

Manawatu

The Best Place to Raise a Family

Manawatu Regional Development Strategy
September 2011

This is our plan for the next 10 years for Palmerston North City & the Manawatu.

It is **ambitious** and **plays to our strengths**.

We're starting from a good place and we intend to make it better - in fact we intend to be the **best place in New Zealand to raise a family**.

We will achieve this by making it:

- The **safest city** in New Zealand.
- A **world centre for food innovation** underpinned by the Region's strength in primary production and agricultural research.
- A significantly strengthened **hub for the North Island**.

This is our plan for the next 10 years for Palmerston North City & the Manawatu.

- A leader in changing behaviours in **environmental innovation and sustainable practice.**
- An economy that creates **jobs** and **opportunities.**

We will identify and action opportunities that are a strong match to our strengths and remain **true to our values.**

We have an **exciting future.** We believe **the best way to predict the future is to make it.**

The best way to predict the future is to make it

Those of us who live here know how fortunate we are with our environment and our lifestyle. **Protecting and enhancing what we have** is central to our purpose.

What are our ambitions?

By 2021 we will be the best place in New Zealand to **raise a family**. Families come in all shapes and sizes. Families will thrive here due to our caring community, wide-ranging job opportunities, vibrant art scene, active sports opportunities and secure economy.

By 2021 we will lead environmental and **sustainable practices** in New Zealand. We will be a world centre for **food innovation**. We will have maximised the strategic advantages of our **central 'hub'** location. These economic drivers will play to our strengths in science, primary industry and education, creating the best platform for our future.

In 10 years' time we will be a **sustainable community** that is clearly the best place in New Zealand to raise a family. To achieve this requires a range of **quality jobs**, a **safe** and caring society, a **sustainable environment** and a resilience that comes from a range of skills, knowledge and habits. We want to achieve the goals detailed here by pulling together, using resources smartly and sharing opportunities.

Smarter use of resources has a sharp focus at this starting point of tough economic times, and will remain integral to our future actions as times improve. We are committed to collaboration. We already benefit from many significant opportunities including **employment** levels, access to quality **education** and excellent **health care**. Protecting this is critical.

Together we aim to make these goals a reality – come and join our family.



Our commitment by 2021

The Manawatu Regional Development Strategy will enable us to:

- Lift the wealth, profile and attractiveness of Palmerston North City and the Manawatu District.
- Use our resources and competitive advantages in a sustainable manner.
- Play to our existing strengths in developing new opportunities.
- Generate economic development that best reflects the values and resources of the Region and enhances our lifestyle.
- Enable a collaborative approach to achieving results.
- Be flexible and adaptive to changing trends and environment.
- Build resilience into our community and business organisations.
- Successfully navigate tensions that arise between economic, social and environmental outcomes.

Collaboration

Achieving buy-in to this Regional Development Strategy from main stakeholders such as iwi, education and health providers, research institutions and the wider business community is critical to success. Shared ownership of the vision and outcomes will result in a collaborative effort. Only through working together can we harness the resources and energy to realise our goals.



Our Future

**By 2021
we will be**

The best place in New Zealand to raise a family

We will be the best place to ride a bike in New Zealand.

We will be the safest city in New Zealand.

We will have the finest collection of public art in New Zealand.

We will have the best education in New Zealand.

We will have the highest involvement in active recreation in New Zealand.

We will lead environmental innovation and sustainable practice in New Zealand.

We will show effective and courageous leadership in changing behaviours and adopting good practice.

Our reputation as an environmental leader will attract research and talent to our region.

We will effectively create solutions for identified environmental problems.

Our primary industries and businesses will be at the forefront of good practice.

We will be a world centre for food innovation.

We will be home to the stunning, world headquarters of the Riddet Institute.

Over 100 new jobs will have been created in food innovation.

Intellectual property values for food innovation locally will be greater than primary food production.

Massey University will be known as the defining university for food innovation and agri-business.

We will have the highest percentage of post-graduate food scientists in New Zealand.

We will have maximised the strategic advantages of our central 'hub' location

The Region will be recognised as the most effective distribution centre in New Zealand.

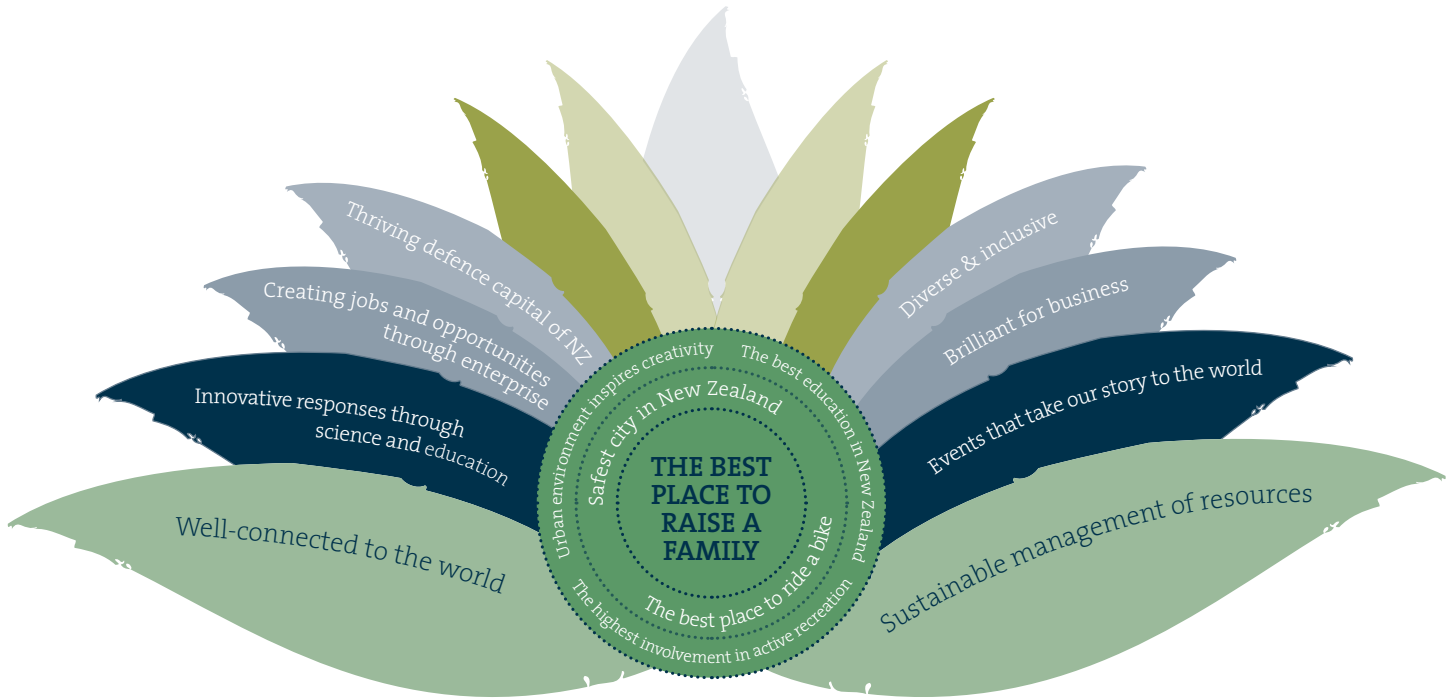
Palmerston North and Manawatu will be the central hub for conferences and visitors in the lower North Island.

Visitors will enjoy exploring our country roads.

We will be a regional centre for education, retail, health and government.

We will be proactive in attracting and developing businesses.

Regional Development Strategy



Thriving defence capital of New Zealand

We are proud to be home to our service personnel that are keeping the world safe through their work, technology and good practices.

Creating jobs and opportunities through enterprise

Our whole Region is an incubator of talent and ideas, and we are developing enterprise skills in our population.

Innovative responses through science & education

Our researchers and academics are providing solutions to global challenges.

Well-connected to the world

Transport and technology infrastructure, and people that drive our enterprises, keep us connected across New Zealand and the world.

Diverse and inclusive

Our tolerant and diverse community is engaged, happy and actively contributes to our success.

Brilliant for business

We have a positive and business-friendly culture with practices ensuring straight forward and cost-effective processes.

Events that take our story to the world

We enjoy a vibrant and fun selection of cool things to do along with our visitors.

Sustainable management of resources

We manage economic, environmental and social resources well for the benefit of our region, now and into the future.

We are the best place in New Zealand to raise a family

The Regional Development Strategy will let us protect and build on our unique lifestyle and standing as the best place in New Zealand to raise a family.

To do this, we need to continually develop meaningful connections within our society; we need quality jobs for our citizens; we need an ever-improving environment in which we live, learn, work and play.

Our commitment to actively ensure a safe environment for our communities is paramount, and will provide a stable base for development.

The Region (Palmerston North City & Manawau District) has a strong indigenous Maori culture and history. Nationally, Maori enterprises will invest in science, research and development, and are promoting a culture of success. The cultural, economic and business models used by Maori offer a unique point of difference that encourages new forms of business, new international partners, and new service provision and experiences for visitors to the Region. To encourage positive Maori development it is important to improve our collective understanding of the significance of key foundations like whanau and iwi to Maori development, and support Maori language and culture retention and innovation.

The people of our Region represent more than 100 cultures and languages. Living in a diverse and tolerant community is not only exciting to be part of, but also offers important building blocks for successful communities. Tolerance and diversity are critical components for "an eco-system for creativity to take root and flourish"ⁱ. Our opportunity is to engage in a meaningful and dynamic way so that the Region delivers on its potential and promise for all groups and people who choose the Region as their home.

To achieve our position as the best place in New Zealand to raise a family, we need to value and develop our existing reputation for good schools further. All levels of the education sector are in a state of continual flux. We will engage with our colleagues in schools to help our children receive the best educational experience in New Zealand.

Our collective effort will focus on working in support of schools as part of a framework and commitment to our younger residents.

Our unique 'sense of place'

Our values contribute to our sense of place as perceived by local residents, people throughout New Zealand and the world.

We need to clearly tell the compelling story of the benefits to people who plan to live, work, invest in and visit this Region. External perceptions of the Region, and in particular of Palmerston North City, need to be improved if we are to continue to attract and retain talented people. This is critical to the success of our strategy and our Region.

We have a number of natural and built challenges and opportunities that impact on our sense of place. With careful and deliberate 'place shaping' initiatives, we can further enhance our lifestyle and social and cultural cohesion.

We have a unique historical and cultural setting with compelling and diverse stories including indigenous Maori narratives that bring the natural features of our environment to life.

We will define our story through clear and credible messages that we communicate positively and consistently to relevant audiences.

ⁱ Richard Florida – The Rise of the Creative Classes

The story behind our thinking

We will be a world centre for food innovation

The Region has a strong reputation for food innovation. The partners who comprise Food Innovation New Zealand (FINZ) including Fonterra and Massey University, have made major steps in establishing our Region as a significant food innovation centre on the world stage. We plan to have a scale and scope comparable to centres such as Wageningen in Holland. The shared vision, world demand and strong cooperative stance taken locally provide confidence that we can achieve our outcome to be a world centre for food innovation by 2021.

We have maximised the strategic advantages of our central hub location

Palmerston North City is an increasingly important North Island economic hub for logistics and distribution. The reasons for this are essentially the same as those that make it a good inbound and outbound passenger gateway: it is centrally located, accessible, and reliable.

The New Zealand Transport Agency recognises that the Manawatu-Whanganui Region has the largest domestic freight transport demand of any of the four central regions. We will ensure this stated direction translates into investment.

Even in tough economic times, we have seen significant growth in the number of people travelling into the region to visit friends and family.

Our regional retail performance represents a higher than proportional share of national retail expenditure.

Until recently we benefited from 12 years of successful trans-Tasman flights. Palmerston North City sits at the centre of a catchment of more than one million people within a two-hour drive. Unlike many other New Zealand airports, Palmerston North does not have to share its catchment with multiple competitors (e.g. Auckland, Hamilton, Rotorua). Palmerston North is the most convenient airport in the lower North Island for ease of access due to topography, road access and weather reliability. We plan to see international flights return to Palmerston North.

We lead environmental innovation and sustainable practice in New Zealand

There are a number of exciting initiatives around environmental innovation and sustainability practices currently underway in the Region.

Successful implementation of the Manawatu River Accord offers the opportunity to demonstrate further our leadership in this area. This goal will provide great challenges and opportunities. Through the concerted efforts of our community, tertiary education providers, research organisations and partners, we have the capability to be the national leader in environmental innovation and sustainable practice.

Success in this area will add substantial value towards confirming the Region as the best place to raise a family. It will also provide a positive and credible backdrop to our efforts in international food innovation, and enhance our pride and self-belief.

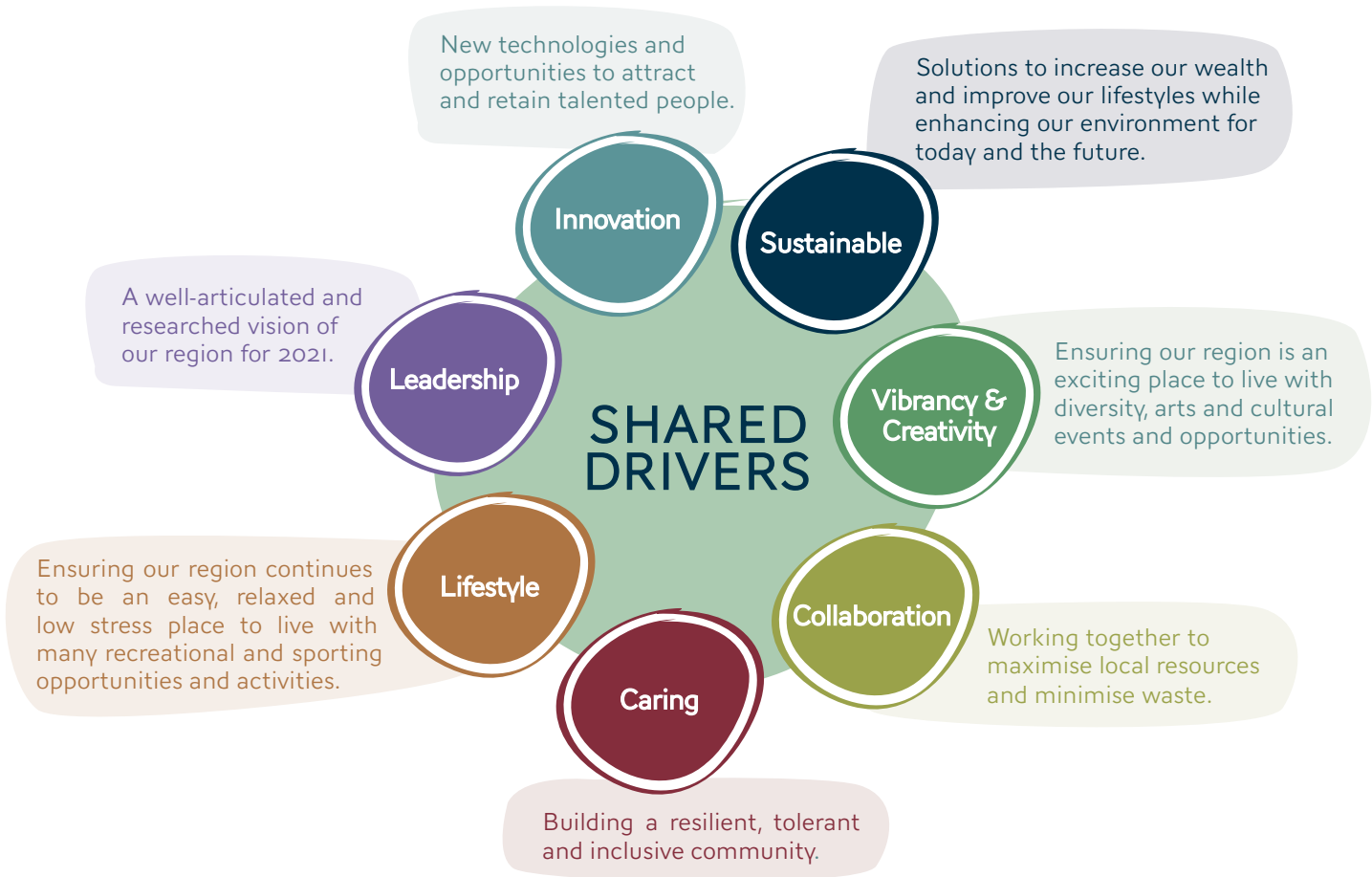
What we value

The Region's residents value the lack of big-city stress; they value the ease of travel, the availability of high quality education, the great range of community facilities, the availability of a relaxed rural lifestyle and the quality and quantity of interesting shops. They value the Region as a great place to raise families. These values have not changed markedly from those identified when Young Heart, Easy Living was formed in 2001. They underpin this strategy to take us from 2011 to 2021. We will stay true to these values.

easyTOGETHER **easy**PLAY
easyLIVING **easy**LEARNING
easyGREEN **easy**BUSINESS
easyCOUNTRY **easy**DISCOVERIES

Our shared drivers

The visions identified by the major organisations in the Region are linked by concepts such as innovation, sustainability, vibrancy, collaboration, caring, lifestyle and leadership. These common drivers apply across sectors and collectively reflect our unique story.



We seek to support development and employment creation, and protect existing activity, in industries that align with these drivers, ensuring that a wide mix of worthwhile jobs from unskilled to highly skilled are available.

Current economic performance

From 2000 to 2010, employment in the Region grew by 21%. This increase is slightly greater than the national employment growth rate of 19%. It is also faster than population growth (7% between 2001 and 2010), meaning that the Region is attracting more workers from the surrounding districts.

- Growth in employment has been driven by science and research, healthcare services, government administration, defence, distribution and construction.
- Manufacturing employment is declining.
- Employment levels in tertiary education are static but significant.

The local economy is diverse with a high proportion of employment in education and defence. The strong public sector provides stability as well as many opportunities for the private sector. The agriculture sector continues to underpin the wealth of the wider Region.

Our economic drivers are changing quickly

Our Region's economic performance is impacted not only by its actions, investments and innovations, but by a complex set of societal and technological changes. The environment, domestic demand for our products, government policy and shifting world economic trends are a few of the factors that influence our regional economy.

We can do little to directly change large trends. However, identifying the important trends and monitoring them over time allows us to review and refine our strategy as necessary. Likewise, with an agile strategy, the Region can best respond to new technologies and emerging industries. We will monitor and respond quickly to changing market conditions.

World trends impacting on the regional economy

With strong growth continuing in Asia and a sluggish recovery in developed nations, there is currently a significant shift in world economic strength. The resultant increase in demand for protein and material goods is reflected in high commodity prices. The Region's strategy to lead food innovation research and development is guided by these trends.

The strength of dairy prices, coupled with technology improvements, is driving a shift of rural land use to more intensive dairy farming.

Most developed countries expect future economic growth to come from productivity and technology gains rather than from more traditional basic manufacturing and commodities. A common strategy across the developed world, including New Zealand, is to focus on innovation, research and education. This bodes well for a region that is

already strong in these areas; however, we cannot compete across all fields of science and technology and will need to focus on those where we have a competitive advantage, such as food.

Globally, there is intense competition for talented people. Cities in Canada, Australia, New Zealand and Europe are focusing on promoting lifestyle and developing their unique attributes (sense of place) to attract and retain the best people. The Region offers an attractive lifestyle. We need to protect the best aspects and then enhance and develop in other areas. These actions will enable us to convey our unique features in order to be a talent magnet for innovators and entrepreneurs.

Climate change

Climate change impacts to 2021 are currently forecast to be relatively minor on New Zealand in a direct sense. Current models indicate that New Zealand will be one of the least affected nations in the longer termⁱⁱ. Across the world, however, there are expected to be major impacts on cities situated at sea level and on global food production and prices.

Latest projections indicate that global agricultural production must grow by 70 percent by 2050 in order to feed an additional 2.3 billion peopleⁱⁱⁱ with diminishing land and water resources. The challenge of boosting crop yields through innovation to this level is likely to be made more pressing by climate change. A temperature rise of more than 2°C could reduce crop yields in Africa, Asia and Latin America by between 20-40% if effective adaptation measures are not taken. This is important to the Region as a centre for food innovation.

ii NIWA website Climate Change Scenarios for New Zealand.

iii The Technology Challenge, FAO, September 2009

Environmental issues

The challenge for the Region, like most places in the world, is to find the appropriate balance between using natural resources for economic and social well-being, while maintaining or improving the quality of the environment.

Water-quality degradation is one of the major environmental challenges for the Region. Run-off of nutrients, sediments and bacteria is a significant threat to water quality in the Region. The amount of water used each year continues to increase. We all need to change to make a difference.

As a Region, we are choosing to lead that change. Due to more than a century of landscape modification, the Region has also lost much of its indigenous habitat. What remains is under pressure from land development and plant and animal pests. Horizons Regional Council, in conjunction with farmers and primary industry groups, is leading the development of sustainable agricultural practices to reduce the effect of erosion and nutrient runoff. With the exceptional scientific talent and strong community spirit in this Region, we have the opportunity to lead and add real value to our lifestyle. This in turn will add solid brand values to our food innovation and demonstrate our leadership in environmental science. Our resources, whilst under pressure can be preserved through pro-active integrated planning.

Our collaboration in the development of both the River Accord and the subsequent action-plan has been a significant demonstration of regional leadership and commitment.

Domestic influences

Just as global events and trends influence our regional economy, things that happen within New Zealand impact it too.

The health, defence and education sectors are important to the economic development of our Region. Largely due to the presence of these sectors, the makeup of our Region enjoys a younger demographic than many other regions of New Zealand. We can expect continued population growth thanks, in part, to this. However, improving our lifestyle through increasing our social, environmental and economic wealth is more important than population growth in itself. Indeed, rapid and unplanned population growth is a key threat to maintaining and improving our lifestyle. We aspire to providing a better life for future generations rather than a more complex life.

The ability of government to fund services around health, defence and education in the future is currently under pressure and will remain so until 2014 at least. Furthermore, regardless of population growth, people over the age of 65 will be an increasingly influential driver of society and regional employment. The population is ageing and employment growth in rest homes, elderly services and healthcare over the next 10 years will be substantial. The demand for health services to care for the older population will continue to rise; this will be coupled with constant advancements in health technology.

Health spending is a current government strategic priority and the Region can expect to see continuing growth in this sector due to our central location. There is a limit to government's ability to fund the continuous expansion of the health sector. As public finances increasingly struggle to meet demand, an increasing proportion of healthcare and eldercare services will need to be privately funded.

Urbanisation and changes in technology are resulting in the growth of regional centres and large cities at the expense of smaller ones. Government policy advice is increasingly leaning towards the establishment of centres of excellence, as highlighted by Professor Sir Peter Gluckman, Chief Science Advisor to the Prime Minister:

Underlying all of this is another key issue – we are four million people distant from markets and population centres. A reflection of our isolation is the intense and harmful parochialism between our major centres and we operate R&D over seven major cities and sites. This seems too many for a small country – there is little clustering of public, technology transfer and private sector innovation activity, expertise is diffuse, if present, and the one advantage we should have in small country of promoting multidisciplinary innovation is thus lost. I am increasingly of the view that this failure to physically cluster is hurting us,

We also need to get beyond institutional parochialism and integrate the tertiary, science and business sectors -- more clustering can help in this regard. We need to change things so academics rotate to business and to the government sector.^{iv}

^{iv} From Sir Peter Gluckman's speech at OECD Symposium and workshops 2010 'Inside Innovation' 'Reflections on New Zealand and Innovation' 7 December 2010

This trend provides opportunities for the Region, and also considerable risk. In some sectors, such as defence, the result of creating a regional centre can be a substantial gain. The Region must position itself as ready, willing and able to receive and host appropriate centres and new initiatives or it will risk lapsing into decline.

Government decisions are not the only ones impacting our economy. Business trends such as international outsourcing of back-office operations also affect our economy as do the decisions of domestic private industry to shift manufacturing offshore. Offshore production to meet domestic demand is already underway and is expected to continue; local manufacturing is increasingly limited to specialist high quality equipment and to products with high transport costs or a niche export market. Commercialisation of new innovations relies on specialist design and a highly skilled and capable manufacturing sector. If manufacturing capability is lost, then any significant commercialisation will struggle to be locally-based. This is one reason that manufacturing remains a priority sector. The forecast growth in Asian incomes and the modest New Zealand growth may result in a switch back to more local manufacturing over the longer term.

Our social and environmental drivers are changing too

We have seen a global trend towards returning to 'community' values and an increased understanding of the need to protect our natural resources and environment, and to reverse any harmful effects the 20th century. Increasingly we value our leisure time and our lifestyle. We seek greater outcomes for our children's education and our families' health and well-being.

International migration has led to cultural diversification and integration. Modern urban society, at least in the Western world, is a melting pot of ethnicities, religious and political views and social expression. Social values have changed and, in many ways, become undermined or replaced with new ideas.

The Region is ideally positioned to be able to make the best of this situation. We have a good life now, and we aim to enhance this through a range of actions from new recreational facilities to improving water quality. Our social and cultural fabric is relatively cohesive and positive. Through the direct actions we take over the next 10 years we will clearly establish the Region as the best place to raise a family. We will be a truly vibrant, caring, creative and sustainable region as our economic aspirations are developed in concert with our social and environmental goals. Our commitment to being the safest city in New Zealand will enable both economic and social development.

Safety is a fundamental human need. Our well-being is dependent on being free from harm and the threat of harm.

Having a Safe City is a high priority outcome in this strategy. Being and feeling safe contributes towards our satisfaction with life and social well-being. A safe city is an important factor when people make location and business investment decisions.



Key regional risks, challenges and opportunities

Like the rest of the world, the Region faces increasingly rapid changes from economic and social trends, driven by technology and climate change. Identifying the important trends and monitoring them over time will allow the partners of this strategy to review and refine it as required.

Changes in the world will provide opportunities and risks for the Region.

- Climate change models to 2021 currently forecast that New Zealand is one of the least affected nations in the longer term. Worldwide, major impacts on food production and coastal cities are expected.
- Rapidly increasing wealth and populations in Asia and South America will result in increasing demand for protein (especially dairy products) and fossil fuels.
- Increasing wages in Asia could result in a gradual shift back to more local manufacturing.
- The growing Maori economy, given focus by Treaty settlements, is poised to invest regionally in science, research and development, and innovation.
- The strength of the Australian minerals boom will continue to attract skilled people seeking high wages.
- Technology changes will create major new industries and opportunities that are currently unknown.
- The population is becoming more diverse.
- Government policy and ministerial policy advice is increasingly looking at centralisation of services and setting up centres of excellence.
- Regional centres continue to grow and commuting from surrounding smaller towns for work is increasing.
- Manawatu River Accord offers the opportunity to improve the water quality of the river, which is directly linked to the Region's reputation.
- The regional population is ageing and the demand for health services will therefore continue to increase.

- Government budgets are under pressure for the next four years at least.
- Energy prices could rapidly escalate, impacting on travel patterns, commuting decisions and the logistics industry.
- Transport infrastructure (air, rail, road) is capital-hungry and funding tends to be nationally contested.

Key sectors that support our outcomes

All sectors are inter-related and strong links exist between the education and research organisations and other public organisations plus private businesses. Innovation and growth leads to demand for skilled staff, new techniques and technology. Being a regional centre for agriculture, health, defence, distribution and retail underpins the education and research activities in these sectors.

Food innovation and agribusiness research and development are the niches that the Region can claim and develop into a centre of excellence. This is based on the quality of our land and produce, a history of innovation and research in agriculture and agribusiness, and the location of key world-class organisations here already.

The sectors have been assessed and rated in terms of their contribution to the outcomes and the values, with additional weighting given to sustainability, employment growth and innovation. Service sectors such as retail will grow in response to increases in wealth and population. The following are our priority sectors.

- Research and science
- Education and training
- Health and community sector
- Government and defence
- Logistics and wholesale
- Agriculture
- Visitor and tourism (incl. events)
- Retail
- Manufacturing

Our actions to achieve the outcomes

Each of the partners will lead or collaborate in projects that will contribute to achieving the outcomes and goals of this Regional Development Strategy.

Projects that align with this Strategy will be included in the organisations' business plans and councils' plans.

Major new or redirected investments will be developed through the 2012 Long Term Plan process by the two councils.

The partners will work with key stakeholders to identify collaborative projects and investment opportunities.

Joined up thinking with joined up actions.



Our ambitions

Our ambitions

Many of these connect with each other and are reinforced and strengthened through these connections.

VISION: To be the best place to raise a family

DESCRIPTION: The best social, environmental and economic options for us and future generations.

Achieved by

Being the safest city in New Zealand.

Being the best place to ride a bike in New Zealand.

Having the best education in New Zealand.

Creating an urban environment to inspire creativity.

Having the highest involvement in sport and active recreation in New Zealand.

Being a world centre for food innovation.

Maximising the strategic advantages of our central hub location.

Leading in environmental innovation and sustainable practice in New Zealand.

Being well-connected to the world.

Innovative responses through science and education.

Being the thriving defence capital of New Zealand.

Creating jobs and opportunities through enterprise.

Being recognised as a culturally-diverse region.

Being brilliant for business.

Hosting an exciting events programme that tells our story to the world.

Ensuring our resources are managed sustainably.



GOAL:	The safest city in New Zealand
DESCRIPTION:	People who live, work, study and visit here are welcome and secure

Success Looks Like

1. We have the highest proportion of neighbourhood support participation in New Zealand.
2. Our crime statistics are continually improving.
3. We have the lowest level of road accidents in New Zealand.
4. Our many different cultures and ethnicities live side-by-side and understand each other.
5. We offer a measurable and effective welcome to visitors, new residents and businesses.
6. Businesses locate here because land and infrastructure are safe from flooding and other natural hazards.

Key Agencies

Palmerston North City Council (PNCC), Manawatu District Council (MDC), Safety Advisory Board, Horizons.

GOAL:	The best place to ride a bike in New Zealand.
DESCRIPTION:	We have a safe and inviting environment for commuters, recreational cyclists and sports enthusiasts.

Success Looks Like

1. Motorists and cyclists share the road safely.
2. Road accidents are the lowest in New Zealand.
3. Major road and off-road cycle events are held here.
4. Commuting by bike is the preferred means of transport.
5. Cyclists are welcomed on public transport.
6. Road and infrastructure design balances the needs of people, vehicles and freight.

Key Agencies

PNCC, MDC, New Zealand Transport Agency, Horizons, Bike Manawatu, Sport Manawatu, Destination Manawatu.

GOAL:	The best education in New Zealand
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DESCRIPTION:	We have high standards across all stages of education.
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Success Looks Like

1. Our tertiary providers lead New Zealand in their chosen disciplines.
2. Our educational standards at all stages are the highest in New Zealand.
3. We have the best schools in New Zealand.
4. People choose to live in the Region so that their children can attend schools here.
5. Families and teachers benefit from a whole range of quality education options, from preschool to post-graduate and vocational.
6. Education centres recognise the importance of sport and recreation for the development of their students.

Key Agencies

Vision Manawatu, Tertiary Education Commission, Ministry of Education.

GOAL:	Our urban environment inspires creativity
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DESCRIPTION:	Culture connects and generates creative energy.
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Success Looks Like

1. Our streetscapes and Central Business Districts are enhanced through public art and design.
2. Our public sculptures, galleries, arts centres and museums attract local and visiting audiences.
3. Residents are proud of their public space and use it regularly.
4. Palmerston North has New Zealand's finest collection of public sculptures.
5. Our creative arts community is celebrated and encouraged (visual, musical, dramatic and literature).
6. The Region's arts scene produces emerging artists who add to the national and international talent pool.

Key Agencies

PNCC, MDC, Destination Manawatu.

GOAL:	We have the highest involvement in sport and active recreation in New Zealand
DESCRIPTION:	We enable people to build life-long habits for sport and recreation.

Success Looks Like

1. We are the best place to ride a bike in New Zealand.
2. The majority of school children play organised sport every week.
3. Work-places involve their staff in sport and recreation events.
4. It is easy for families to find and access recreational spaces and events.
5. We have expanded our reputation for enabling national sporting events to thrive.
6. Vibrant sports clubs make it easy for people to join organised sport.
7. We have the strongest walking school bus in New Zealand.

Key Agencies

Sport Manawatu, Destination Manawatu, PNCC, MDC, Vision Manawatu, MidCentral District Health Board (MCDHB)

GOAL:	A world centre for food innovation
DESCRIPTION:	Our smart food is feeding the world and reinforcing our long-standing connection with food production.

Success Looks Like

1. We are home to the world headquarters of the Riddet Institute.
2. More than 100 new jobs have been created in food innovation, and plenty more to come.
3. Intellectual property values for food innovation locally are greater than primary food production.
4. Our White Pages reads like a Who's Who in food science.
5. Massey University is the defining university for food innovation and agribusiness.
6. We have the highest percentage of post-graduate food scientists in our population.

Key Agencies

Massey University, Crown Research Institutes, Vision Manawatu

GOAL:	We have maximised the strategic advantages of our central hub location
DESCRIPTION:	We have a unique geographical position in New Zealand and we work to develop opportunities from this.

Success Looks Like

1. The Region is recognised as the most effective distribution centre in New Zealand.
2. The Region is the central hub for conferences, events and visitors.
3. We have strong connections to the emerging Maori economy in the lower North Island.
4. Visitors enjoy exploring our country roads.
5. We are a centre for education, health, retail, defence and government.
6. We proactively attract and develop businesses.

Key Agencies

Vision Manawatu, Destination Manawatu, PNCC, MDC, Horizons.

GOAL:	We lead environmental innovation and sustainable practice in New Zealand
DESCRIPTION:	Our research and practices are solving environmental challenges locally and across the globe; our community embraces and celebrates this.

Success Looks Like

1. We have shown effective and courageous leadership in changing behaviours and adopting good practice.
2. Our Sustainable Business and Scholarship programme has increased.
3. Our researchers and academics are providing solutions to global challenges.
4. Our reputation as an environmental leader is attracting research and talent to our region.
5. Our primary industries and businesses have continued to adopt good practice.
6. Our contribution to the Manawatu River Accord has been wholehearted and effective.

Key Agencies

PNCC, MDC, Horizons Regional Council (Horizons), Massey University, Vision Manawatu.

GOAL:	Well-connected to the world
DESCRIPTION:	Transport and technology infrastructure keeps us connected with New Zealand and the world.

Success Looks Like

1. Palmerston North has free Wi-Fi in the Central Business District.
2. We are the major retail centre for the lower North Island.
3. We have international flights.
4. We have effective and innovative public transport, including the Capital Connection service.
5. We are a good place to do business.
6. We are a well-established and well-functioning distribution and logistics hub.
7. Producers can reliably move their products to markets or for processing with minimum delay and cost.
8. We attract business and government investment.
9. Effective integrated planning for urban growth has made environmentally friendly transport methods more convenient and has reduced the need to make some trips.

Key Agencies

PNCC, MDC, Horizons, Destination Manawatu, Vision Manawatu & Manawatu Chamber Commerce.

GOAL:	Innovative responses through science and education
DESCRIPTION:	We develop solutions to global problems.

Success Looks Like

1. We develop and commercialise intellectual property for food, sustainable practice and technology to address challenges the world is facing.
2. We constantly look ahead and seek partners to create sustainable solutions.
3. Our international networks effectively connect our scientists and researchers.

Key Agencies

Massey University, Riddet Institute, Bio Commerce Centre (BCC).

GOAL:	Thriving defence capital of New Zealand
DESCRIPTION:	Proud to be home to our services personnel and their innovations that are helping to keep the world safe.

Success Looks Like

1. Manawatu is home to New Zealand's land and air defence forces and supporting services.
2. Manawatu Defence Hub membership has doubled to meet demand.
3. Our defence contribution is acknowledged and understood across the Pacific and the world.
4. The defence bases are thriving and integrated into local communities.
5. Massey's Centre for Defence and Security Studies is nationally and internationally respected as a centre of excellence for defence and security education and research.

Key Agencies

Vision Manawatu, Destination Manawatu, New Zealand Defence Force, Massey University

GOAL:	Creating jobs and opportunities through enterprise
DESCRIPTION:	Our whole region is an incubator of talent and ideas / creativity.

Success Looks Like

1. Every school pupil has an enterprise education experience.
2. Local teams and entrepreneurs consistently win national recognition and awards.
3. Innovative businesses locate and thrive here.
4. Companies have ready access to talent and vice versa.
5. Patent registrations in the Region increase.

Key Agencies

Vision Manawatu, BCC

GOAL:	We are recognised as a culturally-diverse region
DESCRIPTION:	We welcome and support people from all backgrounds and encourage them to participate in our community.

Success Looks Like

1. We are a magnet for talent through a combination of opportunities and lifestyle.
2. People from diverse ethnicities play important roles in our civic, academic and commercial structures.
3. Festival of Cultures is a nationally significant event that fully engages with groups of all ethnic backgrounds.

Key Agencies

PNCC, MDC, Destination Manawatu.

GOAL:	Brilliant for business
DESCRIPTION:	We are business-friendly, creating an environment for all kinds of business to thrive.

Success Looks Like

1. We have thriving business networks.
2. We have a proactive engagement between private and public sectors.
3. We have a strong 'army' of local business heroes and mentors.
4. We grow our reputation for enabling business to flourish.
5. Competitive advantage of locating here is widely understood and marketed.
6. Our industry is well connected to our education centres and labour market.
7. All kinds of jobs are created and secured here.
8. Young people choose to work here to develop their careers.

Key Agencies

Vision Manawatu, PNCC

GOAL: We have an exciting events programme that tells our story to the world

DESCRIPTION: We have a vibrant and fun selection of cool things to do.

Success Looks Like

1. We have six annual events of national significance and one of international significance.
2. There is an enticing annual calendar of free or low cost community events.
3. There is an authentic connection between our events and our community.
4. The event industry locally is thriving, supported by locally available training and education.
5. Our civic infrastructure supports quality events.
6. We are the preferred place for secondary school national sports tournaments.

Key Agencies

Destination Manawatu, Sport Manawatu.

GOAL: Our resources are managed sustainably

DESCRIPTION: We retain a balance between economic growth and sustaining the region's natural resources for future generations.

Success Looks Like

1. All electricity used at home and at work is from renewable resources.
2. The Region has the highest use of public and active transport outside the major metropolitan cities.
3. Urban design and land use is nationally recognised for its contribution to sustainability.
4. Delivery of the Manawatu River Accord is nationally recognised.
5. The amount of waste per person sent to landfill is the lowest in the country.
6. Reserves, parks and conservation land are recognised for their contribution to bio-diversity and level of public use.

Key Agencies

PNCC, MDC, Horizons.

Please complete with **your** ideas for the future and return to Vision Manawatu or email info@visionmanawatu.org.nz

We welcome your ideas and contributions.

GOAL:

DESCRIPTION:

Success Looks Like

Any other comments and suggestions

Contact Details

Name: _____

Address: _____

Phone: _____ Email: _____

