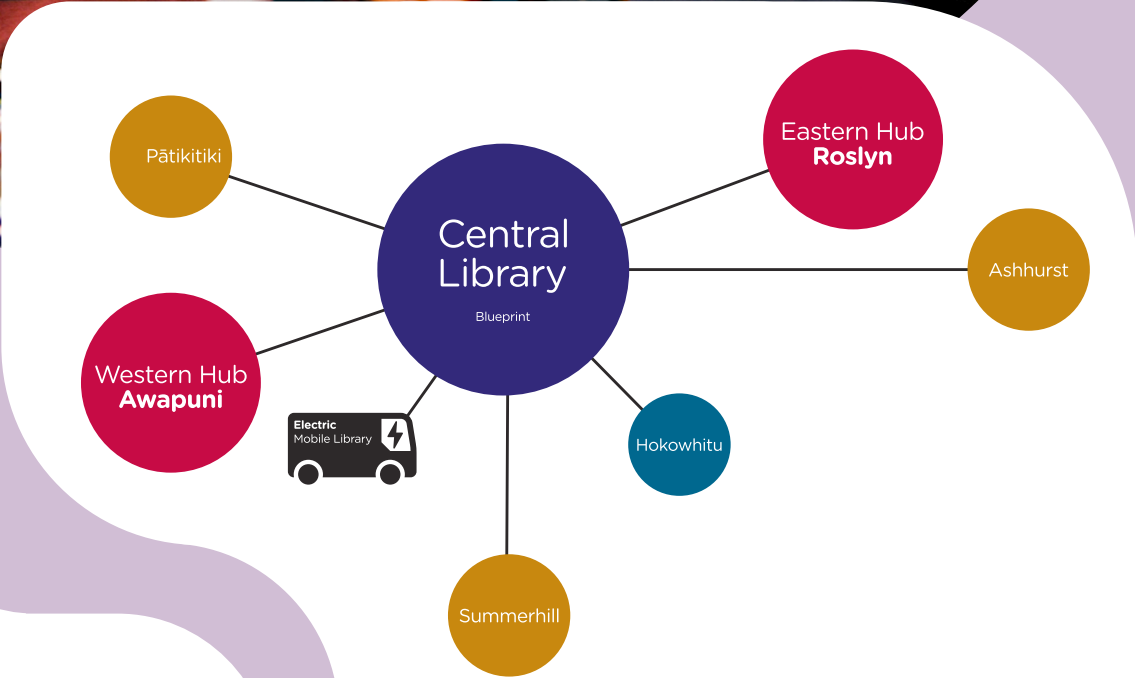
City Library collections, services and programmes are widely accessible and responsive to community needs. There are no fines charged for overdue City Library items.

#### Specific actions

- Provide library collections, services and sustainably-managed programmes through the Central Library, Ashhurst, Awapuni, Te Pātikitiki Highbury, and Roslyn community libraries
- Provide a mobile library service
- Provide creative resources through Blueprint, the City Library Makerspace
- Provide library collections, services and programmes for young people through Youth Space
- Provide City Library spaces for community activities

#### New or one-off actions

- Provide mobile library services through an electric mobile library (year 3)
- Plan and develop a community library hub in Awapuni (years 4 and 5)  
[See **Community support plan**]
- Include a Changing Places bathroom in the Awapuni community library hub (year 5)
- Earthquake strengthen and upgrade the Central Library (years 6 and 7)
- Plan (year 1) and develop Te Pātikitiki Highbury Library (years 6 and 7)
- Incorporate the Enabling Good Lives principles in planning for the City Library



### Collect and protect community stories through the city archives

#### What will this mean?

Manawatū Heritage and the Ian Matheson City Archives gather and protect materials that tell our city's stories. People have the resources they need to find and contribute to the historical record.

#### Specific actions

- Provide information and resources through the city archives
- Support communities to contribute to city story-telling  
[See **Heritage plan**]





# Mahere haumaru haponi, hauora haponi

## Community safety and health plan

2024-2034  
Long-Term Plan

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

Community wellbeing encompasses all  
aspects of health, including the Māori  
understanding of te whare tapa whā.<sup>1</sup> Many  
Council services support community safety  
and health. They are provided alongside  
Government services which aim to support  
everyone to live longer in good health.<sup>2</sup>

We understand that people feel safe in  
communities that respond to their needs  
and concerns. We want to increase our  
readiness to provide core services to respond  
in emergencies. We also want to realise  
opportunities to promote everyday community  
safety and health through a wider range of  
activities. We want to work with others to  
make sure city services are co-ordinated,  
well-managed and designed to promote  
community wellbeing.

<sup>1</sup> 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).

<sup>2</sup> Manatū Hauora Ministry  
of Health. (2023).



**Ka aha mātou?**  
**What will we do?**

### Promote community health

#### What will this mean?

Community spaces and events are smokefree and  
sunsmart. Council venues, facilities and events provide  
for healthy food and beverage choices. Community  
health issues and solutions are well-understood, and  
communities have access to the information they need.

#### Specific actions

- Promote our Auahi Kore Smokefree and Vapefree city
- Provide for and manage a liquor ban in the central city
- Provide sun protection at events and public spaces
- Work with public health partners to promote  
community health initiatives and programmes.

### Provide Civil Defence Emergency Management

#### What will this mean?

The city is prepared and equipped for  
civil defence emergencies and has 24/7  
Civil Defence Emergency Management.  
Communities have the information and  
support they need to prepare for, respond  
to, and recover from natural disasters and  
other emergencies.

#### Specific actions

- Plan and provide for Civil Defence Emergency Management
- Support Palmerston North's Rescue Emergency Support  
Team
- Provide civil defence information and education through  
community networks and events

#### New or one-off actions

- Develop a community planning framework to adapt  
vulnerable communities to the predicted impacts of climate  
change (year 2)
- [see **Climate change and sustainability plan**]

### Provide environmental health services

#### What will this mean?

Communities have the  
information they need to be  
responsible animal owners.  
Council management of food  
safety, building safety, gambling,  
and animal management all  
support community wellbeing.  
Regulatory services comply  
with relevant legislation and  
Council policy.

#### Specific actions

- Provide dog control and animal management services
- Assess and manage risks arising from dangerous and  
insanitary city buildings
- Provide food safety verification services to local  
businesses
- Provide statutory regulation of class 4 gambling venues
- Provide alcohol licensing services
- Provide information and education about responsible  
animal ownership and safety

### Co-ordinate and support community safety and harm reduction initiatives

#### What will this mean?

Public spaces, facilities and  
events are safe for everyone.  
The Council works in  
partnership with Police and  
communities. Responses  
to emerging safety issues  
promote community wellbeing.

#### Specific actions

- Provide funding to for-purpose organisations, local  
communities, and communities of interest through:
  - Strategic Priority Grants  
(including support for sector-leadership)
- Install and monitor CCTV cameras to support Police processes
- Facilitate and support community safety and harm reduction  
initiatives

#### New or one-off actions

- Review the Safety Advisory Board purpose and functions (year 1)
- Fund Palmerston North Surf Life Saving Club to provide regional  
lifeguard service at Himatangi Beach (years 1 to 3)



# Mahere āhuarangi hurihuri, toitūtanga

## Climate change and sustainability plan

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

Climate change is an urgent global challenge. We need to be a low-carbon, climate resilient city within a decade to avoid worsening the impacts of increasingly unstable and unpredictable weather. At the same time, we need to work with our partners to prepare our infrastructure and systems to cope with those unpredictable impacts.

We want to be leaders in sustainability. We do this best by including climate and resource use in all our decision making and by sharing our impact and successes with our community.

We want to do more to educate and support the residents, businesses and other city partners to deliver their own greenhouse gas emissions ambitions.

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### Reduce the production of greenhouse gases from Council activities (e.g. use of diesel, electricity and natural gas)

#### What will this mean?

There is sound information about the greenhouse gas emissions from Council activities. This information is used to make decisions about where to act first.

#### Specific actions

- Make decarbonisation improvements to Council facilities, processes and purchasing
- Provide the Environmental Sustainability Fund (for Council processes) to compensate for the additional cost of lower carbon and more energy- efficient purchases

### Ka aha mātou?

#### What will we do?

### Promote activities that support low-carbon city outcomes, including those that compensate for activities that produce greenhouse gases

#### What will this mean?

There is sound information about the greenhouse gas emissions from city activities. This information is used to make decisions about where to act first. The community have access to seed funding to support low-carbon city outcomes.

#### Specific actions

- Include an assessment of the greenhouse gas emissions of all Council decisions [see **Governance and active citizenship plan**]

#### New or one-off actions

- Identify options to reduce greenhouse gas emissions from transport (from year 1) [See **Transport plan**]
- Implement actions to reduce greenhouse gas emissions from transport (from year 2) [See **Transport plan**]
- Develop a Green Building Fund (year 1) [See **Housing plan**]
- Support building owners and developers through a Green Building Fund (from year 2) [See **Housing plan**]
- Develop new native forest planting (year 1)
- Co-develop a community-focused city-wide climate action plan, including the articulation of local co-benefits and the identification of projects that may attract co-funding (year 1)

### Encourage and promote sustainable best-practices in Council activities and the wider community

#### What will this mean?

Council shares sustainability expertise and experience with local and regional partners. Council activities support the climate goals of Rangitāne o Manawatū. Community groups delivering climate mitigation or adaptation projects are supported and celebrated.

#### Specific actions

- Develop a common tool set for understanding greenhouse gas emissions with local and regional partners
- Support Rangitāne o Manawatū to achieve their climate change aspirations
- Make sustainability improvements to Council facilities, processes and purchasing

#### New or one-off actions

- Develop guidelines to prioritise and implement sustainable practices across all Council activities (year 1)
- Provide information and education about effective sustainability and carbon reduction (from year 1)
- Provide funding to for-purpose organisations, local communities, and communities of interest through:
  - Strategic Priority Grants (including support for sector-leadership)
  - Environmental Initiatives Fund (through Environment Network Manawatū)

#### New or one-off actions

- Develop guidelines to prioritise and implement low carbon practices across all Council activities (year 1)
- Audit high-emission council buildings and other infrastructure (from year 1)
- Develop management and efficiency plans for high-emission buildings and other infrastructure (from year 2)
- Install solar systems where this will efficiently reduce greenhouse gas emissions (year 1)
- Provide professional development opportunities for Councillors and Appointed members and staff [See **Governance and active citizenship plan**]

### Strengthen our city's adaptive capacity to Palmerston North's climate-related risks

#### What will this mean?

City preparations for civil defence emergencies include assessment of likely changes to the weather as a result of climate change. Communities in current or predicted high risk areas have the information and support they need to prepare for, respond to, and recover from natural disasters and other emergencies.

#### New or one-off actions

- Develop a community planning framework to adapt vulnerable communities to the predicted impacts of climate change (year 2) [See **Community safety and health plan** and **Water plan**]
- Provide information and education about nature-based solutions to climate change adaptation (from year 1)





# Mahere mō te kanorau koiora me Te Awa o Manawatū

## Biodiversity and the Manawatū River plan

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

The Manawatū River is of great historical, cultural, spiritual and traditional significance to Rangitāne and to our city. However, our river and the natural environment it supports and depends on, are under threat. The Manawatū River Leaders Accord reflects our commitment to improving the mauri of the whole river system.

Biodiversity contributes to and enhances climate mitigation and adaptation. Conversely, climate change can lead to further degradation and loss of biodiversity. Historic harms caused by land management practices prevent or slow down the re-establishment of native ecosystems. We need to rectify these harms and ensure that they are not repeated in the future. We want to nurture our natural resources and ecosystems as environmental stewards, promoting biodiversity and environmental sustainability.

**Ka aha mātou?**  
**What will we do?**

### Protect, enhance and increase natural areas (e.g. bush remnants, gardens, stream banks, and berms)

#### What will this mean?

The Manawatū River supports a healthy and diverse ecosystem. Natural areas thrive alongside more managed green spaces.

#### Specific actions

- Support the Te Āpiti-Manawatū Gorge Governance group to implement the Whakatakororanga Matua Ki Te Āpiti Masterplan
- Develop biodiversity corridors e.g. along the Mangaone, Turitea and Kahuterawa Streams [See **Recreation and play plan** and **Water plan**]
- Provide citywide pest management [See **Recreation and play plan**]
- Plant native trees throughout the city [See **Recreation and play plan**]

#### New or one-off actions

- Select and trial areas of public space for rewilding (from year 1)

### Encourage and enable the community's connection with the Manawatū River

#### What will this mean?

The Manawatū River is accessible for recreation and is a focus of community activities and events. Communities have information they need to understand the environmental, cultural and historic aspects of the River.

#### Specific actions

- Protect and restore the mauri of the Manawatū Awa and coastal lagoons, tributaries and connections
- Recognise and provide for the relationship of Rangitāne o Manawatū with freshwater sites
- Provide opportunities for Rangitāne o Manawatū to be involved in city planning and delivery of Manawatū River projects
- Provide and facilitate multiple points of access to the Manawatū River
- Incorporate river locations in planning for community events and celebrations
- Develop Te Motu o Poutoa [See the **Heritage plan** and the **Recreation and play plan**]

### Support and fund for-purpose organisations and local communities working to help achieve nature conservation outcomes

#### What will this mean?

Local communities and for-purpose organisations communities of interest have support to promote community wellbeing through conservation initiatives and information.

#### Specific actions

- Provide education programmes and visitor experiences at Central Energy Trust Wildbase Recovery Centre

#### New or one-off actions

- Provide funding to for-purpose organisations, local communities, and communities of interest through:
  - Strategic Priority Grants (including support for sector-leadership)
  - Environmental Initiatives Fund (through Environment Network Manawatū)
 [See the **Community support plan**]





# Mahere taumanu para Resource recovery plan

2024-2034 Long-Term Plan

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

The national Te Rautaki Para Waste Strategy provides 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 national changes will reshape the way we manage city waste and increase our resource recovery. We want all our activities, including purchasing goods and services, to focus on waste-reduction.



Ka aha mātou?  
What will we do?

## Promote waste reduction

**What will this mean?**  
People have easy access to clear information about how to reduce waste and the impact of change.

- Specific actions**
- Provide information and education about waste minimisation and recycling
  - Enforce litter and illegal dumping regulations

## Provide support for-purpose organisations and local communities to recover, reuse, repurpose or regenerate products

**What will this mean?**  
Community groups have access to funding to develop and implement initiatives that divert waste from landfill.

- Specific actions**
- Provide funding for-purpose groups to undertake innovative recycling and reuse programmes through:
    - Resource Recovery Fund
  - Provide informal support for community initiatives (e.g. Repair Café and community clean-up events)

- New or one-off actions**
- Provide funding to for-purpose organisations, local communities, and communities of interest through:
    - Strategic Priority Grants (including support for sector-leadership)

## Monitor and manage the closed landfills

**What will this mean?**  
The closed landfills are compliant with regulatory requirements. The adverse environmental effects of the two closed landfills are well-understood and effectively managed.

- Specific actions**
- Monitor and manage the two closed landfills in accordance with relevant regulations and consents

## Provide waste collection services, including kerbside collection, the Ashhurst transfer station, and public space rubbish bins

**What will this mean?**  
There is a weekly kerbside waste collection service for all households in the urban area. There are public space rubbish bins throughout the city.

- Specific actions**
- Provide residential kerbside rubbish collection
  - Provide public space rubbish bins
  - Operate the Ashhurst Transfer Station
- New or one-off actions**
- Investigate models for kerbside waste collection service delivery (year 1)

## Divert waste from landfill

**What will this mean?**  
Council has high-quality information about waste. Council implements the most effective waste diversion initiatives.

- Specific actions**
- Investigate opportunities for services for “hard-to-recycle” materials
- New or one-off actions**
- Identify areas for targeted waste reduction or new collection services (year 1)
  - Investigate the need for a new site for a green waste and recycling drop-off facility to support city growth (year 1)
  - Develop a city-wide kerbside food scraps and green waste collection service (years 1 and 2)
  - Develop and implement a construction site waste management plan (year 2)
  - Develop and implement an event waste management plan (year 2)
  - License Waste Collectors (year 3)
  - Introduce residential food scraps and green waste collection and processing (year 5)

## Provide recycling collection services, including kerbside recycling, drop-off centres and public space recycling bins

**What will this mean?**  
There is a weekly kerbside recycling collection service for all households in the urban area, alternating between general recycling (wheelie bins) and glass (crates). There are public space recycling bins throughout the city and recycling drop-off centres in Ashhurst, Awapuni, and Terrace End.

- Specific actions**
- Provide residential kerbside recycling collection
  - Provide non-residential kerbside recycling collection
  - Provide public space recycling bins
  - Provide a biennial “hazardous materials” collection weekend
  - Provide Recycling drop-off points and the Awapuni Resource Recovery Park
- New or one-off actions**
- Replace the Materials Recovery Facility (MRF) (year 2)

# Mahere wai

## Water plan

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.

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'.

The Government is still working through the details of what this reform involves, but it does include local government keeping ownership of water assets. Councils will be encouraged to form regional groupings (to get the benefits of size) and Council-Controlled Organisations (to be able to borrow funds without affecting Council balance sheets). Further details will not be developed before the new LTP is adopted. In the meantime, Council has planned and budgeted to provide water, stormwater and wastewater services for the ten years of the new LTP.

2024-2034  
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### Ka aha mātou?

#### What will we do?

#### Protect buildings and communities from flooding

**What will this mean?**  
The risk of negative impacts on the community is minimised in flood events. The stormwater system is effective and responsive to the impacts of climate change.

- Specific actions**
- Plan, develop, maintain, upgrade and provide stormwater infrastructure to manage capacity and accommodate growth
  - Plant and manage urban waterways and wetlands
  - Provide information and education about water water-sensitive design, including water tanks, green roofs, swales, rain gardens and detention ponds conservation and storage
  - Implement Hei Manga Ora – a partnership project to restore Kawanui Stream [See **Biodiversity and the Manawatu River plan**]
  - Establish drainage reserves for urban streams in private ownership

- New or one-off actions**
- Develop and implement a city-wide flood mitigation programme (year 1)
  - Develop regulatory requirements for stormwater detention, restriction of impervious surface cover, and water sensitive design (from year 1)
  - Develop a new Whakarongo stormwater detention and treatment system (year 1)
  - Develop a Stormwater strategy (years 1 and 2)

#### Provide safe and readily-available water

**What will this mean?**  
Communities have access to a safe water supply. People have the information they need to conserve and reduce water use. Water infrastructure is well maintained and resilient.

- Specific actions**
- Provide water services to our community
  - Manage Turitea Reserve to protect our water supply
  - Plan, develop, maintain, upgrade and renew water infrastructure
  - Plan and provide water supply services and infrastructure to cater for urban growth
  - Meter industrial and commercial water users
  - Provide information and education about water conservation and storage
- New or one-off actions**
- Renew and upgrade water supply infrastructure
  - Upgrade the water network across the city to improve resilience
  - Improve the quality of the Ashhurst Water Supply
  - Upgrade water mains to meet flow needed for firefighting

#### Manage city wastewater

**What will this mean?**  
City wastewater is effectively and efficiently collected, treated and disposed of. Wastewater infrastructure is well maintained and resilient.

- Specific actions**
- Plan, develop, maintain, upgrade, and provide wastewater infrastructure to manage capacity and accommodate growth
  - Prevent sources of stormwater entry from private property to the wastewater network
  - Operate and maintain pressure sewer systems vested in Council
- New or one-off actions**
- Assess short-listed options for Nature Calls and determine the Best Practicable Option within a \$480m (excluding inflation) cap across the duration of the LTP





# Mahere mana urungi, kirirarautanga hihiri

## Governance and active citizenship plan

We want to actively engage with the community to enable well-informed, transparent, and joined-up decisions. We want to work in partnership with Rangitāne o Manawātū.

As elected members and decision-makers we want to have access to information and impartial advice. This means allocating appropriate attention and resources to significant 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 want a broad range of engagement options, so we hear a greater variety of voices.

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Long-Term Plan

Ka aha mātou?  
What will we do?

Oversee Council operations  
and communicate  
outcomes and decisions  
to our communities

What will this mean?

The performance of Council and Council Controlled Organisations' is reviewed and reported on our website, along with all other Council decisions.

Specific actions

- Review and monitor the performance of Council operations and Council Controlled Organisations
- Provide information to communities about Council activities and decisions
- Understand the communities' view of Council's performance

New or one-off actions

- Determine the most appropriate model of operation for cultural Council Controlled Organisations

Base our  
decisions  
on sound  
information  
and advice

What will this mean?

Decision-makers will have evidence-based, impartial, and timely advice based on our strategic goals and objectives.

Specific actions

- Make well-informed decisions on city issues
- Gather and use data to inform decision-making and council activities
- Review governance systems and structures
- Manage our assets in accordance with best practice asset management principles
- Provide professional development opportunities for Councilors and Appointed members and staff
- Gather and publish data on all aspects of community wellbeing

Provide leadership  
and advocacy for  
Palmerston North

What will this mean?

Elected members and staff represent the interests of Palmerston North in government, community and commercial processes and opportunities.

Specific actions

- Advocate to the Government and other decision-makers on issues and opportunities

New or one-off actions

- Establish a civic fund for Palmerston North through the Te Awa Community Foundation (year 1)

Provide clear and  
accessible information and  
opportunities for community  
input into Council decisions

What will this mean?

Communities have the information they need to take part in Council processes. All governance processes and systems (including meetings, workshops, reference groups, hearings, engagement and consultation processes) encourage participation.

New or one-off actions

- Review governance systems to support community accessibility and inclusivity for decision-making processes
- Report annually on the effectiveness of civics education initiatives (from year 1)

Specific actions

- Administer Council and Committee meetings, workshops and hearings
- Host annual face to face hui between elected representatives strategic partner organisations
- Run local body elections and any polls, including a Representation Review
- Facilitate and support:
  - Youth Council
  - Seniors Reference Group
  - Pasifika Reference Group
  - Disability Reference Group
- Support implementation of national education curricula relating to civics and council goals and activities.
- Provide information to communities in accordance with legislation and best practice
- Engage and consult through a range of methods
- Incorporate co-design methods into planning and delivery of selected major projects





# Mahere taonga tuku iho

## Heritage plan

We want to nurture and celebrate our city's history and cultural diversity. We want to protect and understand our heritage.

The heritage of the city 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.

Understanding and celebration of the city's heritage shapes our city's character. We want to collaborate with our community to showcase and make our diverse city heritage more visible and understood.

We want to see our heritage become a greater part of our cityscape. We want decisions about retaining and developing our built-heritage to be informed by community values.

Ka aha mātou?

What will we do?

### Support Rangitāne o Manawatū in its role as kaitiaki of their historic heritage places

#### What will this mean?

Rangitāne o Manawatū identifies projects and initiatives of greatest priority. Council works with Rangitāne o Manawatū in support of shared and agreed outcomes to promote community wellbeing.

#### Specific actions

- Collaborate with Rangitāne o Manawatū to protect, expand, and enhance sites of cultural and natural significance
- Support Rangitāne to access and restore wāhi tapu held in private ownership and on inaccessible Council holdings

### Promote, protect, celebrate, and share knowledge of local history

#### What will this mean?

City communities have opportunities to see and learn about the various threads of Palmerston North's history. This includes the history of Rangitāne o Manawatū, the development of the cityscape, military and railway heritage, and the stories of the many and diverse communities who live here.

#### Specific actions

- Promote the many threads of Palmerston North's history in Council activities
- Maintain Council-owned heritage buildings
- Provide quality visitor experience and access to Council-owned and/or operated heritage buildings
- Assist owners and investors of earthquake-prone buildings to meet required standards through:
  - Natural and Cultural Heritage Incentive Fund
  - Strategic Priority Grants (including support for sector-leadership)
- Provide information and education about local history and heritage
- Protect public memorials and heritage objects and maintain those in Council ownership

#### New or one-off actions

- Establish a volunteer city heritage advisory or reference group (year 1) to contribute to heritage planning
- Design and install heritage markers for Cuba Street (years 1 and 2)
- Support Heritage Month
- Include heritage storytelling in major Council services, projects and activities
- Support schools to deliver the history curriculum
- Investigate and trial innovative ways of showcasing our city heritage

[See **City Library plan** for archives and Manawatū Heritage]



2024-2034  
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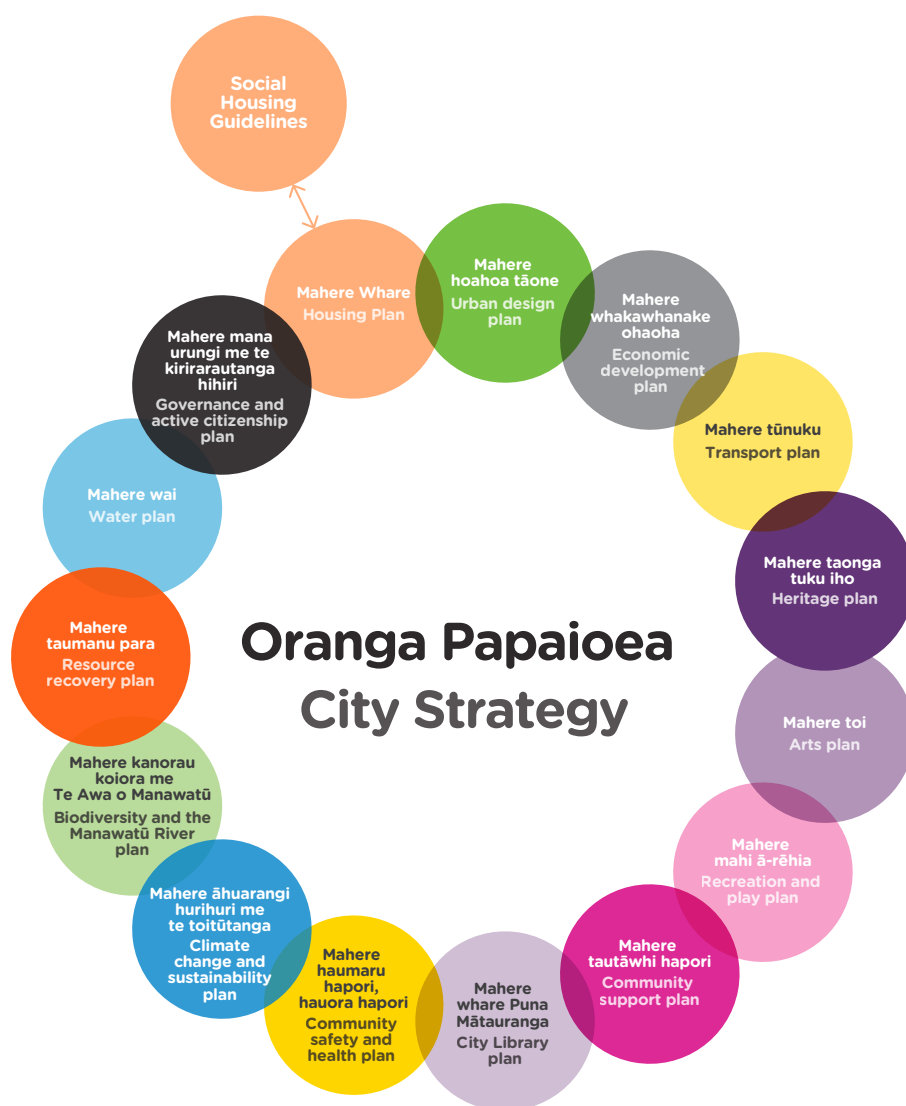
## Social Housing Guidelines



## These guidelines give effect to the Council's Mahere where Housing plan.

The Social Housing Guidelines are one of several strategic documents which underpin the proposed Long Term Plan (LTP). The guidelines will be updated with any amendments following consultation and adoption of the LTP.

In 2016 the Council adopted a Social Housing Strategy to guide its delivery of social housing. Since 2016, each successive Long Term Plan has made small changes to how social housing is delivered. The Social Housing Chapter of the 2021-2024 Connected Community Plan includes the current guidelines for social housing delivery. These guidelines will be superseded by a new Mahere where Housing plan as part of the 2024-2034 Long Term Plan. The new Social Housing Guidelines will form part of Council's policy direction and will be formally adopted along with all the other strategic documents.



We note that the only major change proposed in these new guidelines is clarification of the eligibility criteria for applicants. This change is proposed because the Community Services card is not able to be used by Council for the purpose of assessing eligibility for social housing.



## Purpose

The purpose of these guidelines is to prescribe eligibility criteria for applicants and a rental setting policy for the delivery of Council's social housing.

The context for this delivery is provided by the Oranga Pāpōea City Strategy and Mahere whare Housing plan. This plan acknowledges the importance of healthy and affordable housing to community wellbeing. Among other actions, the Mahere whare Housing plan states that the Council will:

1. Provide social housing for older people on low incomes, people with disabilities on low incomes, and people on low incomes who experience other barriers to accessing housing in the private market; and
2. Provide social housing according to best practice guidance; and
3. Provide support for Council tenants (either directly or through another agency).

## Eligibility for Council's social housing

All of Council's social housing portfolio is subject to eligibility criteria. To be eligible for Council social housing applicants for tenancy must be:

- on the Ministry of Social Development's Public Housing Register, or able to demonstrate they meet the public housing criteria applicant criteria set by MSD including any age, residency, housing need, income and asset thresholds;

OR

- experiencing barriers to accessing housing in the private market and meet income and asset thresholds;

OR

- an international student with a partner and / or dependent children from a developing country (confirmed by a tertiary institution), and
- have cash assets worth less than the threshold for public housing applicants set by MSD.

Any changes to eligibility criteria will apply to the consideration of new tenancy applications.

## Rental settings

The former 'public housing' (around 80 units) properties will be set at market rates.

The remaining housing in the Council's social housing portfolio will be subsidised:

- for superannuitants, rent is set at no more than 25% of Superannuation
- for people with long term disabilities, rent is set at no more than 25% of the Supported Living Payment
- for people who are on low incomes and experience barriers to renting in the private market, rent is set at no more than 25% of the Jobseeker Support, or other relevant benefit

A balance of tenant groups (described above) will be housed, and implementation of the eligibility criteria will ensure that no one group 'crowds out' another.







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