

**DRAFT**

**10 year plan: City growth plan**

**(July 2021-June 2024)**

**Chapters:**

**Housing and future development**

**Urban design**



## City growth and Council's strategic goals

The Palmerston North City Council vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The City growth plan primarily contributes to the Palmerston North City Council's goal of an Innovative and growing city. The plan describes Council's activities for the first three years of the 2021-2031 10-Year Plan in two chapters: **Housing and future development** and **Urban design**.

## Council priorities

The priorities of Goal 1: An innovative and growing city are:

1. Create and enable opportunities for employment and growth
2. Support the development of more housing that meets community needs
3. Provide infrastructure to enable growth and a transport system that links people and opportunities
4. Support the diversification of the economy to reduce reliance on traditional industries
5. Support an 'innovation economy' to underpin growth into the future
6. Transform the economy to a low carbon economy

## Purpose of the City growth plan

The Long-term Plan levels of service for this plan are:

- Provide enough development capacity to meet expected demand for housing and business in the short, medium and long term
- Perform the regulatory planning role under the Local Government Act and Resource Management Act
- Provide public spaces (streets, open spaces, civic and community buildings and infrastructure) that are sustainable, connected, diverse, integrated, adaptable, interesting, comfortable and safe
- Work with the development community to increase knowledge and influence urban design outcomes

## Rangitāne o Manawatū partnership

Council will work in partnership with Rangitāne o Manawatū and:

- incorporate Rangitānenuiarawa<sup>1</sup> into city design
- implement citywide urban design principles and practices that acknowledge and express Te Ao Māori and which reflect and enhance the values and aspirations of Rangitāne o Manawatū

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<sup>1</sup> Rangitānenuiarawa is the Rangitāne expression of kaitiakitanga, or customary authority and guardianship, and affirms their customary leadership in ensuring the health and regeneration of their tribal rohe.

- provide urban design support and professional development opportunities to ensure Rangitāne o Manawatū are supported to realise their own development aspirations throughout the city, especially for sites of significance

These commitments will guide the implementation of all aspects of this plan.

### **Council documents that contribute to this plan**

The implementation of this plan is shaped by these Council-adopted documents:

- City Centre Framework
- District Plan
- Engineering Standards for Land Development.
- Housing and Business Needs Assessment
- Stormwater Management Framework (TBC)
- Street Design Manual
- Streets and Roads Framework (TBC)
- Urban Cycle Network Masterplan
- Vegetation Framework

### **Measures of success**

Council will monitor these measures of success and report on these through the City Dashboards:

- Enough land is zoned, infrastructure enabled and feasible to develop, to meet growth demand.
- Improving housing affordability
- City-wide urban design principles are reflected in planning advice and decision-making
- Increase in medium density housing being constructed around the city centre and local neighbourhood areas
- Increase in variety of residential housing typologies being consented and built
- Increase in city centre residential living options being consented and built
- Emergence of housing models in the city such as co-housing, co-operatives and community land trusts
- Increase in the adaptive reuse of existing city centre buildings for commercial, co-working, residential and mixed uses
- More 'Green Star' rated buildings (Green Building Council) are constructed throughout the city
- Increase in habitable rooms and front entry along the boundary of private residential developments with public streets
- Decrease in high, solid fencing along the boundary of private residential developments with public streets
- There are more people living and working in and around the city centre

## Housing and future development chapter

### Introduction

The National Policy Statement for Urban Development requires Council to provide enough land to meet the expected demand for development. Well-designed and connected city development will contribute to more affordable housing and long-term prosperity.

The purpose of this chapter is to provide direction on where and how the City will develop to meet strong projected growth.

### Where are we now?

#### *Housing*

- A government-appointed panel has completed a comprehensive review of the resource management system.
- The review recommends repealing the Resource Management Act 1991 and replacing it with two new pieces of legislation called the Natural and Built Environments Act and the Strategic Planning Act.
- There is strong demand for housing and new residential sections in Palmerston North.
- Housing is more affordable than in most other cities but is becoming less affordable.
- Infill development is the most prevalent housing typology (50% in 2020 compared to the long-term average of 32%).
- There is capacity for approximately 300 greenfield residential sections. Greenfield housing development is predominately occurring at Aokautere.
- A consent for the Council's subdivision at the Whakarongo housing area has been lodged. This is the first stage of development for this growth area.
- The first stage of a new area to the west of the city, Kīkīwhenua, has been rezoned residential.
- Napier Road Residential Extension Area rezoning is progressing to a hearing.
- Council has started working with landowners at Aokautere, Ashhurst, Kākātangiata, Roxburgh Crescent and Flyers Line to initiate planning processes to rezone land for more housing.
- The former Hokowhitu Campus has been rezoned and the first stage of housing development is under way.
- There is little innovation in the types of new houses being built to meet changing demographics and needs, and only a small number of major developers.
- Council owns many sites where housing development could potentially be undertaken.
- Council is part of Te Tihi Whānau Ora Alliance on the Pathways to Housing project.
- Council engages with Rangitāne o Manawatū early and on future sites or zones of development that are being considered for the city and encourages developers to engage directly with iwi interests.
- Kainga Ora is redeveloping its sites for social housing and has been the major player in multi-unit developments.

- Council redeveloped Papaioea Place to double the amount of social housing available at this site.
- There is significant capacity for new lifestyle blocks, which are directed away from high class soils.

#### *Business*

- KiwiRail has announced a 120ha regional freight hub will be developed near Bunnythorpe.
- New office and retailing activities are directed to the city centre or one of the established business zones.
- Large format retailing is directed to land to the north of the city centre and Rangitikei Line, but large land holdings remain vacant.
- A Housing Business Needs Assessment identified a need to undertake a targeted review of the business zones.
- The north-east of the city is zoned for large format freight, distribution and logistics activities and has recently been extended.
- Longburn is best suited to wet or processing industries but contains private infrastructure which does not meet Council's engineering standards.
- There are limited opportunities for new small-scale industrial activities.
- The centres-based regime for new retail and office activities leverages off existing infrastructure in the central city.
- Privately owned infrastructure at Longburn is inhibiting future growth of wet industrial activity. It is not designed to Council's engineering standards and is under capacity.

#### *Other*

- Council's Asset Management Plans and the Infrastructure Strategy are aligned with Council's land use planning and contain capital programmes to support growth in the city's residential and industrial growth areas.
- New national planning standards require the Council to make significant changes to the District Plan and create an e-Plan by 2024.
- The new National Policy Statement for Urban Development requires Council to develop a Future Development Strategy and to make significant changes to the District Plan to ensure there is sufficient development capacity to meet projected demand.
- Additional National Policy Statements related to Biodiversity and Protection of Productive Soils will be gazetted in 2021 and will require further significant changes to the District Plan to ensure they are given effect to.

What do we want to achieve?	What actions will we take to get there?		
<p>Over 50% of housing development takes place within the existing urban footprint, through redevelopment and infill subdivision.</p> <p>Residential land supply exceeds demand by 20%. This means a constant supply of at least 1,800 greenfield residential sections.</p> <p>Housing development at Aokautere is guided by a structure plan.</p> <p>The Kīkīwhenua Residential Area is developed.</p> <p>Kākātangiata rezoning is well advanced.</p> <p>Napier Road Residential Extension Area is rezoned residential.</p> <p>Developers deliver a more diverse range of housing types, such as duplexes, terraced housing, apartments and other multi-unit options, particularly in brownfield developments.</p> <p>There is increased mixed-use development incorporating new residential accommodation.</p> <p>Developers invest in new major housing projects.</p> <p>Council and Government land is used for housing.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in planning and development.</p> <p>Rangitānenuiarawa is incorporated in city design.</p> <p>Under-utilised Council land is repurposed to provide increased housing supply.</p> <p>Housing is more affordable.</p>	<b>Ongoing actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	Implement the National Policy Statement on Urban Development Capacity	2021/2022	
	Update the District Plan to rezone identified growth areas for housing and business needs	2021/2022	
	Hold an annual Developer Forum	2021/2022	
	Develop, launch and maintain an electronic District Plan	2022/2023	
	Carry out Housing and Business Needs Assessments every three years	2021/2022	
	Collaborate with the development community and Kainga Ora on delivery of new housing developments and diverse forms of housing, such as duplexes, terrace housing, apartments and other multi-unit options.	2021/2022	
	Administer the Development Contributions Policy	2021/2022	
	Monitor supply and demand of urban development and infrastructural capacity	2021/2022	
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
<p>New housing development opportunities are confirmed at Ashhurst, Napier Road, and Roxburgh Crescent.</p> <p>There is a greater number of property developers, at all levels of the market.</p> <p>The strategic property interests of Rangitāne o Manawatū are supported and grow.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in planning and development.</p> <p>There is a significant increase in minor-dwellings (studios, granny flats).</p> <p>New office and retail development is directed to the Inner Business Zone.</p> <p>The best use of vacant large format retailing land has been determined.</p>	Comply with new legislative and government policy requirements	2021/2022	
	Test and implement 'City Shapers' industry engagement tools with the development community	2021/2022	
	Implement the National Planning Standards	2022/2023	
	Develop an Illustrative District Plan User Guide	2022/2023	
	Develop a Future Development Strategy	2023/2024	Rangitāne o Manawatū
	Identify Council and Government land to be used for market and affordable housing	2021/2022	

<p>The development community understands the city planning framework.</p> <p>Council front-foots new infrastructure to support growth and is able to say 'yes' to new development.</p> <p>Council has clear priorities about where growth will occur and what supporting infrastructure is required.</p> <p>The costs and risks associated with pressure to provide growth infrastructure in multiple locations are balanced.</p> <p>The Development Contributions Policy provides clear guidance and continues to cover the costs of growth.</p> <p>Supporting infrastructure is in place to support planned housing and industrial development.</p> <p>There is infrastructure capacity for land supply to exceed demand by 20%.</p> <p>Council has positive collaborative relationships with the owners of the private infrastructure at Longburn.</p> <p>Council customers have positive experiences and development outcomes.</p>	<p>Provide additional infrastructural capacity that accommodates projected urban intensification and growth</p>	<p>2021/20222</p>	
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## Urban design chapter

Good urban design provides attractive and vibrant places to encourage development investment, attract and retain talent, and promote the health and wellbeing of communities. Good urban design enhances the quality of our neighbourhoods, streets, buildings and open spaces, and creates new opportunities for the city to prosper and grow sustainably.

The purpose of this chapter is for good design to be a fundamental consideration in all elements of city growth.

### Where are we now?

- Council is a signatory to the New Zealand Urban Design Protocol.
- Urban design outcomes are embedded into both strategic direction and regulatory frameworks and are giving effect to change.
- Sections of the District Plan give effect to positive urban design outcomes, particularly within the Outer Business and Residential Zones.
- Structure planning of new greenfield growth areas is underway for Kākātangiata, Aokautere and Ashhurst.
- Many residential and commercial subdivision schemes do not demonstrate good design principles; they have low connectivity of street network, high speed street environments, high degree of cul-de-sacs, rear lots and right of ways, unsafe pedestrian links and irregular lot shape at a consistent lot size.
- Housing in Palmerston North is still highly dependent on allocation of space for private motor vehicles.
- Onsite car parking and servicing is often in conflict with other open space outcomes in both commercial and medium density residential developments.
- There are quality and character tensions between private development and public streets in both business and residential zones.
- There are difficulties in delivering commercial developments that make a positive design and safety contribution to street edge conditions.
- There is little private interest in adaptive reuse of older building stock within the City Centre, and little interest in mixed use or residential development within the City Centre.
- There is an increasing need to address onsite stormwater management, especially for infill housing, greenfield subdivision and some commercial developments.
- There are some water-sensitive urban design (WSUD) techniques being applied in the city, such as stormwater attenuation tanks.
- There is little demonstration of green building design, construction or maintenance practices.
- There is a lack of available information about the reduction of permeable surfaces and existing mature urban vegetation cover from development.

- Council is taking a more pro-active approach to working with consent applicants and their agents, although the development community is still adjusting to urban design expectations.

What do we want to achieve?	What actions will we take to get there?		
<p>There are agreed, overarching, citywide urban design principles for Palmerston North that inform all design and planning processes.</p> <p>Design outcomes enrich the quality of life for communities in all city environments.</p> <p>Rangitāne o Manawatū have opportunities to participate early in planning and development.</p> <p>Rangitānenuiarawa is incorporated in city design.</p> <p>The Creative City Conversations programme fosters critical thinking and civic discussion on city making topics and good urban design</p> <p>Development outcomes contribute positively to urban form, are flexible and adaptable to current and future changes of use and tenure.</p> <p>There is a street network of connected places that are physically and visually integrated, legible, permeable, safe and provides choice of mode by which to easily move between and around.</p> <p>Development outcomes value, support and express city heritage, cultural identity and a sense of place across all planning zones.</p> <p>There is more adaptation of older buildings for commercial and mixed use in and around the city centre.</p> <p>Both constructed and natural environments apply sustainable design practices and use existing site qualities to maximise energy conservation, reduce waste, reduce cost and enhance biodiversity and amenity – solar gain, natural light, landform, hydrology, and ecology.</p> <p>There is more vegetation coverage of citywide urban permeable space.</p> <p>Regulatory conditions enable manageable and sustainable development outcomes.</p> <p>Council is a leader in applying urban design best practice.</p>	<b>Ongoing actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	Test and implement ‘City Shapers’ industry engagement tools with the development community	2021/2022	Design and development community
	Implement formal pre-application process for resource consent	2021/2022	
	Complete Residential Design Guidelines Identify and develop other development guidelines and tools	2022/2023	
	Complete city-wide character studies with priority to: <ul style="list-style-type: none"> <li>• Inner Residential Suburbs - Bound by Botanical Rd, Tremaine Ave, Vogel St, Featherston St (East), Victoria Ave, Park Rd</li> <li>• Business Zones</li> <li>• Outer Residential Suburbs</li> <li>• Rural Residential Areas</li> </ul>	2023/2024	Design and development Community
	Review District Plan with priority: <ul style="list-style-type: none"> <li>• Business Zone</li> <li>• Residential Zone</li> </ul>	2021/2022	Rangitāne, Massey University, Food HQ, UCOL, DHB, NZDF, PNAL, Master Builders, NZIA, NZILA, ADNZ
	Use ‘Delivering Change’ to: <ul style="list-style-type: none"> <li>• Provide urban design support to key private community developments across the city</li> <li>• Provide urban design professional development opportunities for developers, designers, community, council officers and elected members</li> <li>• Deliver Creative City Conversations programme</li> </ul>	2021/2022	Rangitāne, Massey University, Food HQ, UCOL, DHB, NZDF, PNAL, Master Builders, NZIA, NZILA, ADNZ
	Review, update and complete strategic urban design frameworks that inform private and public development and investment with priority to: <ul style="list-style-type: none"> <li>• Vegetation Framework</li> <li>• Streets and Roads Framework (see Transport plan)</li> <li>• Stormwater Management Framework (see Waters plan)</li> <li>• Manawatū River Framework (see Manawatū River plan)</li> <li>• City Centre Framework (see City Centre plan)</li> </ul>		

	Provide visual information about city development through the geo-spatial information tool	2021/2022	
	Acknowledge and express Te Ao Māori in citywide urban design principles and practice	2021/2022	
	Provide urban design support and professional development opportunities to Rangitāne o Manawatū on their own development projects, including sites of significance	2021/2022	
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	<p>Complete desktop study into potential vegetation and permeable surface loss on inner residential suburbs from infill housing:</p> <ul style="list-style-type: none"> <li>• Inner Residential Suburbs - Bound by Botanical Rd, Tremaine Ave, Vogel St, Featherston St (East), Victoria Ave, Park Rd</li> <li>• Business Zones</li> <li>• Outer Residential Suburbs</li> <li>• Industrial Zones</li> <li>• Rural- Residential Zone</li> </ul>	<p>2021/2022</p> <p>2022/2023</p>	Design and development community
	Develop high level citywide urban design principles that inform strategic direction, strategic documents and decision making	2023/2024	
	Apply urban design best practice to greenfield structure planning and public space master planning	2022/2023	Rangitāne, Design & Development Community, Interest Groups, Massey University, Food HQ, UCOL, DHB, Design & Development Community

**DRAFT**

**10 year plan: Economic development plan**

**(July 2021-June 2024)**

**Chapters:**

**Economic development**

**International relations**



## **Economic development and Council's strategic goals**

The Palmerston North City Council vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The Economic development plan primarily contributes to the Palmerston North City Council's goal of an Innovative and growing city. The plan describes Council's activities for the first three years of the 2021-2031 10-Year Plan in two chapters: **Economic development** and **International relations**.

## **Council priorities**

The priorities of Goal 1: An innovative and growing city are:

1. Create and enable opportunities for employment and growth
2. Support the development of more housing that meets community needs
3. Provide infrastructure to enable growth and a transport system that links people and opportunities
4. Support the diversification of the economy to reduce reliance on traditional industries
5. Support an 'innovation economy' to underpin growth into the future
6. Transform the economy to a low carbon economy

## **Purpose of the Economic development plan**

The 10 Year plan levels of service are:

- Support economic wellbeing through the Central Economic Development Agency (CEDA)
- Achieve a positive city reputation

## **Links with other plans**

Economic wellbeing supports an increasing standard of living and corresponding social wellbeing. The Economic development plan supports the achievement of the City growth plan. The focus of the plan is housing availability and planning for increasing infrastructure.

Council's role in international relations is to support inclusivity through education and promotion of our international partners. Therefore, this plan also contributes to the achievement of the Connected Communities Plan, and the priority 'Develop, provide and advocate for services and facilities that create a connected, welcoming and inclusive community'.

### **Rangitāne o Manawatū partnership**

Council will work in partnership with Rangitāne o Manawatū and:

- identify opportunities to unlock the potential of local iwi businesses, workforce and investment
- develop major city events and promotions that acknowledge and express Māori values and perspectives
- identify opportunities for Māori business and cultural exchange through international relationships

These commitments will guide the implementation of all aspects of this plan.

### **Council documents that contribute to this plan**

The implementation of this plan is shaped by these Council-adopted documents:

- CEDA Statement of Expectation
- International Relations Policy

### **Measures of success**

Council will monitor these measures of success and report on these through the City Dashboards:

- Growing GDP
- Greater international investment in Palmerston North
- More businesses in the city
- Improving survival rate of new local businesses
- More building consents
- Increasing number of jobs
- Improving employment outcomes for newcomers to the city
- Increasing median household income
- Greater housing affordability
- Improving local, national and international reputation of the city
- More international students chose to study in Palmerston North
- Greater international investment in Palmerston North (as above)



## Economic development chapter

### Introduction

Community wellbeing and increasing living standards are supported by a productive and sustainable local economy. A strong local economy will bring higher incomes and greater wealth to share throughout the community.

The purpose of this chapter is to support local industries and encourage investment in our city. Many of the actions described in this plan will be implemented through the contractual relationship with the Central Economic Development Agency (CEDA).

### Where are we now?

- Palmerston North is the major economic hub for the Manawatū-Whanganui region, contributing 43% of regional GDP and 48% of earnings from salaries, wages and self-employment.
- In the year to March, Palmerston North had an increase of 1.3% in GDP, to \$5,016m. Palmerston North's economic growth has closely matched that of New Zealand overall for the past several years.
- Palmerston North's largest sectors are health services, government administration and defence, education, logistics, retail, construction and professional, scientific and technical services. These are also the biggest contributors to growth in jobs and earnings.
- Median annual salaries and wages numbers rose more strongly in Palmerston North (4.7%) than in New Zealand overall (4.2% in the year to March 2019 to \$52,130).
- The number of people registered for the Jobseeker benefit who are 'work ready' in Palmerston North began to rise in March 2020 during the pandemic, although Palmerston has a declining proportion of New Zealand's work-ready Jobseekers. This suggests that Palmerston North has not experienced the impact from pandemic-related job losses as have many other parts of the country.
- Newcomers to the city do not always receive the support they need to access employment and business opportunities.
- There has been a reduction in the proportion of residents aged 15 years and over with no qualification, declining from 23% in 2006 to 17.8% in 2018. The percentage of 20 – 24-year olds with no qualification declined from 10.5% in 2006 to 6.0% in 2018.
- Of the 696 new Palmerston North businesses that were created in 2016, 405 were still operating three years later in 2019. The new business survival rate in Palmerston North is therefore 58.2% compared to 57.8% in New Zealand overall.
- Housing affordability is deteriorating despite an increase in the construction of new houses.
- Palmerston North has a reputation problem and no clear strategic position or agreed identity for city marketing.
- Visitor spending comes mostly from the domestic visitor sector, with a high share of visitors staying with friends and family. This cushioned the city during the pandemic

lockdown from the drop in turnover experienced by cities with greater dependence on international visitors.

- The annual programme of major events provides an incentive for people to visit Palmerston North and bring significant economic benefits to the city, but there is not a co-ordinated calendar of major events in Palmerston North.
- The i-site, Conference and Function Centre and Holiday Park all provide facilities to support economic activities in Palmerston North.

What do we want to achieve?	What actions will we take to get there?		
<p>Palmerston North continues to be the major economic hub for the Manawatū-Whanganui region and has a growing proportion of regional jobs.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in economic development projects and initiatives.</p> <p>GDP growth is at or above the national average.</p> <p>The priority sectors are growing.</p> <p>Palmerston North is a leading distribution hub.</p> <p>There is average annual employment growth of 1.9% (a further increase of 12,000 jobs by 2031).</p> <p>There are fewer barriers to participation in the workforce.</p> <p>Newcomers are supported to access local employment information, services and networks.</p> <p>The gap closes between the average annual household income in Palmerston compared with that of New Zealand.</p> <p>Jobs recovery remains ahead of New Zealand's pandemic recovery overall.</p> <p>New low-carbon technology businesses are supported in the region and more new businesses survive in Palmerston North.</p> <p>Businesses have access to the skilled workforce they need to grow.</p> <p>Local Iwi Māori businesses and workforce are supported and growing.</p> <p>Palmerston North has a positive reputation.</p> <p>Visitor spending remains strong, supported by investment in new visitor activities, events, and awareness of what the city offers</p> <p>The i-site is redeveloped as the Palmy Information Centre.</p> <p>The Palmy Information Centre supports and expresses the cultural heritage and identity of Te Marae o Hine/ The Square.</p> <p>The annual programme of major events brings significant economic benefits to the city.</p> <p>People who attend major events in Palmerston North have opportunities to participate in other community, city and regional activities.</p> <p>Māori values and perspectives reflected in major city events.</p>	<b>Ongoing actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	<p>Through CEDA:</p> <ul style="list-style-type: none"> <li>• Implement Business Retention Strategy</li> <li>• Implement Talent Attraction and Retention strategy</li> <li>• Implement Destination Management Plan</li> <li>• Implement Manawatū Agritech Strategy</li> <li>• Deliver skill development and business growth programmes (funded by central government)</li> <li>• Implement Inward investment strategy</li> <li>• Implement Labour Market Plan</li> <li>• Implement Visitor Strategy (regional)</li> <li>• Implement Māori Engagement Strategy</li> <li>• Review and implement International Education Strategy</li> <li>• Support initiatives that promote the region's strengths: <ul style="list-style-type: none"> <li>○ research/agri-food/business/land/horticulture</li> <li>○ distribution and logistics</li> <li>○ defence</li> <li>○ health</li> <li>○ visitors</li> <li>○ education (domestic and international)</li> <li>○ digital and technology</li> <li>○ Māori economy</li> </ul> </li> </ul>	All 2021/2022	<p>Iwi</p> <p>Manawatu Chamber of Commerce</p> <p>International education sector</p> <p>Talent Central</p> <p>The Factory</p> <p>Central government agencies</p>
	Work collaboratively with industry to develop and implement the city's strategic position		
	Market the city to visitors, residents and investors		
	Provide information services for visitors and locals through the Visitor Information Centre 24/7		
	Maintain Palmerston North's Motorhome Friendly Town accreditation		
	Attract, fund and manage events which bring significant economic benefit to the city		
	Operate and promote the Conference and Function Centre		
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	<p>Agree a Statement of Expectation for CEDA with Manawatū District Council</p> <p>Agree a Statement of Intent with CEDA</p>	<p>2021/2022</p> <p>2022/2023</p>	<p>Manawatū District Council</p>

<p>Palmerston North Holiday Park is highly rated and has a high occupancy rate.</p> <p>The Conference and Function Centre is highly rated with a high occupancy rate.</p>		2023/2024	
	Carry out regular performance monitoring and reporting for CEDA	2021/2022	
	Review the accommodation options offered at the Holiday Park (in consultation with the lease holder)	2023/2024	
	Upgrade the i-site/ Palmy Information Centre	2021/2022	
	Develop the area outside the-site/Visitor Information Centre in ways that reflect and express the cultural heritage and identity of Te Marae o Hine/ The Square	2021/2022	
	Provide a central point of contact and event management resource to support the delivery of major events in the city	2021/2022	
	Develop and implement a growth and retention plan for major events	2021/2022	

## International relations chapter

### Introduction

The focus of international relations activities between Palmerston North and other cities, regions, and governments is to promote the reputation and economic interests of the city. The purpose of this chapter is to strengthen international partnerships, including Sister Cities, to support the city's priority sectors and to encourage students and other visitors to Palmerston North.

### Where are we now?

- Council established an International Relations office in 2016, following many years of more informal international relations.
- Palmerston North has strengthened its long-standing Global City partnerships with Missoula (USA), Guiyang (China), Kunshan (China) and formalised relations with Mihara (Japan). Co-operation with Wageningen (The Netherlands) is also being developed, focusing on a shared strength in agri-food science.
- Global-city partnerships facilitate sharing best-practice, such as a civil defence exchange with Japan.
- Council contributes to the international education role of the region through the Regional International Education Strategy 2016-2020, International Education Leadership Group, and scholarships.
- Palmerston North young people have been the recipients of scholarships from Kunshan and Mihara.
- Around 20% of Palmerston North-based students at Massey University, UCOL and IPU are international students. Massey University is ranked as being in the top 300 universities in the world.<sup>1</sup>
- The Council offers targeted scholarships to support international education exchange, particularly with Global City partners.
- Around 250 international students study in Palmerston North primary and secondary schools each year.
- The pandemic has affected the plans of many students to study in New Zealand. The recovery process is uncertain for all educational exchange opportunities.
- The Palmy Global Ambassadors programme offers opportunities for young people (aged 18 to 24) to contribute to Palmerston North's international outreach. They do this by supporting the Welcoming Communities initiative.
- Palmerston North is a signatory to the China New Zealand Mayoral Forum Xiamen Declaration to support ongoing sub-national co-operation with China towards economic outcomes, with Mayors attending a joint forum held every two years. The 2019 Forum was postponed due to the pandemic.
- Council has worked with regional and national partners to jointly host events that strengthen our city's economic connections and capabilities.

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<sup>1</sup> 2020 QS World University Rankings.

- Council has relationships with Embassies, High Commissions and national organisations that support international connections.
- Council provides a formal welcome and hospitality for international visitors who have economic, social or cultural significance for the city.
- In 2019 \$68m (or 15.7%) of the total \$433m visitor spending in Palmerston North was by international visitors (an increase from 13.4% in 2010).

What do we want to achieve?	What actions will we take to get there?		
<p>Palmerston North has a positive international reputation and is successful in attracting investment, businesses, visitors and students.</p> <p>Rangitāne o Manawatū have opportunities for involvement in projects and initiatives to achieve the partnership aspirations identified in this plan.</p> <p>Rangitāne o Manawatū and Council have clearly defined roles in civic engagement on behalf of the community.</p> <p>Palmerston North has a rationalised network of Global City Partnerships and is focused on managing them well.</p> <p>The City has excellent economic and education connections to its international partners.</p> <p>A greater proportion of visitor spending in Palmerston North is by international visitors.</p> <p>There are deeper relations with Palmerston North Global city partners, and greater economic, education and community cooperation.</p> <p>The community is familiar with the city's international city partnerships and have opportunities to be involved through the Global Ambassadors programme.</p> <p>Palmerston North is internationally recognised as a preferred destination in New Zealand for international education and research.</p> <p>Opportunities for digital engagement are maximised.</p> <p>Recovery from the disruption of international education and other activities occurs as quickly as possible and is supported by strong international city partnerships.</p>	<b>Ongoing actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	Promote Palmerston North's interests to global city partners	All 2021/2022	CEDA Global City Partnerships Palmerston North education and industry partners Rangitāne o Manawatū National trade, education and economic agencies
	Facilitate international economic and education investment partnerships with city institutions		
	Manage official delegations and relationships with embassies and high commissions		
	Manage approaches for international partnerships in accordance with the International Relations Policy		
	Promote our international partnerships at public events and support or global city partners to do the same		
	Participate in the China New Zealand Mayoral Forum		
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Review the International Relations Policy	2022/23	CEDA Global City Partnerships Palmerston North education and industry partners Rangitāne o Manawatū
	Strengthen engagement with New Zealand-based international representatives and organisations	2021/2022	CEDA Global City Partnerships Palmerston North education and industry partners Rangitāne o Manawatū
	Position ongoing international relations activities to support recovery from the impacts of the pandemic	2021/2022	

**DRAFT**

**10 year plan: Transport plan**

**(July 2021-June 2024)**

**Chapters:**

**Strategic transport**

**Active and public transport**





## **Transport and Council's strategic goals**

The Palmerston North City Council vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The Transport Plan primarily contributes to the Palmerston North City Council's goal of an Innovative and growing city. The plan describes Council's activities for the first three years of the 2021-2031 10-Year Plan in two chapters: **Strategic transport** and **Active and public transport**.

## **Council's priorities**

The priorities of Goal 1: An innovative and growing city are:

1. Create and enable opportunities for employment and growth
2. Support the development of more housing that meets community needs
3. Provide infrastructure to enable growth and a transport system that links people and opportunities
4. Support the diversification of the economy to reduce reliance on traditional industries
5. Support an 'innovation economy' to underpin growth into the future
6. Transform the economy to a low carbon economy

## **Purpose of the Transport plan**

The Long-term Plan level of service for this plan is:

- Provide an integrated multi-modal transport network that connects people and goods with destinations in a safe, efficient and sustainable manner and evolves to meet new transport demands with less reliance on private motor-vehicles

## **Links with other plans**

The actions in the Transport plan also contribute to the achievement of the Economic development plan and the City growth plan, by supporting economic development opportunities such as FoodHQ, Linton Army Camp and the Central New Zealand Distribution Hub and by providing connections to growth areas. The Transport plan also contributes to the achievement of the Safe communities plan, through decision-making about city streets.

Council's Eco city goal is supported by the delivery of this plan, through investment in transport infrastructure that prioritises low carbon transport options (see the Climate change plan and Environmental sustainability plan).

## **Rangitāne o Manawatū partnership**

Council will work in partnership with Rangitāne o Manawatū and:

- involve Rangitāne o Manawatū early in major strategic transport and active management transport projects
- support opportunities to provide business and employment opportunities and improved health and social benefits for Māori through transport activities

These commitments will guide the implementation of all aspects of this plan.

### **Council policies, bylaws and other documents that contribute to this plan**

The implementation of this plan is shaped by these Council-adopted documents:

- City Centre Framework
- City Centre Streetscape Plan (Streets for People project)
- International Relations Policy
- Speed Limits Bylaw
- Urban Cycle Network Masterplan

### **Measures of success**

Council will monitor these measures of success and report on these through the City Dashboards:

- Less freight traffic using the urban transport network
- Fewer deaths and injuries related to use of the transport network
- Increasing walking and cycling
- Increasing passenger numbers and service satisfaction
- Decreasing carbon emissions
- Decreasing reliance on private motor vehicles

## Strategic transport chapter

### Introduction

Palmerston North has a network of roads, footpaths, cycleways and shared pathways and a diverse range of users. The network needs to accommodate freight transport, recreational users, and commuters. The purpose of this chapter is to provide transport infrastructure that supports day-to-day city activity and city growth in ways that integrate active and public transport.

### Where are we now?

- The transport network is not keeping pace with city growth demands. For example, state highways through the city frustrate urban development and there are no inter-regional connections to the North East Industrial Zone.
- The city is unable to deliver on its broader strategic transport objectives without Waka Kotahi NZTA investing in the Palmerston North Integrated Transport Investment Project (Regional Freight Ring Road).
- The Palmerston North transport network has historically prioritised and encouraged the use of motor vehicle transport.
- There are instances where the transport network limits opportunities for economic development. For example, efforts to achieve traffic calming on Tennent Drive to support FoodHQ are being delayed by concerns that inter-regional traffic will be diverted to the state highway.
- High traffic speeds contribute to harm caused by crashes and discourage active transport.
- The transport network prioritises access and movement over safety and place.
- The hierarchy between local streets and inter-regional routes is unclear; there is too much choice in the transport network which means streets and roads are trying to cater for competing user demands.
- Heavy freight traffic is directed to local urban streets as there are limited alternatives.
- Street design does not reflect the land-use or place objectives for the area.
- Under-investment in active transport infrastructure is increasing pressure on current levels of service and creating future liabilities, such as issues with street tree maintenance.
- Motor vehicles are the most significant contributor to the city's carbon emissions.
- The current approach to car-parking management undermines strategic transport, land-use planning and urban design objectives.
- Maintenance and renewals are delivered to provide for the day-to-day needs of the city, but not all renewal programmes deliver modern street design.
- The way the transport network has developed over many years is unaffordable over the long-term. For example, there is a predominance of wide roads, cul-de-sacs and excess parking.
- Fatal and serious injury crashes on local roads in Palmerston North have increased over the past three years.

- Increased congestion, deaths, serious injuries, emissions and environmental effects is the inevitable outcome of the city's historical approach to investment in the transport network.

What do we want to achieve?	What actions will we take to get there?		
<p>Palmerston North has an integrated transport network with clear priorities for all users based around place and movement principles.</p> <p>The Palmerston North Integrated Transport Investment Project (PNITIP)/ Regional Freight Ring Road is completed.</p> <p>Palmerston North has safe streets with zero deaths or serious injuries.</p> <p>The urban network supports amenity outcomes, prioritises active and public transport, and directs freight to the Regional Freight Ring Road.</p> <p>There is timely provision of transport infrastructure to support city growth and economic development opportunities.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in major strategic transport projects.</p> <p>Speed limits and traffic speeds are appropriate for the conditions throughout the transport network.</p> <p>Street design is responsive to land-use, place and movement.</p> <p>More people choose modes of transport other than motor vehicles.</p> <p>New growth areas have well-connected, multi-modal streets.</p> <p>Roads are designed to minimise long-term financial liabilities.</p> <p>Car-parking management supports strategic transport, land-use planning and urban design objectives.</p> <p>Maintenance and renewals interventions minimise whole of life costs for transport assets.</p> <p>Strategic transport projects provide pathways to business and employment opportunities for Māori.</p>	<b>Ongoing actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	Develop, maintain, operate and renew the transport network to deliver on the Council goals, the purpose of this plan, and the Government Policy Statement on Transport	2021/2022	<p>Waka Kotahi NZTA</p> <p>KiwiRail</p> <p>Horizons Regional Council</p> <p>Massey University</p> <p>UCOL</p> <p>PNAL</p> <p>Defence</p> <p>FoodHQ</p> <p>Rangitāne o Manawatū</p> <p>Landowners and developers</p> <p>Chamber of Commerce</p> <p>People on bikes forum</p>
	Prioritise transport programmes that deliver on the Council goals, the purpose of this plan and the Government Policy Statement on Transport	2021/2022	<p>Waka Kotahi NZTA</p> <p>KiwiRail</p> <p>Horizons Regional Council</p> <p>Massey University</p> <p>UCOL</p> <p>PNAL</p> <p>Defence</p> <p>FoodHQ</p> <p>Rangitāne o Manawatū</p> <p>Landowners and developers</p> <p>Chamber of Commerce</p> <p>People on bikes forum</p>
	Develop pathways to business and employment opportunities for Māori.		
	Progressively review speed limits throughout the City on a staged basis	2021/2022	<p>Waka Kotahi NZTA</p> <p>Local residents</p>
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Collaborate with Waka Kotahi NZTA and KiwiRail to deliver an integrated transport solution for the Central New Zealand Distribution Hub	2023/2024	Waka Kotahi NZTA

			KiwiRail Horizons Regional Council
	Advocate for early delivery of the Palmerston North Integrated Transport Investment Project (Regional Freight Ring Road)	2023/2024	Waka Kotahi NZTA
	Support Waka Kotahi NZTA with the economic assessment and detailed business cases for the Palmerston North Integrated Transport Investment Project (Regional Freight Ring Road)	2023/2024	Waka Kotahi NZTA
	Complete the Streets and Roads Framework to replace the Street Design Manual	2021/2022	Waka Kotahi NZTA
	Prepare a Carparking Management Plan and fund implementation of the actions, e.g. extended enforcement of mobility parks	2021/2022	Waka Kotahi NZTA

## Active and public transport chapter

### Introduction

Active and public transport have health and environmental benefits for our city. Walking and cycling are the most common forms of active transport, but there are also micro-mobility options like scootering and skateboarding. Public transport in the city consists of the urban bus service and bus connections to surrounding towns and villages.

The purpose of this chapter is to increase the availability and uptake of active and public transport options.

### Where are we now?

- Historically, transport investment prioritises and promotes private motor vehicle use over other modes.
- A small proportion of total trips incorporate active and public transport. In 2018 in Palmerston North, 10.2 % of people used active modes of transport to travel to work, while 1.7% used public transport.<sup>1</sup>
- Fatal and serious injury crashes involving pedestrians and cyclists in Palmerston North continue to increase.
- The perception of cycling as unsafe is one of the barriers for people cycling.<sup>2</sup>
- Bus services are operated by Horizons Regional Council, while Council provides the local infrastructure such as bus shelters and terminals.
- The inter-regional buses that use the terminal in The Square are operated by the private sector.
- Public transport is inefficient, inadequate and insufficiently resourced.
- It is common for the public or affected residents to resist changes to the transport network that seek to increase mode-shift.
- Motor vehicles are the most significant contributing sector to the city's carbon emissions.<sup>3</sup>
- Historical street design and traffic speeds discourage active transport choices.
- The active transport network is inconsistent, disconnected and insufficiently resourced.
- There is minimal and inconsistent data on active and public transport use.
- Some progress has been made in Palmerston North with off-road walking and cycling infrastructure, such as the Manawatū River shared path network.
- Walking is unsafe in parts of the transport network, where appropriate infrastructure is lacking.
- For many trips in Palmerston North, the choice of transport modes is limited. For example, there are insufficient or inadequate cycle lanes, and a lack of frequent bus service.

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<sup>1</sup> Statistics New Zealand. (2018). Census.

<sup>2</sup> NZTA. (2019). Understanding attitudes and perceptions of cycling and walking.

<sup>3</sup> CEMARS and carbonZ Certification programmes.



- Carparking management is undermining objectives regarding active and public transport.
- Council supports the promotion of active transport choices, for example through cycle skills education (via Sport Manawatū) and Bikes in Schools.
- Inappropriate traffic speeds discourage the use of active transport.
- There has been more than a decade of uncertainty regarding the design and location of a new urban bus terminal.
- The inter-regional bus terminal in The Square is operating effectively, but the urban bus terminal is not fit for purpose and does not communicate a positive image for public transport.

What do we want to achieve?	What actions will we take to get there?		
<p>An integrated multi-modal transport network that connects people with destinations and place.</p> <p>The transport network prioritises walking and cycling alongside other transport modes.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in major active and public transport projects.</p> <p>Active transport participation is increased to 15% of all journeys by 2024; to 20% by 2027; and to 30% by 2030.</p> <p>There is increased investment in active and public transport as a proportion of the transport budget.</p> <p>Active and public transport are genuine mode choices.</p> <p>There is a significant mode-shift to active and public transport.</p> <p>There are zero deaths and serious injuries from active and public transport.</p> <p>The city has a strong cycling culture.</p> <p>Walking and cycling journeys are safe and positive experiences.</p> <p>An active transport network provides for commuting and recreational users.</p> <p>People choose transport modes that reduce carbon emissions.</p> <p>Space is prioritised within the transport network for active and public transport.</p> <p>Traffic speeds are reduced through street design and speed limit bylaws to encourage the use of active and public transport and keep users safe.</p> <p>The benefits and need for active and public transport are well understood by the community.</p> <p>There is increased investment in active and public transport.</p> <p>Transport costs are transparently communicated.</p> <p>Horizons deliver a modern, comprehensive, efficient and reliable bus service in partnership with Council.</p> <p>A new urban bus terminal that supports an enhanced bus service and demonstrates that we place value in public transport in partnership with Horizons Regional Council.</p>	<b>Ongoing actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	Develop, maintain, operate and renew the active and public transport network to deliver on Council goals, the purpose of this plan, and the Government Policy Statement on Transport	All 2021/2022	Waka Kotahi NZTA Horizons Regional Council
	Prioritise active transport programmes that deliver on Council goals, the purpose of this plan, and the Government Policy Statement on Transport		Waka Kotahi NZTA Horizons Regional Council
	Deliver the Urban Cycle Network Masterplan		Waka Kotahi NZTA
	Gather ongoing, consistent active and public transport data		Waka Kotahi NZTA
	Promote active and public transport culture and provide opportunities for participation (e.g. events)		Waka Kotahi NZTA
	Align city active and public transport programmes with Government direction (GPS Transport) and Waka Kotahi NZTA guidance to maximise our likelihood of securing funding		Waka Kotahi NZTA
	Deliver enhanced behaviour change programmes, including school travel plans		Waka Kotahi NZTA
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Advocate to Horizons Regional Council for enhancements to the urban bus service and fleet	2021/2022	Horizons Regional Council
	Finalise location and design and deliver a new urban bus terminal	2023/2024	Horizons Regional Council
	Prepare a pedestrian network improvements plan	2021/2022	Waka Kotahi NZTA
	Research active transport innovation and trial initiatives such as bike share, scooter share, electric bike fleets, electric bike charging, priority intersections, route finding app and car sharing.	2021/22 – 2023/24	

**DRAFT**

**10 year plan: Active communities plan**

**(July 2021-June 2024)**



## **Active communities and Council's strategic goals**

The Palmerston North City Council vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The Active communities plan primarily contributes to the Palmerston North City Council's goal of a Creative and exciting city. The plan describes Council's activities for the first three years of the 2021-2031 10-Year Plan.

## **Council priorities**

The priorities of Goal 2: A creative and exciting city are:

1. Create a city that has great places for all people
2. Celebrate the city's history and diversity, and build on the strength of being a city of many cultures and languages
3. Be a creative city that nurtures and celebrates the arts
4. Develop a national reputation as an exciting city with plenty to do at night and on weekends
5. Be one of the most active communities in New Zealand

## **Purpose of the Active communities plan**

The Long-term Plan levels of service for this plan are:

- Provide a wide range of accessible and well-maintained play, active recreation and sports facilities to increase levels of physical activity and participation in sport and active recreation and meet a diverse range of local communities. (Note: these facilities are city reserves, suburb reserves, local reserves, sports fields, the Central Energy Trust Arena, walkways and shared paths, and swimming pools)
- Work in partnership with external recreation organisations, and facility providers, to help increase levels of participation in play, active recreation and sport

## **Links with other plans**

The actions in the Community facilities plan also contribute to the achievement of this plan. This is because community facilities, such as community centres and libraries, also provide opportunities for communities to participate in active recreation activities (Priority 1, Connected Community Strategy).

The actions in the Manawatū River Plan also contribute to the achievement of this plan because the Manawatū River provides a great place for people to enjoy a variety of recreational activities (Priority 1, Creative and Liveable Strategy).

The actions in this plan also contribute to the achievement of the Healthy communities plan and the priority 'to ensure we have a healthy community where everyone has access to healthy, safe, and affordable housing and neighbourhoods'. This is because the provision of a range of accessible play, recreation and sport facilities enable people to be active in their

own neighbourhoods and this contributes to better health outcomes. (Priority 2, Connected Community Strategy).

### **Rangitāne o Manawatū partnership**

Council will work in partnership with Rangitāne o Manawatū and:

- involve Rangitāne o Manawatū early in major active community projects, including the development of parks and reserves
- protect iwi sites of significance
- co-manage some reserves

These commitments will guide the implementation of all aspects of this plan.

### **Council documents that contribute to this plan**

The implementation of this plan is shaped by these Council-adopted documents:

- Asset Management Plan – Recreation and Community Facilities (2017)
- Central Energy Trust Arena Master Plan
- City Centre Framework
- Community Funding Policy
- District Plan
- Dog Control Policy and Bylaw
- Flexible Future Facilities guideline (to be developed) – this year
- Manawatū-Whanganui Regional Sports Facility Plan
- Naming Rights for Council-Owned Recreational Facilities Policy
- Parks UAV Drone Policy
- Play Policy
- Policy for the use of public space
- Reserve and Walkway Naming Policy
- Reserve Management and Development Plans and Master Plans (prepared under the Reserves Act 1977) – Te Āpiti/Manawatu Gorge, Victoria Esplanade, Memorial Park, Ahimate Park, Manawatū River framework, Kahuterawa (Arapuke) Outdoor Recreation Plan
- Signs and Use of Public Places Bylaw
- Smokefree Outdoor Areas Policy
- Sun Protection Policy

### **Measures of success**

Council will monitor these measures of success and report on these through the City Dashboards:

- Increase in use of parks, sports fields and playgrounds

10 year plan: Active communities

- Increase in satisfaction of Council's sport and recreation facilities
- Increase in use of aquatic facilities
- Increase in use of Central Energy Trust Arena for community sport and active recreation
- Increase in participation rates for all adults in sport and recreation

## Introduction

People are generally healthier and happier in places where decision-makers prioritise physical activity. Being active contributes to all aspects of health; te whare tapa whā. The purpose of this plan is for our community to access a range of play, active recreation and sport environments.

## Where are we now?

### *General*

- People in Palmerston North consider that they have many opportunities to be physically active.<sup>1</sup>
- Around three quarters of adults in Palmerston North are active (compared to around 70% for the wider Manawatu Regional Sports Trust region).<sup>2</sup>
- By the same measure, young people are more likely to be active than are adults (92% of city 5-17 year olds are active over seven days in the city, equal to the level of activity for young people in the Manawātū Regional Sports Trust area).
- Despite these reported participation levels, the Ministry of Health's physical activity guidelines<sup>3</sup> are not being met by about 40% of the adult population in the MidCentral District Health Board area, who are also less likely to report meeting the physical activity guidelines than the New Zealand population overall.
- Council is planning for play, active recreation and sport facilities in the city's residential growth areas.

### *Play and active recreation/nga taonga takaro*

- Over eight in ten (86%) residents are satisfied with Council's overall provision of parks, reserves and open spaces.<sup>4</sup>
- The level of parks provision in Palmerston North has remained steady for the last five years (10.3 ha of parks/ 1,000 people). It is not known, however, if there is equitable distribution of parks, reserves and facilities across the City.
- Council estimates that there are over 3.8 million visits to our parks, reserves and open spaces on an annual basis - that equates to 42 visits per person each year (although this measure excludes children).<sup>5</sup>

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<sup>1</sup> The 2019 Residents' Survey found that 87% of respondents agreed or strongly agreed with the statement that 'Palmerston North has lots of opportunities to be physically active'.

<sup>2</sup> This measure looks at any physical activity that was specifically for the purpose of sport, exercise or recreation carried out over a seven day period. This question is asked in the national Active NZ surveys undertaken by Sport NZ. (Note: the Palmerston North percentage is a combined analysis of the 2017 and 2018 Sport NZ Active NZ surveys).

<sup>3</sup> 'Physical activity' is defined as doing at least 30 minutes of brisk walking or moderate-intensity physical activity (or equivalent vigorous activity), for at least 10 minutes at a time, at least five days a week. Ministry of Health. (2015). Eating and Activity Guidelines for NZ adults

<sup>4</sup> Palmerston North City Council. (2020). Annual Residents' Survey.

<sup>5</sup> Based on the findings of the 2020 Residents' Survey.



- Walking for sport and leisure is the city's most popular leisure activity and Palmerston North has over 100 kilometres of recreational pathways.<sup>6</sup>
- Reserves are categorised as:
  - City reserves –these are described as 'destination facilities due to their unique nature' offering several amenity aspects: Victoria Esplanade, Memorial Park, Ashhurst Domain, Linklater Reserve, Manawatū River Park and The Square/Te Marae o Hine; walkways are also included in this category
  - Premier, senior and other sportsfields - these provide unique spaces for the community to take part in recreational activities with a variety of surfaces for different sports/activities
  - Suburb reserves – local reserves that are centrally located within suburbs, are provided to an area of about 1.5 kilometres, and have public toilets, play opportunities, drinking fountains, outdoor gym equipment, and shade provision: Kelvin Grove Park, Takaro Park, Rangitāne Park, Peren Park, Skoglund Park/Edwards Pit Park, Colquhoun Park, Awapuni Park, Milverton Park, Bill Brown Park, Papaoeia Park, Cloverlea Park, Bunnythorpe Domain, Longburn School; new reserves in urban growth areas
  - Local reserves – all other types of reserves that are further grouped into special character, neighbourhood, esplanade, gully, outdoor adventure, nature and ecological links.
- Palmerston North's playground provision has remained steady in recent years with 58 playgrounds located across the City alongside other play opportunities in natural areas, in parks and reserves, and on streets.
- Council has a co-management agreement with Rangitāne o Manawatū for Te Motu o Poutoa.
- Council has not completed planning for all City reserves to guide management and development decisions.
- Arapuke Forest Park provides for a range of outdoor recreation activities, particularly mountain-biking and walking.
- Most of the Council's parks and reserves are protected under the Reserves Act 1977 that requires processes for leasing, licences and the grant of easements.

#### *Water recreation*

- The Council provides Lido Aquatic Centre, Freyberg Community Pool and Splashhurst. Council also provides outdoor pools for children at the Victoria Esplanade and Memorial Park; a new Splashpad (zero depth play) at Memorial Park is planned for 2020.
- In 2019/20 there were 459,000 visits to Council's pools: Splashhurst Community Pool (18,650), Lido Aquatic Centre (286,065) and Freyberg Community Pool (154,604).
- Fifty nine percent of residents were satisfied with public swimming pools in 2020, down from 68% in 2019.<sup>7</sup>

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<sup>6</sup> Pathways include all tracks, trails and walkways, including surfaced and unsurfaced walkways in natural and urban green spaces.

<sup>7</sup> Palmerston North City Council. (2020). Residents' survey.

- Based on the national benchmarking standard, Palmerston North pools have a satisfactory level of water space provision and this has remained steady for the last five years. There are some peak time pressures experienced at some pools.
- More people are using the Manawatū River for recreational swimming, with Ahimate Beach a popular swimming spot.
- Hokowhitu Lagoon is used for canoe polo and other water-based (non-contact) sports but there are on-going issues with water quality that limit use.

### *Sport*

- Palmerston North has a good supply of sports fields (1.6 ha of sports fields/1,000 people) and level of provision has been steady for the last five years.
- Council endorses the Manawatū-Whanganui Regional Sports Facility Plan (2018) for investment decisions on sports facility development.
- Investigations into a site for an artificial football turf have been undertaken over the last two years in the broader context of overall sports field provision. More suitable training facilities for some outdoor sports codes is needed.
- Sport membership numbers are low compared to people's participation in active recreation activities such as walking and cycling or recreation events (such as Striders' Super 7s). Some sports, such as bowls, are amalgamating their facilities in response to declining numbers of players.
- The Central Energy Trust Arena (CETA) is the City's main multi-purpose hub for organised community and semi-professional sport and recreation activities.<sup>8</sup> The management and operation of CETA is separate to the wider parks and reserves activity.
- CETA is the 'sports capital of the region' and hosts several secondary schools' sports tournaments that generate significant economic benefits (bringing in about \$6 million annually to the city<sup>9</sup>).
- CETA's goal is for at least 80% of use to be for community sport and recreation, rather than commercial use.

Currently, community-use includes:

- Public events-(sport and non-sport) where the public attend and may be charged an admission fee. For example, Speedway, Super rugby, Home show, and Big Boys' Toys.
- Community events-(sport) where local clubs and associations organise weekly competitions, events or seasons for community participation.
- Community events-(non-sport) where organisations/ not for profit/ community groups organise events based around community participation. For example: Rotary Club and church services.

Currently commercial use includes:

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<sup>8</sup> 36 sporting codes use CETA with speedway, rugby, football, basketball, volleyball, badminton, skating and netball its main codes.

<sup>9</sup> Sport Manawatū 12 month report (2019/20).

- Commercial events-organised by private or commercial organisations for invited guests only, such as weddings, trade shows, or training.
- National sports events-where national sports bodies hold regional, North Island or national sports competitions.
- The development of CETA is guided by a Master Plan. Proposed sports facility developments projects at CETA are identified as the City's priority through the Regional Sports Facility Plan.
- Sixty eight percent of residents were satisfied or very satisfied with the CETA (down from 70% in 2019).<sup>10</sup>
- The sport sector is under considerable pressure in terms of retention of members, financial pressures and changing societal preferences that have been worsened by the COVID-19 pandemic.

#### *Partnerships and support*

- In partnership with Rangitāne o Manawatū, Council has worked on many projects that encourage and support ngā taonga tākaro opportunities and other physical activities of a Te Ao Māori nature, such as kī ō rahi and waka ama.
- Sport New Zealand's purpose is to *contribute to the wellbeing of everybody in Aotearoa New Zealand by leading an enriching and inspiring play, active recreation and sport system* and its national direction influences the activities and priorities of partner organisations such as Council and Regional Sports Trusts.
- Sport Manawatū and the Council have a strategic partnership reflected in a funding agreement (reviewed every three years) to deliver a range of activities and services to support Council's strategic outcomes particularly for everyone to be active.
- Council supports 24 sport and recreation clubs and organisations through lease arrangements at parks and reserves (also see the Community development chapter of the Connected communities plan).
- Council provides direct financial support through grants to some clubs and organisations for park and facility development as well as contributing to the renewal of specialist surfaces at Massey University to ensure continuity of community access.
- Council's Active Communities Fund helps people who are financially disadvantaged to be active (administered by Sport Manawatū).

#### *Active Transport/ mobility*

- Some people are active through using active transport modes (mainly walking and cycling) using a combination of the roading, walkway and shared path networks.<sup>11</sup>
- Sport Manawatū is funded by Council to support active transport promotion and the deliver the national 'Bike Ready' (cycle skills education) programme.

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<sup>10</sup> Palmerston North City Council. (2020). Residents' survey.

<sup>11</sup> In 2018, 10.2% of people travelled to work by active transport means (walking, jogging, cycling); this has fallen from 16.3% in 2001. The percentage of people travelling to education by active means is higher at 24.2%. Source: New Zealand census.

What do we want to achieve?	What actions will we take to get there?		
<p>There is a range of quality play, active recreation and sport environments and facilities throughout the city that enable people to be more active.</p> <p>There is equitable access to play, recreation and sport facilities throughout the city.</p> <p>There are opportunities to participate in the cultural physical activities of mana whenua and other cultures.</p> <p>A Whānau Ora approach is the basis for the co-design of activities.</p> <p>People know about all play, active recreation and sport opportunities.</p> <p>Play, recreation and sport facility developments benefit from Māori design expertise from the beginning of their development.</p> <p>The community is increasingly active.</p> <p>Facilities are available, accessible and inviting to all people in the community.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in all active communities initiatives.</p> <p>Facilities are multi-purpose, where possible.</p> <p>Residents are satisfied with our parks and reserves network.</p> <p>The City's new residential growth areas support active communities.</p> <p>There is an extensive pathway network that keeps pace with urban and population growth.</p> <p>Rangitānenuiarawa<sup>12</sup> and wider Māori cultural heritage values are expressed in city parks through place names, art, signage, and story-telling.</p>	Ongoing actions	Start date	Involvement of partners
	Provide and maintain city reserves, local reserves, sportsfields, Arena Manawatū, aquatic facilities, walkways, shared paths, sport and recreation facilities	All 2021/2022	
	Work with other sport and recreation providers and adjoining Councils		
	Partner with Sport Manawatū to deliver play, active recreation and sport services to meet a number of community outcomes sought by Council including the co-ordination of the Regional Sports Facility Plan <sup>13</sup> , Active Communities Access and the Sports Event Partnership Funds Carry out regular monitoring and reporting with Sport Manawatū		Sport Manawatū
	Contribute to pre-feasibility or needs assessment work (as required by Council's commitment to the Regional Sports Facilities Plan)		Sport Manawatū
	Develop and review Asset Management Plans for Recreation and Community Facilities		
	Administer the Reserves Act 1977		
	Apply a Whānau Ora approach <sup>14</sup> in the co-design of active community plan programmes		Rangitāne o Manawatū Communities of interest
	Prepare a generic/omnibus reserve management plan to cover all reserve categories (not covered by an individual development or management plan)		Rangitāne o Manawatu Department of Conservation Heritage NZ
	Prepare a development / reserve management plan for Te Marae o Hine – The Square		

<sup>12</sup> Rangitānenuiarawa is the Rangitāne expression of kaitiakitanga, or customary authority and guardianship, and affirms their customary leadership in ensuring the health and regeneration of their tribal rohe.

<sup>13</sup> Note that the SEPF includes Programme 799 – national secondary schools sports events and is included within the Events and Festivals chapter of the Connected Communities Plan.

<sup>14</sup> Whānau Ora is an approach that supports whānau and families to achieve their aspirations in life. It places whānau at the centre of decision making and supports them to build a more prosperous future. (source: <https://www.tpk.govt.nz/en/whakamahia/whanau-ora/about-whanau-ora>)

<p>City reserves reflect their special character and values.</p> <p>We better understand the role that community facilities play in meeting the community's play, recreation and sport needs.</p> <p>RMPs or Master Plans guide the management and development of all City reserves.</p> <p>Palmerston North reserves are co-managed by Council and Rangitāne o Manawatū, where mutually agreed.</p> <p>Rangitāne o Manawatū sites of significance are developed, protected, and preserved.</p> <p>All of our parks are protected, and Council effectively administers the Reserves Act 1977.</p> <p>All swimming pools retain high levels of visitation and customer satisfaction.</p> <p>Aquatic sport and recreation planning takes account of predicted population growth, wider water recreation needs (including outdoor and natural environments) and trends.</p> <p>Facility programming and scheduling of events respond to community needs.</p> <p>The use of all community recreation facilities is optimised.</p> <p>The city's sports field network is flexible enough to meet changing sports codes participation rates, and participant/user needs.</p> <p>The sports sector is sustainable.</p> <p>The Regional Sports Facility Plan decision-making investment process guides Council decision-making.</p> <p>The main purpose of Central Energy Trust Arena is as the 'sports capital of the region' where community sport and recreation is the highest priority.</p> <p>Community needs assessments (and the RSFP decision-making investment process) inform the review of the next CETA Master Plan projects.</p> <p>There is close collaboration throughout the sports sector.</p> <p>Council's support for Sport Manawatū is primarily focused on the goal of a more active community.</p> <p>Council supports a variety of clubs, and organisations through consistent and transparent lease arrangements at parks and reserves and community centres.</p>	Provide sport and recreation opportunities in all of the City's parks and reserves, that respond to the needs and views of communities of interest		Communities of interest
	Enable long-term community access to the Massey Community Athletics Track and hockey turf facilities		Massey University
	Provide outdoor gym equipment in suitable suburb reserves	2021/2022 2022/2023	
	Deliver the CETA master plan	2021/2022 2022/2023  2023/2024	Iwi Steering Group Stakeholder groups
	Provide swimming pools to meet a range of community needs including free swimming for under 5s	2021/2022	CLM Ministry of Education
	Extend the walkway/ shared path network and develop new parks in residential growth areas	2021/2022	
	Develop and improve walking opportunities through the promotion of new trails, designating links on private land to achieve network continuity	2021/2022	
	Provide safe and accessible city reserves	2021/2022	
	Promote opportunities to be active through Council's communication channels	2021/22	

<p>Council supports clubs and organisations to carry out work in parks on its behalf (locally-led approaches).</p> <p>There is excellent walking and cycling infrastructure in Palmerston North.</p> <p>There is a strong uptake of active modes of travel across the entire city on road-based and off-road networks.</p>	Carry out drainage and irrigation improvements to existing sports fields (Skoglund Park)	2021/2022 2022/2023	
	Council's play policy informs Council's operational decisions about play	2021/2022	
	Provide more carparking at Bill Brown Park	2021/2022 2022/2023	Central Football Sports codes and users
	Improve walkways and shared paths to support the City's most popular activity	2021/2022	
	<b>New and one-off actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	Carry out a needs-assessment for swimming and other water-based recreation	2021/2022	Sport NZ Sport Manawatū Swimming NZ Manawatū Swimming Swimming and other water sports
	Carry out a detailed feasibility assessment for training and competition requirements for outdoor sports codes, including further consideration of an artificial football turf (as required by Council's commitment to the Regional Sports Facilities Plan)	2021/2022	Sports sector Central Football
	Plan and build an artificial football turf  Note: Placeholder action pending decision in October 2020 about the continuation of this current commitment	2022/2023 2023/2024	Central Football
	Carry out a preliminary feasibility assessment of indoor court provision in the city (as required by Council's commitment to the Regional Sports Facilities Plan)	2022/2023	
	Carry out a detailed feasibility assessment for a covered bowling green (as required by Council's commitment to the Regional Sports Facilities Plan)	2021/2022	City bowling clubs
	Contribute towards a covered bowling green facility	2022/2023 2023/2024	

	Review the Manawatū-Whanganui Regional Sports Facility Plan (RSFP)	2022/2023	Sport Manawatū RSFP Steering Group Sport NZ
	Map the equity of provision of play, recreation and sport facilities across the city	2022/2023	
	Review the Kahuterawa Outdoor Recreation Plan	2022/2023	
	Explore opportunities for the extension of co-management arrangements for other reserves or activities.	2021/2022	Rangitāne o Manawatū
	Provide opportunities for play in Te Marae o Hine -The Square and the city centre	2022/2023	Rangitāne o Manawatū

**DRAFT**

**10 year plan: Arts and heritage plan**

**(July 2021 – June 2024)**

**Chapters:**

**Arts**

**Heritage**





## **Arts and heritage and Council's strategic goals**

The Palmerston North City Council vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The Arts and Heritage Plan primarily contributes to the Palmerston North City Council's goal of a Creative and exciting city. The plan describes Council's activities for the first three years of the 2021-2031 10-Year Plan in two chapters: **Arts** and **Heritage**.

## **Council priorities**

The priorities of Goal 2: A creative and exciting city are:

1. Create a city that has great places for all people
2. Celebrate the city's history and diversity, and build on the strength of being a city of many cultures and languages
3. Be a creative city that nurtures and celebrates the arts
4. Develop a national and international reputation as an exciting city with plenty to do at night and on weekends
5. Be one of the most active communities in New Zealand

## **Purpose of the Arts and heritage plan**

The Long-term Plan levels of service for this plan are:

- Provide support to community organisations, cultural Council-Controlled Organisations and individuals to help make Palmerston North a creative and exciting city
- Maintain and enhance cultural facilities that provide a range of opportunities for people to access and participate in the arts
- Work closely with Rangitāne o Manawatū to support it to be kaitiaki of its heritage places and to increase the wider community's understanding and appreciation of Rangitāne o Manawatū heritage
- Promote and celebrate local history
- Invest in cultural heritage buildings and places to give the community the opportunity to use and appreciate their heritage values

## **Links with other plans**

The actions in Arts chapter of this plan also contribute to the achievement of the Connected communities plan and the priorities "Develop, provide, support or advocate for services, facilities, and events that create connected, welcoming and inclusive communities" and "Grow the capacity of communities to achieve their aspirations".

The actions in the Heritage chapter of this plan also contribute to the achievement of the City shaping plan and the City centre plan.

## **Rangitāne o Manawatū partnership**

Council will work in partnership with Rangitāne o Manawatū and:

- ensure Rangitāne o Manawatū history and aspirations are expressed in the city landscape
- protect cultural concepts, values, practices and the taonga of Rangitāne
- provide for diverse expressions of Toi Māori which acknowledge and celebrate Māori culture and artistry

These commitments will guide the implementation of all aspects of this plan.

### **Council documents that contribute to this plan**

The implementation of this plan is shaped by these Council-adopted documents:

- CCO Statements of Expectation and Statements of Intent
- Community Funding Policy
- Dangerous and Insanitary Buildings Policy
- Disposal of Art Works resolution
- District Plan
- Naming Rights for Council-Owned Recreational Facilities Policy
- Policy for the Use of Public Space
- Reserve and Walkway Naming Policy
- Signs and Use of Public Places Bylaw
- Street Naming and Numbering Policy

### **Measures of success**

Council will monitor these measures of success and report on these through the City Dashboards:

- Increase in arts participation and attendance rates of residents
- Increase in the diversity of funding recipients, as measured by self-reported ethnicity and artform information provided by Creative Communities Scheme applicants
- Increase in patronage of Council-owned cultural facilities (Te Manawa, Globe Theatre, Regent Theatre, and Square Edge), as measured by reports provided by operators
- Increased representation of emerging, local and Māori artists in public art commissioned by Council
- Heritage is part of the multi-disciplinary approach to working on Council projects
- More community engagement in involvement in the development of heritage initiatives
- Heritage is more prominent within the City
- Sites of significance to Rangitāne o Manawatu are identified, protected or acknowledged
- Increase in the number of scheduled heritage features contained in the District Plan
- Increase in investment of earthquake-prone heritage buildings
- Decrease in vacancy rates in earthquake-prone heritage buildings

## Arts chapter

### Introduction

'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 about future possibilities. Communities of identity, interest and place express cultural identity through the arts; for example, by coming together to design a neighbourhood mural or to perform a traditional dance. Many people work in arts-related jobs, and city organisations rely on people with creative skills.

The opportunity to participate in the arts contributes to all aspects of health; te whare tapa whā. The purpose of this chapter is to develop a culturally rich city and for people to have opportunities to express their creativity and cultural identity.

### Where are we now?

- In 2017 Palmerston North people reported attending and participating in the arts in line with the national rate (81% of Palmerston North, compared to 80% for all New Zealanders).<sup>1</sup>
- Arts have the capacity to bring about significant individual and community change in wellbeing. The Creative New Zealand survey found that most people believe that their community would be poorer without the arts, the arts contribute positively to the economy, the arts improve New Zealand society, and the arts help define who we are as New Zealanders.
- Palmerston North has a strong arts sector and thriving art scene with notable local artists, exhibitions, performances, and events. Participants in Creative Cities Index Survey, carried out in 2019, said that there is lots happening in the city, but it is difficult to find out what's on.
- Palmerston North is home to cultural facilities which are owned by Council and operated by independent organisations. These facilities provide a range of opportunities for creative participation. Many Council-owned cultural facilities are fit-for-purpose, while others require improvements including earthquake-strengthening – particularly Te Manawa, Square Edge, and the Central Library.
- There is evidence a minority find the arts elitist. Thirty-eight percent of respondents to the Creative New Zealand survey indicated that if they were confident of feeling welcome, it would make a big difference to their likelihood to attend the arts. This is higher than the national average (28%).
- Palmerston North is an accredited established Welcoming Community. Part of the outcomes-based standard measures how well culture and identity are respected and valued in the city.
- Some efforts have been made to make arts facilities and experiences more inclusive and accessible for people by removing financial, social and physical barriers. Examples

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<sup>1</sup> Creative New Zealand (2017). New Zealanders and the arts.

include the NOA Open Studio at Te Manawa and the refurbishment of the Globe Theatre to increase physical accessibility.

- Palmerston North's strength is in providing opportunities for artists to develop their craft, and particularly for young artists. The city's secondary and tertiary institutions provide a range of arts education opportunities, including the Bachelor of Māori Visual Arts which is unique to Massey University, and UCOL creative industries pathway qualifications.
- Council works in partnership to support educational opportunities in the arts, such as the Artist in Residence scheme and the Arts Heart funding programme.
- It is a challenge to receive a reasonable return from effort in the arts, and national research shows over half of creative professionals also work outside the creative sector. This makes it difficult for creative careers to become self-sustaining.
- Council invests in the arts through contestable community grant programmes, as outlined in the Community Funding Policy 2018, and is a key operational funder for many of the city's cultural facilities. It funds the Palmerston North Sculpture Trust to purchase and install new public art. The Creative New Zealand survey found that 53% of respondents agreed the local council should provide funding for the arts.
- There is tension between Council's role as a facilitator and funder of arts organisations, and the importance of the sector self-determining when and how they collaborate. Sector feedback suggests that competitive arts funding can discourage collaboration.

What do we want to achieve?	What actions will we take to get there?		
<p>The arts sector hosts diverse arts experiences and has the resources to grow its audiences.</p> <p>There are inclusive, visible, fit-for-purpose and resilient cultural institutions and facilities.</p> <p>The Globe Theatre is a busy and vibrant centre for the performing arts community in Palmerston North.</p> <p>Te Manawa Museum engages local communities in learning experiences, develops and provides access to taonga, artworks and artefacts, and attracts people to the city.</p> <p>The Regent Theatre is a historic venue that caters for large-scale international, national and local performing arts experiences.</p> <p>Rangitānenuiarawa<sup>2</sup> is embedded in public art, cultural facilities and public spaces.</p> <p>The city is host to diverse expressions of Toi Māori.</p> <p>Creative projects and facilities reflect the city’s bicultural foundations, and people experience Māori culture through participation in, and exposure to, traditional and contemporary Māori creative practices.</p> <p>There are safe, affordable and welcoming spaces for people to express their creativity and cultural identity.</p> <p>Whānau, hapū, iwi are supported to create and deliver arts experiences that are of value to them.</p> <p>Governance bodies of arts and cultural organisations reflect the diversity of Palmerston North.</p> <p>Creative expression is incorporated into the design and management of Palmerston North’s public spaces.</p> <p>Emerging Palmerston North artists have the tools, facilities, encouragement and confidence they need to pursue a career in the arts.</p> <p>There are arts education experiences that cater for people of all ages and backgrounds.</p> <p>Council’s arts investment is strategic and coordinated with other funders and capacity-builders.</p>	<b>Ongoing actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	Provide artists and arts organisations with advice and support in governance, funding, marketing and communications, collaboration, and event and project management	All 2021/2022	Arts organisations Central government Rangitāne O Manawatū Funders Local communities
	Renew, develop and maintain Council-owned cultural facilities, incorporating modern accessibility standards where practical		Facility leaseholders
	Lease Council-owned cultural facilities in line with the new community support policy [consulted on alongside the 10 Year Plan]		Cultural facility leaseholders
	Administer grants in line with the [draft community support policy] – this will be out for consultation alongside the 10 Year Plan. Currently support the arts sector through: <ul style="list-style-type: none"> <li>• Creative Communities Scheme</li> <li>• Arts Event Fund</li> <li>• Strategic Priority Grants</li> <li>• Small Grants</li> </ul>		Creative New Zealand
	Support projects that promote the visibility of and participation in Māori creative practices		Rangitāne O Manawatū Te Wananga o Aotearoa Te Pūtahi-a-Toi
	Facilitate a coordinated approach to management and marketing of arts events (Refer to the Events and festivals chapter of the Connected communities plan)		
	Curate, maintain and promote Council’s public art		Rangitāne O Manawatū PN Sculpture Trust
	Purchase and install new public art		Rangitāne O Manawatū PN Sculpture Trust Arts organisations Local artists
	Provide operational grants to cultural Council-Controlled Organisations		Te Manawa Museums Trust Globe Theatre Trust Regent Theatre Trust
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>

<sup>2</sup> Rangitānenuiarawa is the Rangitāne expression of kaitiakitanga, or customary authority and guardianship, and affirms their customary leadership in ensuring the health and regeneration of their tribal rohe.

<p>Council events and projects involve local artists in a range of fairly paid roles.</p> <p>Council's arts role reflects meaningful relationships between central government, local government, iwi, funders, arts organisations and local communities.</p>	<p>Agree a Statement of Expectation with Te Manawa Museums Trust, The Regent Theatre Trust, and the Regent Theatre Trust</p> <p>Agree a Statement of Intent with Te Manawa Museums Trust, The Regent Theatre Trust, and the Regent Theatre Trust</p> <p>Carry out regular performance monitoring and reporting of Te Manawa Museums Trust, The Regent Theatre Trust, and the Regent Theatre Trust</p>	2021/2022	<p>Te Manawa Museums Trust</p> <p>Globe Theatre Trust</p> <p>Regent Theatre Trust</p>
	Develop a public art policy to direct Council decisions on creativity in infrastructure projects and acquiring and maintaining new public art	2021/2022	<p>PN Public Sculpture Trust</p> <p>Rangitāne O Manawatū</p> <p>Arts organisations</p> <p>Local artists</p>
	Develop a street art programme for match-funding private building owners to incorporate street art onto their buildings	2023/2024	<p>Building owners</p> <p>Local artists</p>
	Provide support for arts organisations to build meaningful relationships and deliver community-led collaborative projects	2022/2023	<p>Arts organisations</p> <p>Central government</p> <p>Rangitāne O Manawatū</p> <p>Funders</p> <p>Local communities.</p>
	Complete the Civic and Cultural Masterplan in collaboration with affected organisations (see the City Shaping Plan)	2022/2023	Building owners and leaseholders
	Increase the number of free walls in the city to provide live environments for street art skill development	2022/2023	
	Carry out seismic strengthening of the Council-owned arts and cultural facilities	2022/2023	<p>Te Manawa Museums Trust</p> <p>Globe Theatre Trust</p> <p>Regent Theatre Trust</p> <p>Square Edge Community Arts</p>

## Heritage chapter

### Introduction

Our city heritage includes places, objects, stories, memories and traditions. The heritage of the city contributes to our identity and sense of belonging. Retention and celebration of the city's heritage is crucial in shaping the character of the city.

The purpose of this chapter is for our city heritage to be understood, valued, and reflected in our storytelling and cityscape.

### Where are we now?

- Education, awareness, and celebration of local history is provided through displays, exhibits, programmes, events, and trails (for example Local History Week and the Manawatū Heritage Tour App).
- Stories, objects and records are acquired, archived, conserved, researched, recorded, and developed.
- Marae, city facilities (for example, the Central Library, Ian Matheson City Archives, and Te Manawa), and private facilities are knowledge hubs of taonga and local history.
- Asset and infrastructure and project planning provide Council with an opportunity to be proactive and share local history e.g. Memorial Park redevelopment, signage panel in city reserves.
- Council supports community and individual heritage projects via funding, facilities, advice, and staff support.
- Local history is sometimes hidden in the modern landscape. Innovative initiatives have started to take cultural heritage to the wider community.
- The District Plan contains scheduled heritage features including: Sites of Significance to Rangitāne o Manawatū, Heritage Buildings and Objects, Notable Trees, and some Heritage Areas.
- The number of scheduled heritage features is low compared to other equivalent sized cities.
- Heritage features are held in both private and public ownership.
- Many heritage buildings are also classified as earthquake-prone (in whole or part) and require structural upgrade in the next 10-15 years. Few heritage buildings have been completely upgraded, and the cost of upgrading buildings remains a significant challenge.
- Unlike other buildings, heritage buildings cannot be demolished without a resource consent if a landowner considers the cost of earthquake strengthening is not economically or commercially viable. Earthquake strengthening of heritage buildings offers a unique opportunity for the city



- Since 2001 Council has supported third party heritage projects through the Natural and Cultural Heritage Incentive Fund.
- There is a spatial database of known military heritage for Palmerston North.

What do we want to achieve?	What actions will we take to get there?		
<p>Ongoing access to heritage is secured, through preservation, active collection, and facilities.</p> <p>There is greater community understanding and appreciation of Māori heritage places.</p> <p>Rangitāne o Manawatū history and aspirations are expressed in the landscape of the city.</p> <p>Sites of natural and cultural significance to Rangitāne o Manawatū are acknowledged, identified, and protected.</p> <p>The heritage collection contains community stories, objects and records from all cultures within our diverse community.</p> <p>Expressions of cultural heritage are more visible in the cityscape and innovative means are used to showcase heritage to the city and beyond.</p> <p>Heritage continues to form part of the multi-disciplinary approach to working on Council projects.</p> <p>Opportunities to collaborate with and support the heritage sector are realised, including heritage related interest groups.</p> <p>Investment in the retention of earthquake-prone heritage buildings is supported, and there is collaboration with those who want to invest in these buildings.</p> <p>Building upgrades on earthquake-prone heritage buildings have limited or no impact on heritage values.</p> <p>Council has a good understanding of the heritage values of scheduled heritage features.</p> <p>The District Plan contains a more complete understanding of culture and heritage results in an expanded list of scheduled and non-scheduled heritage, including:</p> <ul style="list-style-type: none"> <li>• Sites of Significance to Rangitāne o Manawatū</li> <li>• Increasing native tree specimen representation</li> <li>• Investigating Tier 2 Notable Tree status</li> <li>• Residential character and heritage areas</li> </ul> <p>Caccia Birch grounds, including the cottage gardens, are maintained and complement the historical values of the homestead.</p> <p>Military heritage is included in Council planning and programme delivery.</p> <p>There are, visible, fit-for-purpose and resilient heritage buildings.</p>	Ongoing actions	Start date	Involvement of partners
	Provide quality visitor experience and accessibility to council owned and operated heritage buildings	All 2021/2022	Caccia Birch Trust Board The Friends of the Regent Square Edge
	Maintain the internal integrity of Council owned and operated heritage buildings		Caccia Birch Trust Board The Friends of the Regent Square Edge
	Provide archives to enable the ongoing collection of, and access to, local history		
	Earthquake prone buildings are assessed for compliance with the Building Act		
	Include heritage conservation principles in Council Asset Management decisions		
	Provide an annual progress report on military heritage themed Council run programmes to the Arts, Culture and Heritage Committee		Palmerston North Defence Heritage Advisory Group
	Assist owners and investors of earthquake-prone buildings through the upgrade process		
	Provide the Natural and Cultural Heritage Incentive fund to third party owners of scheduled heritage features for the protection and earthquake strengthening of Heritage Buildings, and the promotion of the city's heritage		
	Include heritage storytelling in the delivery of major Council services, projects and activities		Rangitāne o Manawatū Historic Places Manawatū Horowhenua Heritage Manawatū Palmerston North Defence Heritage Advisory Group
	Provide the Manawatū Heritage and related Tour App		
	Make use of, and invest in, heritage buildings to provide Council and community facilities		
	Adopt the value of cultural heritage awareness in the delivery of Council activities		
	Promote the success stories where heritage buildings have been upgraded and share information about building upgrades		
	Regularly engage with a wider range of stakeholders in the heritage sector		
	Collaborate with the community to make heritage a visible part of city life and the cityscape		
	Investigate and trial innovative ways of showcasing our city heritage.		

<p>There is a reasonable level of public access to Council owned and operated heritage buildings.</p> <p>CCOS deliver heritage themed experiences and stories that are kept relevant for future generations.</p>	<p>Work with Rangitāne o Manawātū to actively protect, expand, enhance and co-design sites of cultural and natural significance, including:</p> <ul style="list-style-type: none"> <li>• proactively support the maintenance of knowledge and kōrero about those places, including kōrero tuku iho, mōteatea, waiata and pūrākau (ancestral narratives, chants, songs and stories)</li> <li>• provide opportunities for the wider public to engage with Rangitānenuiarawa</li> <li>• develop an understanding of the potential contribution of places of Māori heritage to health and well-being, and to culture and identity</li> </ul>		Rangitane o Manawatu
	Work with Mana Whenua to tell their stories and develop a partnership to look after taonga		Mana Whenua
	Implement the Earthquake Prone Buildings Policy for Council owned buildings		
	Review District Plan Schedule and processes, particularly: <ul style="list-style-type: none"> <li>• Update of heritage value statements</li> <li>• The approach to notable tree protection</li> <li>• Investigate and identify character or heritage areas</li> </ul>		
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Develop a Caccia Birch Site Masterplan	2022/2023	Caccia Birch Trust Board
	Complete an inventory of District Plan listed Built Heritage	2021/2022	
	Publish a public facing interactive online map that spatially shows the cities military heritage sites	2021/2022	Palmerston North Defence Heritage Advisory Group
	Develop a CBD Architectural Heritage Design Guide	2022/2023	
	Develop an earthquake strengthening guide for heritage buildings	2021/2022	
	Develop a 'District Plan Heritage Buildings Tour' on the Manawatu Heritage Tour App	2021/2022	
	Survey the community and stakeholders to inform future development of Manawātū Heritage	2021/2022	Rangitāne o Manawātū
	Investigate the need for additional shelving for archives as part of the Civic and Cultural Precinct Masterplan	2021/2022	
	Mark the city's 150 <sup>th</sup> anniversary	2021/2022	Rangitāne o Manawātū

**DRAFT**

**10 year plan: City shaping plan**

**(July 2021-June 2024)**

**Chapters:**

**Citymaking**

**City centre**

**Placemaking**



## Overview

### Council goals

The Palmerston North City Council vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The City shaping plan primarily contributes to the Palmerston North City Council's goal of a Creative and exciting city. The plan describes Council's activities for the first three years of the 2021-2031 10-Year Plan in three chapters: **Citymaking**, **City centre**, and **Placemaking**.

### Council priorities

The priorities of Goal 2: A creative and exciting city are:

1. Create a city that has great places for all people
2. Celebrate the city's history and diversity, and build on the strength of being a city of many cultures and languages
3. Be a creative city that nurtures and celebrates the arts
4. Develop a national reputation as an exciting city with plenty to do at night and on weekends
5. Be one of the most active communities in New Zealand

### Purpose of the City shaping plan

The Long-term Plan levels of service for this plan are:

- Promote multidisciplinary working on Council and community projects to drive outcomes that deliver on multiple Council objectives
- Implement the City Centre Streetscape Plan to increase city centre vibrancy and improve the perception of the city
- Implement City shaping plan actions in partnership with other agencies
- Provide seed funding and support for people to lead public space projects to develop accessible, active, comfortable and social public places

### Rangitāne o Manawatū partnership

Council will work in partnership with Rangitāne o Manawatū and:

- collaborate on city development and placemaking opportunities
- reflect the significance of historic and cultural places and features, such as Te Marae o Hine, in the cityscape
- ensure Rangitāne o Manawatū history and aspirations are expressed in the landscape of the city, for example, through art in the Streets for People upgrades

These commitments will guide the implementation of all aspects of this plan.

### **Council documents that contribute to this plan**

The implementation of this plan is shaped by these Council-adopted documents:

- Alcohol Control Bylaw
- Business Improvement District Policy
- City Centre Framework
- Citywide Vegetation Framework
- Community Funding Policy
- Dog Control Policy and Bylaw
- Manawatū River Framework
- Policy for the use of public space
- Signs and Use of Public Places Bylaw
- Smokefree Outdoor Areas Policy
- Street Design Manual
- Sun Protection Policy
- Welcoming Communities Plan

### **Measures of success**

Council will monitor these measures of success and report on these through the City Dashboards:

- More city centre businesses engage with the street environment
- Improved satisfaction with the process for running activations in the city centre
- More micro-events and activations led by the business community and social communities
- Increase in new applicants for Palmy Unleashed
- Palmy Unleashed activations capture a more diverse range of applications
- Increasing popularity of returning Palmy Unleashed applicants' projects
- Increase in pedestrian and cyclist numbers
- Decrease in city centre building vacancy rates
- Increase in the number of people living in the city centre
- Increase in people visiting the city centre during off-peak periods during the week
- Fewer Council barriers to successful completion of community-led public space projects
- More parklets hosted citywide
- Increase in co-contribution for placemaking activities

## Citymaking chapter

### Introduction

Cities around the world are trying to turn around decades of disjointed city planning to provide better outcomes for communities. Council is well positioned to connect local groups and sectors to maximise the collective impact of both public and private projects.

The purpose this chapter is for citymaking to be creative, effective and collaborative.

### Where are we now?

- Palmerston North's Creative Cities Index score indicates that Palmerston North is a reasonably creative city but lacks the urgency needed to accelerate success.
- Council does not always take a multi-disciplinary approach to citymaking.
- The strategic direction is compromised when contentious projects are considered.
- The contracting industry has limited capability to deliver on our programme of new major capital projects. In some instances, Council takes a partnership approach to planning for capital projects. This includes packaging programmes to make them more commercially attractive and strategic, for example, Streets for People. However, at other times Council's organisational approach is as the single 'citymaker' rather than a connector or collaborator.
- Council lacks data to demonstrate the advantages of strategic decision-making.



Where do we want to achieve?	What actions will we take to get there?		
<p>Citymaking is strategic and creative.</p> <p>The performance of Council is recognised through the prosperity of the city and its citymaking partners.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in citymaking projects.</p> <p>Public-facing programmes provide the opportunity for creative and collaborative citymaking.</p> <p>Communities of interest are identified and well known.</p> <p>Council programmes and activities are communicated to the public well in advance of planning and design.</p> <p>Experimentation, prototyping, and pilots become a standard practice when handling uncertain projects.</p> <p>Council programmes are delivered to maximise collective impact for the community.</p>	<b>Ongoing actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Create a public stocktake of citymaking partners and communities of interest	2021/2022	Rangitāne o Manawatū
	Create an agile engagement strategy	2021/2022	
	Conduct research on and promote citymaking problems	2021/2022	Massey University Living Lab
	<b>New and one-off actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	Undertake a creativity and obstacles audit (with reference to the Creative Cities Index)	2021/2022	
	Review Vegetation Framework	2021/2022	Rangitāne o Manawatū

## City centre chapter

### Introduction

The city centre plays a key role in creating the perception of any city. Some New Zealand city centres have been weakened by mall-development in outlying areas, suburban sprawl, and natural constraints.

Palmerston North has a stable city centre, supported by the retention of The Plaza and Downtown Shopping Centre, the centre-based office and retail hierarchy within the District Plan, the compact nature of the city, and investment in quality public space design. The purpose of this chapter is to recognise and protect the role of the city centre.

### Where are we now?

- The performance of the city centre is critical to the city's image.
- There is varying engagement in public spaces by the business community.
- The expansiveness of The Square and number of inactive street edges are a barrier to pedestrian circulation between key retail precincts.
- There is a greater emphasis towards place-based infrastructure design, such as Streets For People, Cuba Street, and Queen Street.
- There are pockets of place identity (Little Cuba and Regent Arcade), while others areas are not so clear (Square North and Fitzherbert Avenue).
- The role of the Business Improvement District (BID) is to source external funds for city centre improvement, promotion and events.
- There is a lack of investment in inner city living, heritage adaptation, and office space.
- Council has yet to reach a clear position on parking, despite the clear benefits of place-based street design (e.g. Cuba Street and Streets for People).
- The central location of the public transport hub is not necessarily supported by a quality experience.
- A lot of key innovation institutions have no presence in the city centre.
- There is a lack of spontaneity in the city centre public spaces that builds curiosity and attracts people to the city centre in between times where large anchor events occur.
- Council contracted events are effective in bringing people to the city centre in large numbers, but they don't increase the baseline of activity in the city centre from day to day in the way that frequent, community-led, and lightweight activations would.
- The Palmy Unleashed Programme is a well-known brand with a history of successfully co-creating great public space activations, but has not yet reached its potential as an agile community-led and Council-supported public space programme.
- The Residents Survey (2019) shows that nearly two-thirds of people think Palmerston North is an attractive and well-designed city. However, less than half consider that Palmerston North has a vibrant city centre.

What do we want to achieve?	What actions will we take to get there?		
<p>Palmerston North maintains its reputation as a key retail tourism destination for the surrounding region, Hawkes Bay and Wellington.</p> <p>City Centre businesses take advantage of opportunities to contribute to vibrant street life.</p> <p>The Square is reinforced as an anchor for pulling people into the City Centre to shop.</p> <p>There are more people in the City Centre.</p> <p>Rangitāne o Manawatū history and aspirations are reflected in the art and design of the city centre.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in city centre projects.</p> <p>There are clear precincts in the City Centre with a confident place identity.</p> <p>The central city Business Improvement District is a key partner in the co-delivery and engagement of City Centre activities.</p> <p>The city centre has diverse night-time precincts.</p> <p>There are quality urban design outcomes on all new public and private investment.</p> <p>There are short-term commercial activities in the city centre.</p> <p>Parking management decisions are based on what kind of place will attract and get people to stay for longer in the city centre.</p> <p>Developers consider the city centre as a good place to invest in city centre living.</p> <p>There is an increased presence of innovation institutions in the city centre.</p> <p>There is a clear hierarchy of Place Streets, Place-movement Streets, Laneways, and Movement Streets.</p> <p>There are no barriers to community-led public space activations in the city centre.</p> <p>Community-led activations in the city centre have the are supported and have the potential to scale-up.</p> <p>Community-led activations inform placemaking and infrastructure provision in the city centre.</p>	Ongoing actions	Start date	Involvement of partners
	Deliver a city centre play programme (Note: this will be delivered alongside the city centre play opportunities described in the Active communities plan)	2021/2022	Rangitāne o Manawatū Palmy BID Sport Manawatu Students (Schools, Youth Space, UCOL, IPU, Massey) Community groups and individuals
	Assist developers to invest in city centre redevelopment opportunities through a review of Council's Strategic Development Sites	2023/2024	Palmy BID Development Community Property Institute Rangitāne o Manawatū
	Endorse and contribute to the implementation of the UCOL Campus Development Plan	2022/2023	UCOL Palmy BID
	Deprioritise through-traffic in the City Centre street renewals, upgrades, and management	2021/2022	Palmy BID People on Bikes Forum Disability Reference Group
	Support heritage building owners to activate and celebrate heritage buildings	2021/2022	Palmy BID
	Support the Central City Business Improvement District	2021/2022	Palmy BID
	Implement the Placemaking and Palmy Unleashed and events programmes	2021/2022	Palmy BID Community groups and individuals
	Create a vacant shop activation programme	2021/2022	Palmy BID Property Institute
	Implement the Palmy Laneways Project	2021/2022	Palmy BID
	Provide precinct by precinct retail health reports	2021/2022	Palmy BID CEDA

<p>Existing Palmy Unleashed participants develop their activations into bigger, better, and more unique events.</p> <p>Business groups celebrate the unique culture of their precinct with activations and events, e.g. arts events in George Street and Little Cuba, food and entertainment in Broadway Avenue.</p> <p>A Central Library and Civic and Cultural Precinct meets the future needs of Palmerston North.</p>			Chamber of Commerce
	Include Rangitāne o Manawatū art and design in the City Centre	2021/2022	Rangitāne o Manawatū
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Review regulations and incentives in the Outer Business Zone and Inner Business Zone to direct office development towards the City Centre first	2023/2024	Development Community
	Trial and pedestrian counter technology	2022/2023	Local technology sector
	Implement the City Centre Lighting and Projection Demonstration Project	2021/2022	UCOL Massey University
	Implement a wayfinding strategy to increase legibility in public spaces in the city centre	2021/2022	Rangitāne o Manawatū
	Implement the Streets for People programme		Rangitāne o Manawatū Palmy BID
	Finalise the Civic and Cultural Precinct Masterplan	2022/2023	Rangitāne o Manawatū Te Manawa
	Review the City Centre Framework	2021/2022	

## Placemaking chapter

### Introduction

Placemaking is a community-based approach for the creation of public space. Placemaking provides opportunities for community leadership and participation in Council processes and activities.

*Mā te tangata e whai wairua ai ngā wāhi huihui o Papaioea*

*It is through people that the gathering places of Palmerston North gain spirit*

The purpose of this chapter is to involve communities and reinforce our unique city identity in creating public spaces.

### Where are we now?

- Palmerston North is internationally well-regarded for its approach to placemaking.
- The placemaking approach in Palmerston North has grown from a momentum-led programme to a kaupapa/purpose-led programme, resulting in enhanced outcomes for building shared meaning from public spaces.
- Lighter, quicker, cheaper principles are applied across strategy, policy, and programme delivery.
- Seed funding is available to incentivise innovative use of public spaces.
- Placemaking efforts have typically been driven towards the city centre and event-based activations, but recently has been able to direct more attention towards tactical projects and the reinforcement of place identity in suburbs and villages.
- There is a tension between Council's recognition of public spaces as community-owned and as assets to control.
- A community of practice has been developed around local placemaking.
- Palmerston North has taken a lead role recently in contributing a placemaking lens towards New Zealand Transport Agency and Sport New Zealand initiatives, particularly around play.
- Advice, advocacy, and connecting citymakers together has been of more critical importance than seed funding to placemaking successes.
- New initiatives have branched out from the placemaking initiative (such as Palmy Unleashed and Passport to Play)
- The 'pilot and scale' approach tends to be successful in applying agile principles to new ideas, and has led to the development of some new tools and guidance for communities. However, the scaling-up of pilot projects is not happening fast enough to create promotable tools for communities to reinforce their neighbourhoods.

What do we want to achieve?	What actions will we take to get there?		
<p>Palmerston North is a global leader in community-led placemaking policy and practice.</p> <p>Whānau Ora principles are used to anchor Palmerston North's placemaking approach to reinforcing a unique sense of Papaioea – Palmerston North.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in Placemaking projects.</p> <p>Public spaces are co-created with the community.</p> <p>Capital public space programmes provide the room for place-led design and community-led placemaking.</p> <p>Welcoming Community principles guide the inclusiveness of placemaking projects.</p> <p>Tactical urbanism and street pilots are a standard approach for testing and building confidence for new streetscape designs.</p> <p>There are opportunities for shared learning and mentorship between local placemakers.</p>	Ongoing actions	Start date	Involvement of partners
	Provide Placemaking promotion, advice, and seed funding citywide	2021/2022	Community groups and individuals
	Provide support for waste removal support for community-led clean up events	2021/2022	Palmy's Plastic Pollution Challenge Hei Manga Ora Environment Network Manawatū
	Provide tools for placemaking to citymaking partners (e.g. Neighbourhood Support, Sport Manawatū, Rangiwāhia Environmental Arts Centre Trust)	2021/2022	Citymaking partners citywide
	Embed an agile placemaking approach into infrastructure projects (such as berm public, play streets, road murals)	2021/2022	Palmy Placemaking Support Group
	Participate in New Zealand Placemaking Week each year	2021/2022	Palmy Placemaking Support Group Placemaking Aotearoa
	Pilot a local Park(ing) Day to generate interest in street-based placemaking	2021/2022	Palmy Placemaking Support Group Environment Network Manawatū
	New and one-off actions	Completion date	Involvement of partners
	Develop a placemaking kawenata/charter to guide the locally-sourced approach to placemaking	2023/2024	Rangitāne o Manawatū Palmy Placemaking Support Group
	Develop a food-truck friendly city Food Truck Manual	2021/2022	Local food-truck industry Hospitality NZ
	Develop a Community Gardens Manual	2022/2023	Manawatū Food Action Network
	Develop a local Play Streets Programme	2021/2022	NZTA Sport Manawatū Neighbourhood Support

	Develop a Road Mural Manual	2021/2022	NZTA Neighbourhood Support
	Council develops a tactical urbanism manual for enabling Council and community-led tactical streetscape pilots	2022/2023	NZTA Innovating Streets for People partners

**DRAFT**

**10 year plan: Connected communities plan**

**(July 2021-June 2024)**

**Chapters:**

**Community facilities**

**Community development**

**Social housing**

**Healthy communities**

**Events and festivals**





## **Connected communities and Council's strategic goals**

The Palmerston North City Council vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The Connected Communities Plan primarily contributes to the Palmerston North City Council's goal of Connected and safe communities. The plan describes Council's activities for the first three years of the 2021-2024 10-Year Plan in five chapters: **Community facilities, Community development, Social housing, Healthy communities, and Events and festivals.**

## **Council priorities**

The priorities of Goal 3: A Connected and safe community are:

1. Develop, provide, support or advocate for services, facilities, and events that create a connected, welcoming and inclusive community
2. Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhoods
3. Support communities to achieve their aspirations
4. Be a city where people feel safe and are safe

## **Purpose of the Connected communities plan**

The Long-term Plan levels of service for this plan are:

- Provide the City Library that collects, curates and provides access to knowledge, ideas and works of the imagination that are primarily focused on meeting the needs of communities with the greatest needs and reflect the diverse and changing needs of communities
- Provide library programmes that support the development of literacy in all its forms
- Provide public toilets throughout the city, to a standard that meets public expectations
- Support community centre management groups to provide community centres that are responsive to the needs of their communities
- Provide cemetery services that are responsive to community needs
- Provide warm, safe and accessible social housing for older people, people with disabilities, and other people on low incomes who experience barriers to renting in the private market
- Support and fund communities and for-purpose organisations to build community, neighbourhood and organisational capacity and capability
- Provide, fund and support events so that Palmerston North has a full events calendar that caters well for different sectors of the city's population

## **Links with other plans**

There are significant links between the Connected community plan and the achievement of Council's other goals:

The Social housing Chapter outlines the specific actions the Council will take to deliver on the commitment to being a social housing provider, but Council also has a significant role to play in facilitating and supporting the achievement of other housing outcomes for Palmerston North. These actions are in the Housing and future development plan, and contribute to Goal 1: An innovative and growing city.

The Community development chapter sets out how Council will support communities, and the actions taken by communities will contribute to all other Council goals.

The Events and festivals chapter sets out Council's approach to providing and supporting events, although this chapter excludes events which are funded and supported for primarily economic city benefits. These 'Major events' are outlined in the Economic Development Plan under Goal 1: An innovative and growing city.

### **Rangitāne o Manawatū partnership**

Council will work in partnership with Rangitāne o Manawatū and:

- support community development activities
- encourage increasing responsiveness of the wider community sector to Māori
- engage early with Rangitāne o Manawatū in all planning and development for new and changing community facilities, including social housing
- collaborate with Rangitāne o Manawatū on events and festivals, particularly in the city centre and at the Manawatū River Park
- acknowledge the wealth of knowledge and experience held by Rangitāne o Manawatū about community wellbeing

These commitments will guide the implementation of all aspects of this plan.

### **Council documents that contribute to this plan**

Cemeteries and Crematorium Bylaw

Community Funding Policy

Healthy Beverages Policy

Policy for the Use of Public Space

Smokefree Outdoor Areas Policy

Sun Protection Policy

Waste Management and Minimisation Bylaw

### **Measures of success**

Council will monitor these measures of success and report on these through the City Dashboards:

#### *Community facilities*

- Library users are satisfied with the services and programmes provided
- Library programmes reflect the changing needs of communities
- Community centres are well used
- Community centre users are satisfied with the community centre facilities and services
- Visitors to CET Wildbase Recovery are satisfied with the service provided
- Cemetery services are responsive to community needs
- Visitors to cemeteries are satisfied with the services provided
- Accessible and gender-neutral toilets are provided throughout the city, and especially in places where there is the most community activity
- Users of public toilets are satisfied with the services provided

#### *Social housing*

- Council's social housing is provided to 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
- Council's social housing tenants are satisfied with the social housing service they receive
- Council's social housing is warm and safe, as shown by compliance with the Otago Medical School He Kainga Oranga Rental Housing Warrant of Fitness Standard
- New Council housing is accessible (as shown by Lifemark 4 Star Design Standard accreditation)
- Council is an active participant and supporter of local social housing advocacy and initiatives
- There is significantly more social housing in Palmerston North

#### *Community development*

- There is an increase in community volunteering by people age under 65 years

- The time taken to apply for Council's community funding is valued at less than 5% of the funding allocated
- More community-led projects are supported by Council
- Increasing capability of for-purpose organisations (self-assessment as measured by the Annual Navigator Survey report)

#### *Healthy communities*

- Decreasing prevalence of people smoking in public outdoor areas
- Healthy beverages replace sugar sweetened beverages at Council funded events and functions.
- Shade is available at public outdoor areas

#### *Events and festivals*

- Increase in occupancy rate for bookable public spaces and Council-owned facilities
- Increase in participation in community and city centre events
- Reduction in waste generated by events
- Increase in the percentage and number of events held outside the period October – March
- Increased community participation in events
- Greater satisfaction with the annual programme of events
- Increase in local volunteers involved in events in the city
- Increase in the range and diversity of community-led events in the city

## Community facilities chapter

### Introduction

Community facilities provide opportunities for people to participate in their communities. Opportunities to take part are encouraged when community facilities are planned and delivered in partnership with the communities they serve.

The purpose of this chapter is for communities to have access to community facilities. Libraries, community centres, cemeteries and other community facilities will be responsive to community needs.

### Where are we now?

#### *The City Library*

- The purpose of public libraries is to “improve society by helping people understand themselves better [and to] help every user participate in the world around them”.<sup>1</sup>
- Libraries support a ‘reading culture’ and respond to the growing need for digital literacy skills and for access to computer software and hardware.
- The City Library’s kaupapa is *Te Ara Whānui o Te Ao – To inspire people to explore the pathways of the world*.
- Council provides library services through the City Library, which is made up of four community libraries (Ashhurst, Awapuni, Highbury/ Te Pātikitiki, and Roslyn), the mobile library, Blueprint, and Youth Space.
- The City Library collects, curates and provides access to knowledge, ideas and works of the imagination that are primarily focused on meeting the needs of communities with the greatest needs and reflect the diverse and changing needs of communities.
- The City library provides programmes that support the development of literacy in all its forms. The purpose of these programmes is to encourage lifelong learning, research and innovation.
- The City Library provides opportunities for people to participate in their communities by directly providing ‘Crafternoon tea’, book clubs, pre-school programmes, the low vision support group, ‘Pūrerehua storytelling evening’, Lego create sessions, ‘Collect-a-comic’, ‘Off the page’ and ‘Tea and tales’.
- The City library facilitates further community connections by hosting other organisations’ events and programmes, such as the Age Concern ‘Steady as you go’ programme.
- Youth Space is a hub where young people aged 13-19 years can access library collections, participate in programmes and activities, and are assisted to access other youth services.
- Blueprint: The City Library Makerspace provides opportunities for people to use creative resources, such as 3D printers, design software, sewing equipment and fabrication technology.

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<sup>1</sup> Public Libraries of New Zealand. (2014). *Why libraries?*

- Three quarters (74%) of Palmerston North residents have visited a Council library at least once in the past twelve months and a quarter of residents have visited at least once a month.<sup>2</sup>
- There is a high level of participation in programmes delivered through the City Library.
- All City Library sites aim to be welcoming, accessible, and responsive to community needs. Success in achieving this objective is evidenced by the consistently high community satisfaction with public libraries; 90% of people in the Annual Residents' Survey who had visited libraries in the last 12 months either 'satisfied' (47%) or 'very satisfied' (44%).
- Provision for the redevelopment of the Central Library was included in the 2018 Long Term Plan, however seismic issues with the building were subsequently discovered and these plans were put on hold. Council deferred decision-making until the wider Civic and Cultural Precinct Masterplan is considered.
- The Awapuni Library has outgrown the space available and there is an informal group in Awapuni who want to work with Council to consider the future of this library.
- The 2018-28 10-Year Plan identified that Te Pātikitiki Highbury Library does not meet community needs. A review of the future options for Te Pātikitiki was completed in 2019, but Council deferred decision-making to this current 10-Year Plan process.
- There was \$4.4m budgeted in year 7 of the 2018-28 10-Year Plan for a community hub (potentially including a new library) in Kelvin Grove. The review of this proposal planned for 2018 was not completed.
- The Community Services and Facilities Plan (agreed through the 10-Year Plan 2018-28) established some principles for the future development of community libraries; new services should be integrated and provided in partnership with other services and they should be responsive to community needs. However, there is no policy guiding the development or redevelopment of the City Library.

### *Community centres*

- Council provides eight community centres (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 is being built this year and will be supported alongside the other centres in future.
- There are management agreements in place which require all centres to meet the same level of use, despite their individual histories and functions in the community. Some centres have strong relationships within their suburban settings, whereas others operate city-wide.
- The community centres are primarily community organisations (committees) which receive Council funding and support.

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<sup>2</sup> Palmerston North City Council. (2020). *Annual Residents' Survey*.

- Use-hours are collected and we are currently developing a system for further collection of community centre user-data.
- Hokowhitu Village Centre has operated a library and meeting space for a decade in a privately-owned building. The trust requests that the centre be funded and supported by Council, alongside the eight other community centres.
- At the last 10-year plan hearings, representatives from St Marks Church requested Council to consider taking on the church property in Awapuni for continued community use. This property is near to the Awapuni shops and library.
- The proposed Kikiwhenua residential area, part of the wider Kakatangiata growth area, highlights the need for high-level planning for new community facilities. At present there is no allowance for community facilities in this proposed housing development.
- As with libraries, there is no policy guiding Council's response to community requests for the support or development of community centres (or similar facilities).

#### *Hancock Community House*

- Council owns and maintains Hancock Community House, which was established to provide suitable, secure and affordable accommodation and shared facilities for community organisations which primarily provide social services.
- Palmerston North Community Services Council (PNCSC) is contracted to manage meeting room bookings and the property's communal areas, including the reception desk.
- PNCSC maintains a relationship with tenants and acts as a point of contact for Council on the property.
- There is no long-term plan for the future of Hancock Community House beyond the management agreement with PNCSC.

#### *CET Wildbase Recovery*

- The Central Energy Trust Wildbase Recovery Centre opened in 2019 and is a partnership between Massey University and Council. The facility is owned by the Palmerston North City Council and co-managed by Massey University's Veterinary School. The role of the Wildbase Recovery Community Trust is to assist in raising operational funds for the ongoing costs of the centre.
- The Centre provides an opportunity for the community to see native wildlife rehabilitating after receiving treatment at Massey University's Wildbase Hospital.
- Staffing has increased since the Centre opened and now enables longer weekend opening hours and more education outreach to schools.
- Survey responses from the first full year of operation show that the large majority of users were either 'satisfied' (40%) or very satisfied (46%) with their Wildbase experience

#### *Cemeteries*

- Council is required by legislation to provide cemeteries for the community of Palmerston North. The Cemeteries and Crematorium Bylaw provides for the management of the cemeteries and crematorium.



- Council provides and operates four cemeteries (Kelvin Grove, Terrace End, Ashhurst and Bunnythorpe) and a crematorium at Kelvin Grove.
- The crematorium provides a service for the Manawatū region, and fees are higher for people from outside Palmerston North.
- Community expectations of cemetery services are changing. While services are increasingly responsive to different cultural and religious needs, other aspects of their operation are less responsive to community expectations (such as hours of operation and online services).
- Almost half of the respondents to the Annual Residents' Survey had visited a council cemetery in the past year, and three quarters of these people were either 'satisfied' (51%) or 'very satisfied' (22%) with the services.
- There is no special acknowledgement of Rangitāne o Manawatū in the city cemeteries.

#### *Public toilets*

- Public toilets are provided throughout the city to enable people to get out and about.
- New toilets are built in public places where most community activity takes place. For example, the most recently built toilets are at either end of He Ara Kotahi.
- All new toilets are both accessible and gender neutral, and these standards are also met, where possible, in the refurbishment of existing toilet blocks.
- Around three quarters of the respondents to the Annual Residents' survey have used a Palmerston North public toilet in the past year.<sup>3</sup> Most of these people are reasonably satisfied with the services provided (55%) and just 11% were dissatisfied. These responses were consistent with those from the year before.

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<sup>3</sup> Palmerston North City Council. (2020). *Annual Residents' Survey*.

What do we want to achieve?	What actions will we take to get there?		
<p>The design and operation of community facilities is culturally appropriate and reflects the diversity of the community.</p> <p>Community facilities create a sense of community ownership and inclusion for all, including newcomers.</p> <p>Community facilities are well-used.</p> <p>Planning for community facilities is based on need.</p> <p>Rangitāne o Manawatū has opportunities for early involvement in the development and review of community facilities.</p> <p>No new community centres, libraries or hubs are developed until there is a coherent plan for community facility development.</p> <p><i>City Library</i></p> <p>All current city library services are provided to a (continued) high level of community satisfaction.</p> <p>All programmes are targeted towards areas of greatest need.</p> <p>The Central Library is a core part of the wider Civic and Cultural Precinct Masterplan.</p> <p>There is a policy and plan for the provision of library services throughout the city. This plan addresses the currently identified issues in Awapuni, Kelvin Grove, Te Pātikitiki, Hokowhitu, new areas of housing growth, and any other areas of emerging need.</p> <p>The plan for future services includes contributions of community partners.</p> <p>The City Library encourages wide community use and actively minimise barriers to access.</p> <p><i>Community centres</i></p> <p>All current community centres are easy to book, frequently used, and provided to a high level of user satisfaction in accordance with the management agreement with Council.</p> <p>Community centre management agreements reflect the characteristics of each centre and its community.</p> <p>There is a policy and plan for the support of community centres throughout the city. This policy and plan address the currently identified issues in Awapuni (St Marks), Hokowhitu, new areas of housing growth, and any other areas of emerging need.</p>	<b>Ongoing actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	<p>Provide library collections and services in accordance with New Zealand public libraries best practice through all City Library locations:</p> <ul style="list-style-type: none"> <li>• the Central Library</li> <li>• Ashhurst, Awapuni, Highbury/ Te Pātikitiki, and Roslyn community libraries</li> <li>• the mobile library</li> <li>• Blueprint, and</li> <li>• Youth Space.</li> </ul>	2021/2022	<p>Public Libraries of New Zealand</p> <p>Rangitāne o Manawatū</p> <p>National Library of New Zealand</p>
	<p>Provide library programmes in accordance with New Zealand public libraries best practice through all City Library locations:</p> <ul style="list-style-type: none"> <li>• the Central Library,</li> <li>• Ashhurst, Awapuni, Highbury/ Te Pātikitiki, and Roslyn community libraries</li> <li>• the mobile library</li> <li>• Blueprint, and</li> <li>• Youth Space</li> </ul>		
	<p>Provide, in accordance with management agreements, and support the use of community centres:</p> <ul style="list-style-type: none"> <li>• Ashhurst Village Valley Centre</li> <li>• Awapuni Community Centre</li> <li>• Highbury Whānau Resource Centre</li> <li>• Kelvin Grove Community Centre</li> <li>• Milson Community Centre</li> <li>• Palmerston North Community Leisure Centre</li> <li>• Pasifika Community Centre</li> <li>• Rangiora Community Centre</li> <li>• Bunnythorpe Community Centre</li> </ul>		Community centre management committees
	<p>Provides suitable, secure and affordable accommodation and shared facilities for for-purpose organisations through Hancock Community House</p>		
	<p>Fund Palmerston North Community Services Council to manage the day-to-day operations of Hancock Community House</p>		Community Services Council Hancock Community House tenants
	<p>Provide education programmes and visitor experiences at Wildbase Recovery Centre.</p>		

<p><i>Hancock Community House</i></p> <p>Hancock Community House has a sustainable management structure with clear roles for Council and Palmerston North Community Services Council.</p> <p>Hancock Community House provides suitable, secure and affordable accommodation and shared facilities for for-purpose organisations, which primarily provide social services.</p> <p><i>CET Wildbase Recovery</i></p> <p>CET Wildbase Recovery provides education programmes and visitor opportunities visit to a (continued) high level of satisfaction.</p> <p>All parties involved in the delivery of the centre have clearly defined roles and responsibilities.</p> <p><i>Cemeteries</i></p> <p>All cemeteries services are provided to a high level of visitor satisfaction.</p> <p>The crematorium provides a service for the Manawatū region, and fees are the same for all users.</p> <p>Cemetery services are responsive to changing community needs and are delivered in customer-focused ways.</p> <p>Palmerston North people have access to a natural burial option in the Manawatū/Whanganui region.</p> <p><i>Public toilets</i></p> <p>There are clean, accessible and gender-neutral (where practicable) public toilets provided throughout the city.</p> <p>New toilets are developed in the most popular locations.</p>	Provide cemeteries at Kelvin Grove, Terrace End, Ashhurst and Bunnythorpe		
	Provide and operate a crematorium at Kelvin Grove cemetery		
	Provide gender-neutral and accessible public toilets throughout the city		
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Develop a plan for the delivery of library services in Palmerston North	2021/2022	City Library user-groups Rangitāne o Manawatū Potential partner organisations
	Develop a plan for the delivery of community centres (and libraries) in Palmerston North	2021/2022	Community centre management committees and users of Council facilities
	Plan and provide new community centres, libraries or hubs in accordance with city-wide needs assessment and planning	2023 onwards	
	Assess the accessibility of Council facilities, particularly for people with disabilities	2021/2022	
	Implement online booking system for community centres	2021/2022	
	Develop a plan for the future of Hancock Community House	2021/2022	Tenants of Hancock Community House Community organisations Palmerston North Community Services Council
	Review the requirements for the day-to-day operation of Hancock Community House	2021/2022	
	Develop an MOU with the Wildbase Community Trust	2021/2022	Wildbase Community Trust
	Develop online services for cemeteries	2021/2022	
	Review opening hours of cemeteries	2021/2022	
	Centrally locate customer service office at Kelvin Grove Cemetery	2022/2023	

## Community development chapter

### Introduction

Palmerston North is home to diverse communities of identity, interest and place. Community development is “the process of enabling diverse groups to share concerns, plan for the future, capitalise on opportunities and strive toward wellbeing”.<sup>4</sup> Empowered and well-connected communities, served by sustainable for-purpose organisations<sup>5</sup>, can support every person to thrive.

For-purpose organisations are sustainable when they have funding, volunteer support, and the time to build relationships and learn from others. The purpose of this chapter is to have strong for-purpose organisations that support communities to achieve their aspirations.

### Where are we now?

- The city is served by for-purpose organisations of all types which work to enhance community wellbeing. Stats NZ research shows that nationally these organisations contributed \$8.1 billion to GDP in 2018, and the value of volunteering was estimated at \$4 billion.
- Many people in Palmerston North enjoy a comfortable standard of living. However, the 2013 New Zealand Index of Multiple Deprivation shows that some Palmerston North neighbourhoods face higher levels of deprivation than others. Overall the city has good health and access to services, but could improve in the areas of income, adequate employment, and crime rates.
- In 2018 10.9% of Palmerston North residents reported participation in volunteering, slightly higher than the national rate of 10.1%, which is a decrease from 2013 (11.5% and 11.1% respectively). People age 65+ are more likely to volunteer than any other age group.
- For-purpose organisations face challenges due to increased reporting and compliance requirements, new patterns of donating and grant-making, and the evolving needs of volunteers, board members, employees and communities.
- Council funds for-purpose organisations with rental subsidies and rates remissions in line with the Council’s Rates Remissions Policy 2018. There is currently no Council-adopted policy guiding rental subsidies.
- Council allocates over \$2 million in community grants per year in line with the Community Funding Policy. A 2018 comparison showed that, per capita, Council offers a more community funding than some other local authorities. However, funding programmes are increasingly oversubscribed, especially for funds that support the ongoing operational costs of for-purpose organisations (rather than one-off projects).

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<sup>4</sup> Department of Internal Affairs. (November 2002). *A Framework for Developing Sustainable Communities: Discussion Paper* (November).

<sup>5</sup> “For-purpose organisations” are charities, social enterprises and other nongovernmental entities that deliver a community benefit and reinvest surplus funds into achieving their goals. The term is used in place of “community groups” to distinguish communities from formalised organisations.

- Community funding is delivered in an efficient and transparent way, but Council funding programmes are numerous and unnecessarily complex.
- There is tension between Council's role as a public funder and its desire to encourage self-determining communities and organisations. Council must be willing to devolve power and resources to communities, while ensuring transparency and public accountability.
- Council is a signatory to the Kotahitanga Alliance partnership agreement (2016) to prioritise and promote a set of regional Whānau Ora outcomes to provide excellence in service delivery for whānau.
- Rangitāne o Manawatū takes a leadership role in community development in the city, utilising their kaitiaki role to work alongside communities and organisations in achieving wellbeing.
- Palmerston North has a higher Māori population than New Zealand as a whole (18.7% and 16.5% respectively in 2018). The city's has strong ethnic communities and at the time of the 2018 census there were 126 different languages spoken here.
- Palmerston North is accredited as an Established Welcoming Community under a national programme. Council recognises that communities are healthier, happier and more productive when newcomers are welcomed and participate fully in society and in the local economy.
- Council has strategic partnerships with membership agencies for people and organisations involved in the social, arts, recreation and environmental sectors. These agencies empower and advocate for community organisations and individuals, deliver capability-building services, and are key to achieving a sustainable community sector. They have long-running relationships with Council and receive operational funding through a contestable process every three years. This contestable process can make it difficult for these agencies to support their members, who may also be applying for Council grants.
- Some strategic connecting agencies have additional agreements with Council, such as the management of facilities (such as Hancock Community House, Square Edge, and the Stomach), the administration of funding (such as Community Development Small Grants Fund and Environmental Small Grants) and the delivery of training (the Community Groups Training Fund).
- Council encourages and recognises voluntary work by individuals by the annual presentation of Civic Honour Awards, and funds for-purpose organisations that support volunteers. Council recognises that volunteers are a vital part of what makes for-purpose organisations and community-led initiatives successful.

What do we want to achieve?	What actions will we take to get there?		
<p>Local communities (of identity, interest and place) have the capacity, capability and tools to understand their own challenges, set their own goals, and lead their own actions in response.</p> <p>Neighbourhoods and villages in Palmerston North are home to well-connected communities with a sense of place identity (see the Placemaking chapter).</p> <p>Members of local communities build relationships and are at ease connecting with and learning from each other.</p> <p>Council supports 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.</p> <p>Palmerston North people embrace diversity.</p> <p>For-purpose organisations are well-led, sustainable and responsive to community aspirations.</p> <p>Governance bodies reflect the diversity of Palmerston North.</p> <p>Council takes the lead from communities in understanding how it can support projects and services that are of value to them, and where possible provides communities with the resources to deliver their own initiatives.</p> <p>Council community development activities acknowledge the city's bicultural foundations and intercultural aspirations.</p> <p>Rangitāne o Manawatū is supported to lead the achievement of Whānau Ora outcomes for local communities.</p> <p>Council participates in or facilitates collaborative networks designed to share resources and increase community impact.</p> <p>Palmerston North continues to be a national leader in moving from an Established to an Advanced accreditation through the Welcoming Communities programme.</p> <p>Council's grant and rental subsidy processes are transparent, responsive, and empower communities.</p> <p>Projects initiated by Palmerston North communities and for-purpose organisations attract national funding into the city.</p> <p>The city's strategic coordinating agencies are in a strong position to support for-purpose organisations, growing their sustainability and effectiveness.</p>	Ongoing actions	Start date	Involvement of partners
	Identify opportunities for organisational improvements which align with the aspirations of for-purpose organisations	All 2021/2022	For-purpose organisations
	Build and maintain relationships with local communities of identity, interest and place to understand their strengths and aspirations, utilising dedicated roles where possible		For-purpose organisations
	Provide advice, including governance support, funding expertise, and event and project support, to communities and for-purpose organisations		For-purpose organisations
	Provide support to community groups to increase freely-available food crops in the city		For-purpose organisations
	Integrate how Māori models of wellbeing can be reflected in community development work		Rangitāne o Manawatū
	Regularly develop and implement Welcoming Plans		Welcoming Communities Advisory Group Rangitāne o Manawatū
	<p>Administer grants in line with the [draft community support policy out for consultation alongside the 10 Year Plan]</p> <p>Current funding programmes:</p> <ul style="list-style-type: none"> <li>• Creative Communities Scheme</li> <li>• Arts Event Fund</li> <li>• Celebrating Communities Fund</li> <li>• Local Initiatives Fund</li> <li>• Strategic Priority Grants</li> <li>• Small Grants</li> <li>• Youth Council grants and scholarships</li> </ul>		
	Lease Council land and facilities to for-purpose organisations in line with the [draft community support policy out for consultation alongside the 10 Year Plan]		Leaseholders
	Support the city's strategic coordinating agencies to deliver training, networking and professional development opportunities for employees, volunteers and board members of for-purpose organisations		Palmerston North Community Services Council Sport Manawatū Environment Network Manawatū Manawatū Multicultural Council Square Edge Community Arts Creative Sounds Society Volunteer Central
	Work with for-purpose organisations to increase volunteerism and community leadership, including understanding and responding to existing barriers to participation		Volunteer Central

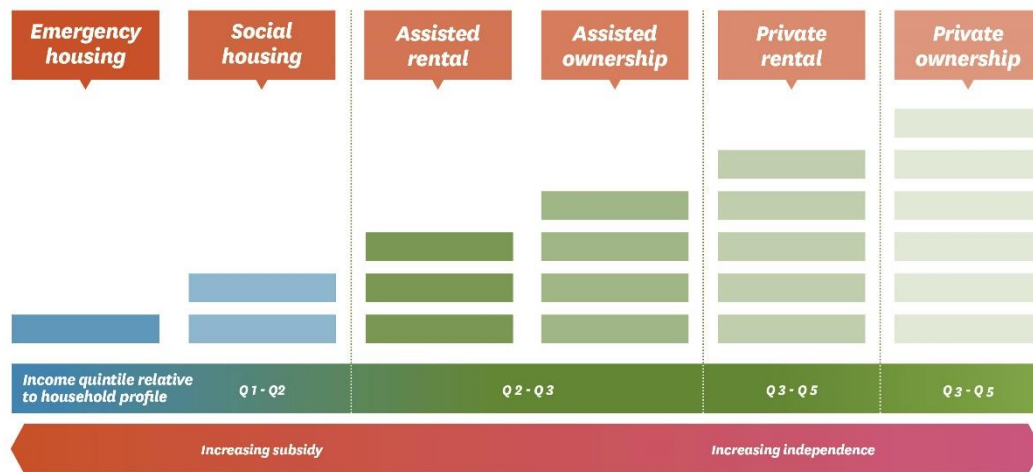
Palmerston North people of all ages volunteer at a high rate and have the skills and experience to do so effectively.	Monitor for-purpose organisations contracted or funded by Council against agreed outcomes		For-purpose organisations
	Run the Civic Honour Awards programme		Local communities For-purpose organisations
	Participate as a member of the regional Whānau Ora Strategic Innovation and Development Group		Whānau Ora Strategic Innovation and Development Group
	Support and strengthen Māori community networks and agencies as they work to address issues of opportunity and concern		Rangitāne O Manawatū Local communities For-purpose organisations
	Participate as a signatory to the Kotahitanga Alliance partnership agreement (2016) to support the achievement of Whānau Ora outcomes	2021/2022	MBIE, MSD, Kāinga Ora, Te Puni Kōkiri MidCentral DHB, Central PHO Te Pou Matakana Te Tihi o Ruahine Whānau Ora Alliance
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Review Council's Civic Honours Awards to ensure they reflect the diversity of Palmerston North	2021/2022	
	Provide Council communication materials that are inclusive and reflect the diversity of the local community	2021/2022	Disability Reference Group Manawatū Multicultural Council
	Provide and support initiatives that promote participation in the community	2021/2022	Disability Reference Group

## Social housing chapter

### Introduction

Access to adequate housing is a major public health issue in New Zealand. Poor quality housing is associated with negative social outcomes, for individuals and for communities.<sup>6</sup> The provision of social housing is one of the responses Council can make to contribute to an improvement in social outcomes for the community. Figure 1 (below) shows how social housing fits within the whole housing continuum.

Figure 1: Housing continuum



Source: Community Housing Aotearoa

The purpose of this chapter is to provide warm, safe and affordable social housing and to have a strong social housing sector.

<sup>6</sup> Telfar-Barnard, L., Bennett, J., Robinson, A., Hailes, A., Ombler, J., & Howden-Chapman, P. (2019). Evidence base for a housing warrant of fitness. SAGE open medicine, 7, 2050312119843028.



## Where are we now?

- Housing affordability in Palmerston North has gradually decreased over the past several years. In December 2018, 66% of rental households in Palmerston North were below the National Affordability Benchmark for renting, compared with 70% three years before.<sup>7</sup>
- The need for social housing reflects this broader context of housing affordability. Over the past three years, the Ministry of Social Development's social housing register (waiting list) in Palmerston North has increased by 252%, to 550 households.<sup>8</sup>
- Palmerston North City Council became a social housing provider in the 1960s, benefitting from central government loans to fulfil the traditional local government role as a landlord for older people on low incomes.
- A decade ago, Council extended its role as a social housing provider to include people with long-term disabilities among its tenants.
- In 2015, Council further decided that the 100 public housing units (previously designated as investment properties) would also contribute to achieving Council's social housing goals.
- There are around 400 individuals or households on the waiting list for Council's housing, an increase over time. Around half of these applicants are for subsidised housing.
- The 2018-2028 Long Term Plan confirmed Council's role as a social housing provider, and made a commitment to increase the number of social housing units.
- After completing the first stage of the redevelopment and expansion of the Papaioea Place social housing complex in 2020 (an increase of 14 new units), Council now provides 407 social housing units for older people, people with long term disabilities, and people who experience barriers to accessing housing in the private rental market.<sup>9</sup>
- Seventy-two Council social housing units are provided at market rental rates to people who also meet the specified housing criteria.
- The balance of Council's social housing is provided at subsidised rental rates.<sup>10</sup>
- Council's social housing meets the Otago Medical School He Kainga Oranga Rental Housing Warrant of Fitness Standard and the new Healthy Homes Standards (required by law for all rental housing by July 2024).
- Maintenance costs are not currently funded adequately (in the 2018-28 10 Year Plan).
- Tenant satisfaction [still to be included].

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<sup>7</sup> Statistics New Zealand.

<sup>8</sup> Between March 2017 and June 2020 the national social housing register increased from 4,865 to 18,520 (381%). In Palmerston North the number of households on the register increased from 130 to 550 (423%).

<sup>9</sup> To be eligible for Council social housing tenants must be 1. a superannuitant with a Community Services Card OR 2. receive the Supported Living Payment (or equivalent) OR 3. be on a low income with a Community Services Card and experience barriers to meeting their housing needs in the private market OR 4. be an international student family from a developing country (confirmed by a tertiary institution) AND (for 1-4) 5. have assets of less than \$40,000 (excluding a vehicle, household and personal effects and prepaid funeral arrangements).

<sup>10</sup> Subsidised rentals will be no more than 30% of Superannuation, Supported Living Payment, Jobseeker Support (or other relevant benefit).

- Council contributes to meeting the social housing needs in Palmerston North alongside other government and community providers.
- Kāinga Ora<sup>11</sup> provides most of the social housing in Palmerston North, and there are also several small and well-established community providers.
- Kāinga Ora has plans to build around 500 new homes within the wider region in the next three years.
- Other social housing providers may register to take advantage of the Government's Income Related Rent (IRRS) subsidy for eligible tenants, but local authorities are unable to access this subsidy.

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<sup>11</sup> Government agency Kāinga ora was established in 2019, combining the Kiwibuild Unit, Housing New Zealand Corporation and the development subsidiary HLC. Kāinga ora currently provides around 1,430 social housing properties in Palmerston North.

What do we want to achieve?	What actions will we take to get there?		
<p>Council's social housing provision makes a significant contribution to meeting the needs for social housing in Palmerston North, alongside government and community providers.</p> <p>Rangitāne o Manawatū and the Kotahitanga Alliance have opportunities for involvement in the development and review of social housing.</p> <p>Council's social housing meets the needs of 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.<sup>12</sup></p> <p>Seventy-two Council social housing units are provided at market rental rates to people who also meet the specified housing criteria.</p> <p>The needs of the three main tenant groups are balanced, and no one group 'crowds out' another.</p> <p>Council's tenants are supported and satisfied with the social housing service they receive.</p> <p>Council's social housing is warm, safe, and accessible, and delivered in the most effective way.</p> <p>Maintenance on council social housing is delivered proactively in accordance with the proposed Asset Management Plan.</p> <p>Council's social housing is delivered according to best-practice standards in the social housing sector.</p> <p>Social housing networks in Palmerston North are strong and provide co-ordinated advocacy to government.</p> <p>There is an increase in warm, safe, and accessible social housing in Palmerston North.</p>	Ongoing actions	Start date	Involvement of partners
	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 according to the current eligibility criteria	All 2021/2022	
	Provide social housing according to best practice guidance and subject to peer review		Community Housing Aotearoa Housing Needs Monitoring Group
	Provide support for Council tenants (either directly or through another agency)		Community support agencies
	Provide support for Council tenants, either directly or where agreed with the tenant, by facilitating the connection of the tenant with community support agencies		Community support agencies
	Provide social housing compliant with the Otago Medical School He Kainga Oranga Rental Housing Warrant of Fitness Standard		Otago Medical School He Kainga Oranga
	Build and renew social housing to the Lifemark 4 Star Design Standard, where feasible		Lifemark <sup>13</sup>
	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		Te Tihi o Ruahine Whānau Ora Alliance Housing Needs Monitoring Group Housing Working Group
	Support local social housing initiatives, including collaboration with the Kotahitanga Alliance		Te Tihi o Ruahine Whānau Ora Alliance
	New and one-off actions	Completion date	Involvement of partners
	Build new social housing	2021/2022	Rangitāne o Manawatū Kotahitanga Alliance and member organisations

<sup>12</sup> To be eligible for Council social housing tenants must be 1. a superannuitant with a Community Services Card OR 2. receive the Supported Living Payment (or equivalent) OR 3. be on a low income with a Community Services Card and experience barriers to meeting their housing needs in the private market OR 4. be an international student family from a developing country (confirmed by a tertiary institution) AND (for 1-4) 5. have assets of less than \$40,000 (excluding a vehicle, household and personal effects and prepaid funeral arrangements).

<sup>13</sup> Lifemark is a commercial division of CCS Disability Action. Lifemark works alongside designers and builders to offer advice based on the principles of Universal Design. A Lifemark Star Rating is an official accreditation.

## Healthy communities chapter

### Introduction

Community wellbeing includes all aspects of health, te whare tapa whā, and includes the promotion of physical wellbeing. Community venues, events, and public spaces provide opportunities to improve the health of communities. The purpose of this chapter is to improve the health of communities in Palmerston North.

### Where are we now?

- Council aims to encourage people in outdoor public places to be smokefree. The Smokefree Outdoor Areas Policy is implemented with the guidance of the Smokefree reference group. This is a collaborative group includes non-government organisations, government agencies, and Council officers from a range of Council units.
- The smokefree reference group conducted a survey titled 'attitudes towards smoking and vaping in outdoor areas in Palmerston North' in 2019 which was well responded to. Most respondents were generally supportive of smokefree measures in Palmerston North. Most respondents were supportive of vape-free and smokefree measures in outdoor dining areas.
- Businesses may be granted a permit to utilise the Council owned footpath to place table and chairs (under the Signs and Public Places Bylaw) and such permits include the condition of ensuring the area has visible smokefree signs and no ashtrays or similar devices. The recent renewal of the permits did not include the collection of data to understand whether these conditions were being met by permit holders.
- In 2019 an audit was completed on Council reserves to understand if there was adequate shade at parks and reserves (primarily at spots where people gather such as seats and playgrounds).
- The Sun protection policy (2010) makes a commitment for Council to provide adequate sun protection through the provision of shade in public venues and event but has not been consistently implemented.
- The Council adopted a Healthy Beverages Policy in 2018 which requires the provision of healthy beverage choices at Council venues and events. Significant progress has been made towards implementing this policy. The healthy beverages policy has yet to be reviewed since it was introduced in 2017.

What do we want to achieve?	What actions will we take to get there?		
<p>Council contributes to creating a culture in Palmerston North where healthy choices are encouraged and easy to make.</p> <p>Rangitāne o Manawatū has opportunities for involvement in the development and review of council policies and initiatives to promote community health and wellbeing.</p> <p>Outdoor areas that are owned and operated by Council are recognised as smokefree areas.</p> <p>Outdoor areas that are owned and operated by Council have adequate shade.</p> <p>Events that are funded or organised by Council comply with Council's healthy policies.</p> <p>All new projects consider the relevant health related policies in the design phase.</p>	<b>Ongoing actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	Raise awareness of the health-related policies including, smokefree, sun protection and healthy beverages policy	All 2021/2022	Smokefree Reference Group and member organisations Midcentral DHB Rangitāne o Manawatū
	Collect information from permit holders (use of footpath) to understand whether permit conditions are being met under the Signs and Public Places Bylaw		
	Provide sun protection at events and public places in accordance with the Sun protection policy		
	Promote smokefree Palmerston North in accordance with the Smokefree outdoor areas policy		
	Provide and facilitate the provision of beverages at Council events and facilities in accordance with the Healthy beverages policy		
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Include the consideration of health policies in the design phase of projects	2021/2022	Midcentral Health DHB
	Investigate the development of a Health Charter in partnership with Midcentral Health	2022/2023	Midcentral Health DHB

## Events and festivals chapter

### Introduction

Community events bring significant benefits to Palmerston North people. They provide opportunities to support community identity, and to celebrate our city. A strong events sector enables these benefits to be realised.

We classify events as:

- Local: events providing social benefits for residents, with the potential for growth
- Programmed: the core business for many of the region's venues e.g. theatre and museum programmes
- Major: large-scale events which attract significant benefits for the city through interest, profile or visitation [refer to the Economic development plan under Goal 1]
- Iconic: events that attract national interest and define Palmerston North's identity

The purpose of this chapter is for people to have opportunities to take part in a variety of local, programmed and iconic events.

### Where are we now?

- Most of the city's events are led by local communities. The events take many forms, including gala days, cultural and religious festivals, fundraising events, art exhibitions, project launches, and national day and New Year celebrations for the many different communities living in the city.
- Council support for events and festivals includes the provision of facilities, dedicated funding, equipment and advice.
- The city is a central and accessible location for national and regional events. National secondary sports tournaments and major regional sports events are regularly held in Palmerston North, capitalising on the sports infrastructure already in the city.
- The city is home to iconic events that are truly Palmerston North, such as the Festival of Cultures, and major events that attract visitation from around the country, such as the National Young Performer Awards and New Zealand AgriFood Investment Week.
- Palmerston North is an accredited established Welcoming Community. Part of the outcomes-based standard measures how well culture and identity are respected and valued in the city.
- Council delivers or contracts out the delivery of annual city events including Anzac and Armistice Day, A Very Palmy Christmas, Explore Esplanade Day, Festival of Cultures, Fireworks and New Year's Eve in the Square.
- Progress has been made on incorporating Māori community priorities, tikanga and te reo Māori into significant city events.
- There is limited coordination of funding and advice available for community events.
- The Celebrating Communities Fund supports a diverse range of events each year but is increasingly oversubscribed, which puts pressure on event organisers.

- Palmerston North has an extensive and diverse events programme, but many events are centralised over the warmer months with limited provision throughout the rest of the year.

What do we want to achieve?	What actions will we take to get there?		
<p>There is strong and user-friendly event infrastructure available to local communities, including facilities, equipment, venues and advice to meet their aspirations.</p> <p>Palmerston North has a full events calendar that caters well for different sectors of the city's population.</p> <p>Palmerston North is an easy place to hold events and provides resources, coordinated funding and tools for community members and event organisers to build capability, plan, market and deliver events within the City.</p> <p>The city's Māori cultural events are supported to grow under the leadership of Rangitāne o Manawatū.</p> <p>The role of Rangitāne o Manawatū in welcoming guests and leading civic engagement on behalf of the community is honoured.</p> <p>Council support for events is clear, accessible, and user-friendly.</p> <p>Palmerston North has varied calendar of Local and Programmed community events that reflect and build on the city's identity</p> <p>Council venues accommodate the varied needs of community events and are community-focused in their services.</p> <p>Council-events are inclusive and reflect the increasingly diverse city.</p> <p>Palmerston North continues to host a few Iconic events including a new signature event that reflects and connects the region and celebrates its strengths.</p> <p>Council events are held in accordance with Council's sustainable practices goals.</p> <p>Information on events and activations taking place in the city is easy to find through a customer-centric, one-stop portal for events.</p> <p>Community event funding is coordinated across Council.</p> <p>The regional events industry collaborates to understand the events landscape, recognise opportunities and encourage successful events.</p> <p>Communities of identity, interest and place have opportunities to connect and celebrate through community events.</p>	Ongoing actions	Start date	Involvement of partners
	Provide a point of contact to ensure user-centric navigation of Council processes and resources for event organisers	All 2021/22	
	Co-ordinate enquiries and bookings for events and activities on Council land, manage bookings for the city's street flags and banners, and loan events equipment to event organisers		
	Work with event organisers to develop innovative ways to build valuable event experiences		
	Ensure city venues are fit-for-purpose		CCOs
	Identify and facilitate opportunities for new community events, particularly those that appeal to the core markets of younger people (age 18-34), people with kids at home, Māori, and older residents (age 55+)		
	Provide resources and support to enable waste minimisation and diversion practices at all city events		Environment Network Manawatū
	Collaborate with event organisers to balance a programme of peak and off-peak events and activities across the year		
	Coordinate delivery of Council's annual community events programme		
	Maintain relationships across community event organisers		
	Demonstrate best practice environmental, economic and social sustainability at all Council delivered events		
	Provide a portal for information on events and activations taking place within the city		
	Administer events grants in line with the [draft community support policy out for consultation alongside the 10 Year Plan] Current funding programmes: <ul style="list-style-type: none"> <li>• Creative Communities Scheme</li> <li>• Contestable Community Events Fund</li> <li>• Arts Event Fund</li> <li>• Celebrating Communities Fund</li> <li>• Sports Event Partnership Fund</li> </ul>		
	Support communities of identity to share major cultural celebrations with the city		Manawatū Multicultural Council Local communities
	Incorporate Māori community priorities, tikanga and te reo Māori into city events		Rangitāne O Manawatū
	Rangitāne O Manawatū leads events for Waitangi Day and Matariki Pūanga		Rangitāne O Manawatū



	Provide support to grow the city's calendar of Māori cultural events		Rangitāne O Manawatū
	<b>New and one-off actions (actions which do not continue)</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Establish a strategic framework to capture and assess performance indicators across Local, Programmed and Iconic events	2021/22	
	Develop an event sustainability metrics dashboard	2022/23	Environment Network Manawatū
	Develop and implement an event sustainability best practice guide	2021/22	Environment Network Manawatū
	Develop a range of tools and resources including best practice principles to support community members to plan, market and deliver events	2021/22	
	Design and develop a signature event that reflects and connects the region and celebrates its strengths	2022/23	
	Establish an event forum network and stakeholder partnerships	2022/23	Event industry
	Develop a standardised survey for monitoring event satisfaction and community perception of pride in their city	2021/22	
	Use digital technology to develop a suite of bite-sized workshops and webinars to support community members and event organisers in the planning and delivery of events	2022/23	
	Develop and provide resources to implement event accessibility guidelines	2022/23	Disability Reference Group Manawatū Multicultural Council
	Review Council's annual community events programme	2021/22	

**DRAFT**

**10 Year Plan: Safe communities plan**

**(July 2021-June 2024)**



## **Safe communities and Council's strategic direction**

The Palmerston North City Council vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The Safe Community Plan primarily contributes to the Palmerston North City Council's goal of Connected and safe communities. The plan describes Council's activities for the first three years of the 2021-2031 10-Year Plan.

## **Council priorities**

The priorities of Goal 3: A connected and safe community are:

1. Develop, provide, support or advocate for services, facilities, and events that create a connected, welcoming and inclusive community
2. Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhoods
3. Support communities to achieve their aspirations
4. Be a city where people feel safe and are safe

## **Purpose of the Safe communities plan**

The Long-term Plan levels of service for this plan are:

- Coordinate and facilitate the work of the Safety Advisory Board to enable the fulfilment of its strategic plan
- Achieve the Manawatū Whanganui Civil Defence Emergency Management Group goals to build resilience and disaster preparedness for civil defence and emergency situations
- Enforces bylaws and legislation in relation to supply and sale of alcohol, stray and aggressive dogs, keeping animals, food and commercial premises, gambling, and excessive noise

## **Links with other plans**

The actions in this plan also contribute to the achievement of the Connected communities plan. This is because Council recognises that the issues that underpin safety concerns can be attributed to a lack of community connectedness or whanaungatanga and opportunities to encourage this.

## **Rangitāne o Manawatū partnership**

Council will work in partnership with Rangitāne o Manawatū and:

- support Rangitāne representation on the Safety Advisory Board as a key partner in community safety

These commitments will guide the implementation of all aspects of this plan.

### **Council documents that contribute to this plan**

The implementation of this plan is shaped by these Council-adopted documents:

- Alcohol Control Bylaw
- Animal and Bees Bylaw
- Building Act
- Class 4 Gambling Venue Policy
- Contaminated Site management Strategy
- Dangerous and Insanitary Building Policy
- Dog Control Bylaw
- Dog Control Policy
- Local Alcohol Policy (under development)
- Local Approved Products Policy
- New Zealand Racing Board Venue Policy
- Palmerston North Local Approved Products Policy
- Signs and Use of Public Places Bylaw
- Speed Limits Bylaw

### **Measures of success**

Council will monitor these measures of success and report on these through the City Dashboards:

- Increasing perception of safety in Palmerston North
- More residents are satisfied with dog control outcomes
- Decreasing problem-gambling
- Decreasing alcohol-related harm
- Increase in collaboration on animal welfare initiatives
- Improvement in animal welfare at the Animal Shelter
- Decrease in crime in Palmerston North
- Increasing preparedness for emergency in Palmerston North (Manawatū-Wanganui CDEM survey)

## Introduction

Community wellbeing includes all aspects of health, te whare tapa whā, and includes safety. The purpose of this plan is for people in Palmerston North to feel safe and be safe.

## Where are we now?

### *Safety Advisory Board*

- Formed in 2004, the Safety Advisory Board is a governance board for the Palmerston North safe community programme. Council provides facilitation support to the Safety Advisory Board, which is made up of representatives of agencies with an interest in safety.
- Palmerston North, through the Safety Advisory Board (SAB), was reaccredited as a 'Safe City' under the Safe Communities Foundation.
- The City Ambassadors programme is an initiative designed by the SAB. This runs during the summer months from December to March. The city ambassadors are inducted by the police and have a direct line to the police in the community. Their primary purpose is to patrol the city centre and assist the public with inquiries. They present as welcoming city hosts, but also assist with crime prevention and crime reporting. There have been three cycles of the programme so far.
- It is unclear whether the City Ambassadors programme is achieving its stated goals.
- The SAB has reviewed its strategic and agreed a broader scope in comparison to previous years, with the overall outcome being 'Palmerston North is a Safe Community'.

The priority areas are:

- Crime;
- Connectedness and resilience;
- Youth;
- Housing;
- Healthy lifestyles;
- Education;
- Employment and income.

### *Civil Defence emergency Management*

- Council is a member of the Manawatū-Wanganui Civil Defence Emergency Management (CDEM) Group, which is based on regional boundaries and combines local councils, emergency services, health boards, Defence and the Ministry of Social Development. The CDEM group coordinates a regional approach to emergency management, overseen by the National Emergency Management Agencies (NEMA).
- In 2019 a survey was commissioned by the Manawatū-Wanganui CDEM to measure the regional communities' preparedness for, and resilience to emergency events. The survey found overall perception of preparedness in Palmerston North was lower than the regional average.

- Council is minimally meeting the CDEM goals which feed into the national plan. The goals are:
  - Reduce risks from hazards to acceptable levels;
  - Communities are aware of the hazardscape, are prepared and empowered to respond and recover from an emergency;
  - Agencies are aligned, prepared and able to provide an effective response to an emergency;
  - Communities and agencies can effectively recover from an emergency.
- The Emergency Operations Centre (EOC) is operating out of a newly purpose-built facility that meets legal specifications. This space is shared by Horizons and central government agencies.

#### *Animal management and environmental health*

- Work in this area is focused on maintaining compliance, as council's role and responsibilities are prescribed by legislation. The areas where Council has exercised some discretion are set out in Council bylaws and policies which are mentioned at the top of this document.
- Council delivers a regulatory response to safety concerns regarding:
  - Sale and supply of alcohol;
  - Stray and aggressive dogs;
  - Food and other commercial premises; and
  - Gambling;
- The number of dogs in the City is continuing to grow as Palmerston North experiences population growth.
- In 2019 Council's pound was renovated to meet the Ministry of Primary Industries code of welfare temporary housing of companion animals. Only dogs and sometimes livestock are housed temporarily in the Council pound.
- Council's animal management focus is predominantly on legislative compliance for dogs. Council educational programmes are focused on dogs and delivered at various community events and ad hoc outreach programmes.
- Council has successfully rehomed many dogs through its social media outreach programme, as well as working with community organisations.
- Council is a 'recognised agency' under the Food Act 2014.
- Council delivers a regulatory response to nuisance concerns regarding:
  - Keeping animals; and
  - Excessive noise.
- Council receives requests for cat traps, and these are issued when the Council is satisfied with the course of action the person will take after trapping a cat. From 01 July 2018 to 9 June 2020, 220 cat traps were issued by Council.

What do we want to achieve?	What actions will we take to get there?		
<p>Council supports SAB to be an expert local body, made up of members who are part of the network of programme developers and implementers contributing towards safety outcomes in the areas SAB have prioritised.</p> <p>Rangitāne o Manawatū are represented on the SAB.</p> <p>Council supports the SAB to fulfil the reaccreditation process in 2024 to maintain Palmerston North's Safe City Accreditation.</p> <p>High-level insights and gaps identified by the SAB in the areas they prioritised for safety outcomes are conveyed to relevant Council committees.</p> <p>Council meets the CDEM goals to the standard required by legislation</p> <p>Council meets a high level of compliance regarding its regulatory responses.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in safe community initiatives.</p> <p>Council delivers a consistent educational programme about dogs that is relevant and effective to the community.</p> <p>Council understands where the key cat colonies are in Palmerston North that are causing issues, with a view to developing options to approach these issues.</p>	Ongoing actions	Completion date	Involvement of partners
	Co-ordinate and facilitate the SAB, and the process to seek the Safe City reaccreditation in 2024	All 2021/2022	New Zealand Police
	Support the delivery of the 'crime prevention cameras' (CCTV) programme through the Safety Advisory Board		
	Implement the solutions to achieve CDEM goals to a standard required by legislation		
	Implement educational programme about dogs and other animals (within scope of Animal and Bees bylaw)		
	Engage an animal welfare community organisation to deliver cat management education and cat management plan	2022/2023	
	Provide regulatory services. <ul style="list-style-type: none"> <li>• Implement the Dog Control Bylaw</li> <li>• Implement the Animal and Bees Bylaw</li> <li>• Implement the Signs and Public Places Bylaw</li> <li>• Implement the Alcohol Control Bylaw</li> </ul>	2022/2023	
	New and one-off actions	Start date	Involvement of partners
	Build a fit-for-purpose animal shelter to replace the dog pound	2023/2024	
	Complete a study to understand where the key cat colonies are in Palmerston North	2021/2022	



**DRAFT**

**10 year plan: Climate change plan**

**(July 2021-June 2024)**



## **Climate change and Council's strategic goals**

The Palmerston North City Council vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The Climate change plan primarily contributes to the Palmerston North City Council's goal of becoming an Eco city. The plan describes Council's activities for the first three years of the 2021-2031 10-Year Plan.

## **Council priorities**

The priorities of Goal 4: An eco city are:

1. Respect and Enhance the mauri of the Manawatū River
2. Work with the community to reduce carbon emissions
3. Regenerate native biodiversity
4. Invest in infrastructure that services to protect, enhance and preserve the environment
5. Use Council's legislative powers and policies to ensure urban development is sustainable now and into the future
6. Educate the community, in particular, property owners, on the benefits of investing in sustainable building design and green buildings
7. Demonstrate leadership and best practice by developing and implementing an environmental sustainability plan for the Council, Council-run events, and facilities

## **Purpose of the Climate change plan**

The Long-term Plan levels of service for this plan are:

- Foster sustainable practices and behaviours so that city residents and organisations become more sustainable
- Develop policies and plans and work with city stakeholders to achieve the target of a 30% reduction in greenhouse gas emissions by 2031 and continue to reduce greenhouse gas emissions from Council's own activities

## **Links with other plans**

The actions of all other Council plans continue to the achievement of this plan. This is because all Council activities have an impact on carbon emissions. Most of Palmerston North's emissions come from transport, land-use, housing, and commercial/industrial activities. Consequently, the actions in the City growth plan, Economic development plan, Transport plan, and Environmental sustainability plan are particularly relevant.

Climate change is expected to create significant challenges for the city, particularly in the areas of water supply resilience and stormwater management. Adapting to these challenges is covered in the Waters Plan.

**Rangitāne o Manawatū partnership**

Council will work in partnership with Rangitāne o Manawatū and:

- Provide support to Rangitāne o Manawatū to achieve their own climate change aspirations
- Work with Rangitāne o Manawatū to understand the impacts climate change may have on Māori

These commitments will guide the implementation of all aspects of this plan.

**Council documents that contribute to this plan**

The implementation of this plan is shaped by these Council-adopted documents:

- Palmerston North City Council Emissions Inventory Report
- Palmerston North City Council Emissions Management and Reduction Plan
- Palmerston North Low Carbon Roadmap

**Measures of success**

Council will monitor these measures of success and report on these through the City Dashboards:

- Decrease in Council's total organisational emissions
- Decrease in citywide emissions

## Introduction

The climate is changing, bringing changes to long-term weather patterns and increasing the frequency of drought and flooding. The purpose of this plan is to understand the impacts of climate change and to reduce Council and citywide greenhouse gas emissions.

## Where are we now?

- The climate is changing as a result of human greenhouse gas emissions.
- The pace of future change is uncertain, but climate change is likely to have significant impacts on the frequency and severity of droughts and flooding in our region.
- The impacts of future climate change can be mitigated by reducing greenhouse gas emissions (predominantly carbon dioxide and methane).
- New Zealand Parliament passed the Climate Change Response (Zero Carbon) Amendment Bill in late 2019, setting a national target of net zero carbon emissions by 2050.
- Palmerston North City Council has substantially reduced its annual emissions by 5,200 tonnes carbon dioxide equivalent (tCO<sub>2</sub>e), or 20%, since it first began monitoring in 2016, with additional benefit of operational cost savings in many cases. For example, LED street lighting.
- In 2018, a citywide emission's inventory<sup>1</sup>, found that Palmerston North emits roughly 500,000tCO<sub>2</sub>e each year, or approximately 5.7 tonnes per person.
- Council has built upon this inventory and developed an emissions model which predicts citywide emissions out to 2050 under a wide range of scenarios.
- Following the release of the 'Palmy Climate Calculator' to the public, Council developed a 'Low Carbon Roadmap', which breaks down the 2050 net zero target into a series of actions and interim targets.

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<sup>1</sup> Palmerston North City Community Carbon Footprint 2016/17

What do we want to achieve?	What actions will we take to get there?		
<p>Reduce Council's organisational greenhouse gas emissions.</p> <p>Rangitāne o Manawatū achieve their own climate change aspirations.</p> <p>Work with residents and other city partners to implement the 'Low Carbon Roadmap' and reduce citywide emissions.</p> <p>Work with Horizons Regional Council, mana whenua, and other regional partners to assess and adapt to climate change vulnerability.</p>	<b>Ongoing actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	Monitor, and have externally audited, PNCC greenhouse gas emissions	All 2021/2022	Toitu Carbonreduce Programme.
	Prepare a Council Emissions Management and Reduction Plan		
	Maintain citywide emissions model and monitor citywide emissions		
	Estimate emissions impact of all major Council decisions		
	Investigate options for further carbon reductions through the asset management process		
	Implement the Palmerston North Low Carbon Roadmap		
	Provide technical support to Rangitāne o Manawatū to achieve their own climate change aspirations	All 2021/2022	Rangitāne o Manawatū
	Work with Rangitāne and the wider Māori community to understand the additional impacts climate change may have on Māori		
	Provide technical and other support to Rangitāne o Manawatū to achieve their own climate change aspirations		
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Collaborate with regional partners to better understand climate change vulnerability and develop a coordinated adaptation response	2021/2022	Horizons Regional Council, and other territorial authorities within the region
	Create a 'low carbon fund' to allow Council the flexibility to respond to opportunities to reduce organisational emissions and, where possible, costs		Rangitāne o Manawatū, Massey University,
	Complete a feasibility study to determine process, actions and time required for PNCC to be carbon neutral	2021/2022	Toitu Carbonreduce Programme.

**DRAFT**

## **10 Year Plan: Environmental sustainability plan**

**(July 2021-June 2024)**

**Chapters:**

**Sustainable practices**

**Biodiversity**





## Council goals

The Palmerston North City Council vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The Environmental Sustainability Plan primarily contributes to the Palmerston North City Council's goal of becoming an Eco city. The plan describes Council's activities for the first three years of the 2021-2031 10-Year Plan in two chapters: **Sustainable practices** and **Biodiversity**.

## Council priorities

The priorities of Goal 4: An eco city are:

1. Respect and enhance the mauri of the Manawatū River
2. Work with the community to reduce carbon emissions
3. Regenerate native biodiversity
4. Invest in infrastructure that services to protect, enhance and preserve the environment
5. Use Council's legislative powers and policies to ensure urban development is sustainable now and into the future
6. Educate the community, in particular, property owners, on the benefits of investing in sustainable building design and green buildings
7. Demonstrate leadership and best practice by developing and implementing an environmental sustainability plan for the Council, Council-run events, and facilities

## Purpose of the plan

The Long-term Plan levels of service for this plan are:

- Work with iwi and community groups to re-establish bush, particularly along waterways, and to control introduced predators
- Foster sustainable practices and behaviours so that city residents and organisations become more sustainable

## Links between this plan with other goals

The actions in the Water Plan also contribute to the achievement of this plan. This is because Council's efforts in improving stormwater and wastewater management have an impact on the water quality of the Manawatū River and our urban streams, and hence will help improve native biodiversity.

The actions of this plan also contribute to the achievement of the Climate and Waste Plans. This is because many actions in this Sustainable Practices Chapter of this plan are targeted at assisting the public reduce waste to landfill and improve energy efficiency (hence reducing carbon emissions).

## Rangitāne o Manawatū partnership

Council will work in partnership with Rangitāne o Manawatū and:

- support Rangitāne o Manawatū in the retention and expression of mātauranga Māori and Rangitānenuiarawa<sup>1</sup>
- identify and pursue shared environmental aspirations
- strengthen Māori community involvement in biodiversity projects

These commitments will guide the implementation of all aspects of this plan.

### **Council policies, bylaws and other documents that contribute to this plan**

The implementation of this plan is shaped by these Council-adopted documents:

- Waste Management and Minimisation Bylaw
- Waste Management and Minimisation Plan
- Water Supply Bylaw
- Trade Waste Bylaw
- Stormwater Drainage Bylaw
- Dangerous and Insanitary Buildings Policy
- Water Conservation Management Plan
- City Wide Vegetation Framework
- Waste Management and Minimisation Bylaw
- Waste Management and Minimisation Plan
- Urban Cycleway Master Plan
- Water Supply Bylaw
- Water Conservation Management Plan
- Trade Waste Bylaw
- Stormwater Drainage Bylaw

### **Measures of success**

Council will monitor these measures of success and report on these through the City Dashboards:

- Increase in consultations by Eco Design Advisor
- Increase in schools and learning centres participating in Enviroschools Programme
- Increase in sustainable living education seminars
- Improvement in Council's environmental performance (e.g. per capita / average basis) in terms of:
  - Energy Efficiency
  - Water Consumption
  - Waste Generation

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<sup>1</sup> Rāngitanenuiarawa is the Rangitāne expression of kaitiakitanga, or customary authority and guardianship, and affirms their customary leadership in ensuring the health and regeneration of their tribal rohe,

- Waste Diversion
  - Carbon emissions from transportation
- Increase in native birds
- Increase of native canopy cover
- Decrease in predators
- Improvement in water quality

## Sustainable practices chapter

### Introduction

There are opportunities for individuals and organisations to incorporate more sustainable practices into the way we live. 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. The Council can make these choices alongside the Palmerston North community.

The purpose of this chapter is for the local community, and especially property owners, to understand the benefits of investing in sustainable building design and green buildings. We want Council to role-model sustainable practices and to share lessons learned with local communities.

### Where are we now?

- Council fosters sustainable practices and behaviours so that city residents and organisations become more sustainable.
- Council supports community groups to foster sustainable practices through Strategic Priority Grants.
- Council supports the Horizons Regional Council in delivering the ‘Enviroschools’ programme in schools and early childhood centres that are centred around living landscapes, zero waste, energy, water, and ecological design of buildings.
- The Eco Design Advisor programme provides free advice to residents on how they can make their homes warmer and drier while also reducing their power bills and environmental footprint. It is subscribed to and rated highly positively by users.
- Events held on Council land and/or funded by Council aim to be “zero waste”. Council works with the organisers of events such as *Festival of Cultures* to switch to compostable tableware and to guide public patrons to separate waste at source. Thus, reduced cross-contamination and increasing diversion rates of recyclable materials and compostable waste from landfill.
- Council facilitated provision of electric vehicle charging stations in convenient locations in the City Centre.
- Procurement guidance documents detailing sustainable procurement criteria covering environment, social and economy have been developed.
- Council’s 2020 Vehicle Fleet Renewal Programme has begun rationalising the Council’s vehicle fleet, including the incorporation of electric vehicles as budget allows.
- Council has reviewed workplace travel management plan, encouraging more staff to carpool and use active transport to commute to work.
- Monitoring of sustainability outcomes are ad-hoc and sporadic.

What do we want to achieve?	What actions will we take to get there?		
<p>Environmental education targeting schools, ECE and members of the public are effectively delivered toward achieving Council’s goal for Palmerston North to become an Eco City.</p> <p>Council staff internalise best practices in sustainability in day-to-day decision making, activities and operations towards reducing impacts on the environment (air, water, and land) in a cost-effective manner.</p> <p>Council continues to improve on sustainable practices, and to share lessons learned with partners and stakeholders in the community and commercial sector.</p> <p>Council uses modern ‘smart city’ practices to allow cost-effective outcome monitoring.</p> <p>Council initiatives reflect mātauranga Māori and Rangitānenuiarawa.</p>	Ongoing actions	Start date	Involvement of partners
	Provide support to environmental groups through Strategic Priority Grants	All 2021/2022	Environment Network Manawatū (ENM) and member groups
	Provide free independent advice to residents about how to make their homes more sustainable through the ‘Eco Design Advisor’ service		
	Monitor the energy use of Council facilities		EECA
	Collaborate with Massey University to research local sustainability issues		Massey University
	Implement sustainable practices throughout the Council		
	Continue rationalising the Council’s vehicle fleet, including the incorporation of electric vehicles		
	Prepare a bi-annual city sustainability report		Environment Network Manawatū (ENM) and member groups
	New and one-off actions	Completion date	Involvement of partners
	Work with community partners to deliver sustainable education outcomes	2021/2022	ENM and member groups, Horizons Regional Council
	Develop implementation framework and guidelines to internalise and implement sustainable practices across all Council activities, including energy efficiency and conservation, waste management and minimisation, and water use and conservation, and sustainable transport	2021/2022	EECA WaterNZ WasteMinz NZTA
	Document and disseminate lessons learned from Council’s sustainability journey, including case studies demonstrating best practices	2023/2024	Council Controlled Own Organisations Chamber of Commerce ENM and member groups
	Utilise IoT devices to allow more cost-effective monitoring of sustainable outcomes	2021/2022	
	Support iwi led wānanga on environmental sustainability		

## Biodiversity chapter

### Introduction

Horizons Regional Council and the Department of Conservation lead action to increase local biodiversity. We also have a role to protect nature in the urban environment. The purpose of this chapter is to regenerate native biodiversity and for communities to take part in and learn from biodiversity initiatives.

### Where are we now?

- Almost all (98%) of the original bush cover of the Manawatū has been cleared.
- As a consequence of habitat loss and introduced predators (including rats, mustelids, possums, and wild and domestic cats), many species have significantly declined or even become extinct (some globally, some only locally).
- Intensive pest control of the Turitea Reserve and other bush remnants has reversed species decline, with a significant improvement in bush vitality and native fauna within the managed area. This has had a broader impact as well, with some native birdlife (particularly Tui) noticeably increased across the rohe.
- Community predator control projects have continued to grow in number and scale.
- The 'Green Corridors' project has begun the process of creating a biodiversity corridor connecting the city with the Turitea Reserve.
- The Central Energy Trust Wildbase Recovery Centre has recently opened, providing members of the public to interact up-close with rare native wildlife.
- Fifteen habitats of local significance are protected in the District Plan.
- The City's urban streams are highly channelised and are in poor condition. In most cases, the area surrounding these streams are privately owned, and as such there is limited scope to introduce natural features such as wetlands or meanders.
- Many, but not all, of the city's streets contain street trees. More affluent and established streets have street trees. Less than 12% of street trees are native species.
- The Turitea windfarm is under construction.

What do we want to achieve?	What actions will we take to get there?		
<p>Mātauranga Māori is a fundamental foundation for understanding and managing indigenous species in Aotearoa New Zealand and is incorporated into Council practice.</p> <p>Council initiatives reflect mātauranga Māori and Rangitānenuiarawa.</p> <p>The Māori community are involved in city biodiversity projects.</p> <p>The urban environment provides opportunities for people to experience nature.</p> <p>Pests in the Turitea Reserve and adjacent forests are further suppressed, allowing those ecosystems to continue to recover.</p> <p>Where possible, locally extinct species are reintroduced.</p> <p>The Turitea Stream is connected to the river and city through an extensive green corridor network; native bird wildlife is increasingly established within the urban area.</p> <p>Community predator control is widespread, minimising the impact of introduced predators across the city.</p> <p>The city's urban waterways are attractive places to visit, and the mauri of these waterways is enhanced where practicable.</p> <p>More native-friendly species are planted within the city, providing year-round food sources for native wildlife.</p> <p>All Significant Natural Areas within the city boundary are identified and protected.</p> <p>The mauri of urban streams is enhanced, and native aquatic life is thriving.</p> <p>All streets have street trees, where practicable.</p> <p>Income from the Turitea Windfarm is used to invest in reserve development, with a priority for biodiversity related projects.</p> <p>There is increased biodiversity in Te Āpiti Manawatū Gorge (see the Manawatū River plan for details).</p>	<b>Ongoing actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	Develop an action plan for the long-term enhancement of the mauri of our urban streams	All 2021/2022	Rangitāne o Manawatū, Environment Network Manawatū and community member groups
	Monitor toutouwai reintroduction and develop plan for further translocations		Rangitāne o Manawatū, Massey University, Department of Conservation
	Support 'Predator Free Palmerston North' community efforts		Rangitāne o Manawatū, Predator Free Community Groups
	Enhance freshwater bodies such as wetlands and urban streams, and provide more opportunities for people to interact with these sites		
	Implement Hei Manga Oranga – Urban waterways programme		
	Control animal and plant pests in Council reserves		
	Restore biodiversity in the Stoney Creek Catchment		Stoney Creek Catchment Care Group, New Zealand Landcare Trust, Environment Network Manawatu, Rangitāne o Manawatū
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Expand the green corridors programme to allow for the increased maintenance requirements	All 2021/2022	Green Corridors, Horizons Regional Council, Environment Network Manawatu
	Plant native bird friendly trees in Council reserves and roadsides, where appropriate		
	Give effect to the requirements of the National Policy Statement for Indigenous Biodiversity by identifying and protecting Significant Natural Areas, and responding to the 10% native forest cover target		
	Collaborate with Massey University on its Botanical Gardens biodiversity project		

**DRAFT**

**10 year plan: Manawatū River plan**

**(July 2021-June 2024)**





## **Council goals**

The Palmerston North City Council vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The Manawatu River Plan primarily contributes to the Palmerston North City Council's goals of an Eco city and a Creative and exciting city. The plan describes Council's activities for the first three years of the 2021-2031 10-Year Plan.

## **Council priorities**

The priorities of Goal 4: An eco city are:

1. Respect and Enhance the mauri of the Manawatū River
2. Work with the community to reduce carbon emissions
3. Regenerate native biodiversity
4. Invest in infrastructure that services to protect, enhance and preserve the environment
5. Use Council's legislative powers and policies to ensure urban development is sustainable now and into the future
6. Educate the community, and especially property owners, on the benefits of investing in sustainable building design and green buildings
7. Demonstrate leadership and best practice by developing and implementing an environmental sustainability plan for the Council, Council-run events, and facilities

## **Purpose of the Manawatū River plan**

The Long-term Plan levels of service for this plan are:

- Understand the relationship Rangitane o Manawatū has with Manawatu River
- Increase use of the Manawatū River environment for passive and active recreation
- Increase the health and amenity of the river environment through increased biodiversity

## **Links with other plans**

The Manawatu River Plan includes environmental improvement actions that link to achieving Goal 4: an Eco City, however it strongly contributes to Goal 2: A creative and liveable city. This is because delivery of the actions will improve the vibrancy of the urban environment thereby making the City a more attractive place to live and play.

As the River is one of the foremost geographical features in the City it is the focus of a range of Council initiatives. As such it has links to all plans and most chapters within them.

However, in the context of Goal 2 and 4 it can be most directly linked to:

- The Active Communities Plan
- The Environmental Sustainability Plan
- The Transport Plan
- The City Shaping Plan

### **Rangitāne o Manawatū partnership**

Council will work in partnership with Rangitāne o Manawatū and:

- acknowledge the River is a significant cultural feature in the rōhe of Rangitāne o Manawatū
- collaborate and partner with Rangitāne o Manawatū on activities along and within the River
- provide opportunities for Rangitāne o Manawatū to be involved in project delivery to achieve the best outcomes for the River
- support Rangitāne o Manawatū in the retention and expression of mātauranga Māori and Rangitānenuiarawa<sup>1</sup>

These commitments will guide the implementation of all aspects of this plan.

### **Council documents that contribute to this plan**

The implementation of this plan is shaped by these Council-adopted documents:

- Dog Control Policy
- Manawatū River Framework
- Manawatu River Wayfinding Strategy
- Palmerston North City District Plan
- Reserve and Walkway Naming Policy
- Signs and Use of Public Spaces Bylaw
- Smokefree Outdoor Areas Policy
- Sun Protection Policy
- Use of Public Space Policy
- Victoria Esplanade Masterplan

### **Measures of success**

Council will monitor these measures of success and report on these through the City Dashboards:

- Increase in the public use of the river environment
- Increase in native planting and observed biodiversity improvements in suitable locations in the river environment
- Greater connectivity of features within the Manawatū River Park

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<sup>1</sup> Rāngitanenuiarawa is the Rangitāne expression of kaitiakitanga, or customary authority and guardianship, and affirms their customary leadership in ensuring the health and regeneration of their tribal rohe

## Introduction

The Manawatū River is a significant natural and cultural feature of our city. Implementation of the Manawatū River Framework guides the development of the river environment. The purpose of this chapter is for the Manawatū River to be a cultural, environmental and recreation resource which is connected with all aspects of city life.

## Where are we now?

- The Manawatū River occupies a length of 42km between the eastern (Te Āpiti) and western (Longburn) boundaries of the Palmerston North territorial area and is predominately managed by Horizons Regional Council, however Council is actively involved as the main adjoining landowner of parks along the true right (northern) bank of the City section.
- A huge amount has been achieved along the river through the ongoing delivery of the Manawatū River Framework in the last three years ranging from plenty of activations (such as community bonfire events), Rangitāne o Manawatū collaborations (such as the Urban Eels Platform near the mouth of the Turitea Stream) and the shared path extension to Linton.
- The most notable achievement has been the opening in mid-2019 of the \$19m He Ara Kotahi Bridge near the Victoria Esplanade which has attracted huge interest from local residents with over 600,000 visitors in its first 12 months of operation.
- There is now over 21km of shared path available for public use of which 11km has a limestone surface, 10km has a tarseal ('hotmix') surface and 1km has a concrete surface.
- The He Ara Kotahi Bridge (190m long) and the associated shared path extension (over 7km) on the true left bank of the river from Fitzherbert Bridge to the end of Bells Road in Linton were opened in mid-2019.
- Access for water recreation has been significantly improved at Ahimate Park and this has resulted in a large increase in swimming in that area.
- Rangitāne o Manawatū is increasingly involved in working with Council on a range of projects in order to provide better expression of interwoven history with the awa.
- The river is a changeable and often volatile natural feature with regular flood events so any form of development or public event, including biodiversity enhancement, needs to be carefully considered.
- There is a good level of access to and along the river within the city reach, however it remains a disconnected system as there is a significant gap in the rural area where the shared path link to Ashhurst between Te Mātai Road and Raukawa Road is not yet complete.
- There are ongoing conflict issues between users of the shared path network, most notably between cyclists and dog walkers, and while Council has sought to address this conflict via a passive 'courtesy and respect others' approach there remains a need for more education.

What do we want to achieve?	What actions will we take to get there?		
<p>The Manawatu River Framework is delivered.</p> <p>Council understands the contribution the Manawatū River makes to the City as its key cultural, environmental and recreation resource.</p> <p>Rangitāne o Manawatū is involved in all aspects of planning and delivery of Manawatū River projects and services.</p> <p>There is increased use of the river environment by the public for active and passive recreation.</p> <p>There is a biodiversity corridor extending along the river environment and the tributaries to it (notably the Mangaone, Turitea and Kahuterawa Streams) for amenity and water quality improvement reasons where this does not compromise the integrity of the flood protection system.</p> <p>There are recreation opportunities along and within the river</p> <p>Transport and car parking by the River are managed effectively.</p> <p>There are opportunities for rongoā (connecting people to the whenua through traditional medicine) and māra kai (food garden) within the Manawatu River Park</p> <p>Access to and along the river is as easy as possible for the public, with wayfinding signage and physical works that provide for all abilities</p> <p>Legal access agreements along the true right bank (northern side) of the River are secured and extend the shared path from the City to Ashhurst.</p> <p>The River is a core city destination.</p> <p>Te Āpiti is the gateway to the Manawatū River Park and is the leading area for the appreciation of biodiversity and provision of an outstanding recreation and cultural experience.</p>	Ongoing actions	Start date	Involvement of partners
	Make biodiversity improvements to Te Āpiti Manawatū Gorge	2021/2022	Te Āpiti Gorge Governance Group
	Implement Manawatū River Framework <ul style="list-style-type: none"> <li>• Marae Tarata Development Plan</li> <li>• Hokowhitu Lagoon Development Plan</li> <li>• Bridge Lighting</li> <li>• Key entranceways (Esplanade, Albert St, Raukawa Rd, Ashhurst Domain)</li> <li>• Land purchases and shared path extensions</li> </ul>		Rangitāne o Manawatū Environment Network Manawatū Private landowners affected
	New and one-off actions	Completion date	Involvement of partners
	Te Motu o Poutoa - Reserve Development	2023/24	Rangitāne o Manawatū
	Te Motu o Poutoa – Purchase of entranceway land		Rangitāne o Manawatū Massey University
	Review and update the Manawatū River Framework	2022/2023	Rangitāne o Manawatū
	Implement the Victoria Esplanade Masterplan	2023/24	Rangitāne o Manawatū Esplanade User Group Forum
	Implement the Ashhurst Domain Masterplan		Rangitāne o Manawatū
	Implement Te Āpiti Manawatu Gorge Masterplan	2022/23	Rangitāne o Manawatū Te Āpiti Gorge Governance Group
	Provide lighting around shared path loop between Fitzherbert Bridge and He Ara Kotahi Bridge		Rangitāne o Manawatū
	Light the Manawatū River Park		

**DRAFT**

**10 year plan: Resource recovery plan**

**(July 2021-June 2024)**



## **Resource recovery and Council's strategic goals**

The Palmerston North City Council vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The Resource Recovery Plan primarily contributes to the Palmerston North City Council's goal of an Eco city. The plan describes Council's activities for the first three years of the 2021-2031 10-Year Plan.

## **Council priorities**

The priorities of Goal 4: An eco city are:

1. Respect and Enhance the mauri of the Manawatū River
2. Work with the community to reduce carbon emissions
3. Regenerate native biodiversity
4. Invest in infrastructure that services to protect, enhance and preserve the environment
5. Use Council's legislative powers and policies to ensure urban development is sustainable now and into the future
6. Educate the community, and especially property owners, on the benefits of investing in sustainable building design and green buildings
7. Demonstrate leadership and best practice by developing and implementing an environmental sustainability plan for the Council, Council-run events, and facilities

## **Purpose of the Resource recovery plan**

The Long Term Plan levels of service for this plan are:

- Ensure the city's solid waste is adequately and affordably managed
- Maximise the proportion of waste diverted from landfill (e.g. through recycling and composting)
- Manage hazardous waste in an environmentally responsible manner.

## **Rangitāne o Manawatū partnership**

Council will work in partnership with Rangitāne o Manawatū and:

- reflect mātauranga Māori and Rangitānenuiarawa in resource recovery activities <sup>1</sup>

This commitment will guide the implementation of all aspects of this plan.

## **Council documents that contribute to this plan**

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<sup>1</sup> Rāngitānenuiarawa is the Rangitāne expression of kaitiakitanga, or customary authority and guardianship, and affirms their customary leadership in ensuring the health and regeneration of their tribal rohe.



The implementation of this plan is shaped by these Council-adopted documents:

- Waste Management and Minimisation Bylaw
- Waste Management and Minimisation Plan

**Measures of success**

Council will monitor these measures of success and report on these through the City Dashboards:

- Decrease in per capita volume of waste sent to landfill
- Increase in the proportion of waste diverted from landfill (target 48% by 2025)

## Introduction

The Waste Minimisation Act 2008 requires Council to adopt a Waste Management and Minimisation Plan (WMMP). The WMMP describes how the Council will manage and minimise waste effectively and efficiently. The Council adopted its WMMP in December 2019.

The WMMP is the foundation of the Resource Recovery Plan. The purpose of this plan is to reduce the impact of waste on our environment. Less waste will go to landfill and we will reuse, recover and recycle more materials.

## Where are we now?

- Council provides a range of waste management and minimisation services to the city through a combination of rates and user fees. These services include:
  - Public litter and recycling collection bins, emptied weekly
  - Weekly kerbside waste collection
  - Weekly kerbside recycling collection (comingled and glass collections alternating weekly)
  - Recycling drop-off centres. The Ferguson Street Recycling Centre accepts recycling and e-waste, carseats, and household motor oil. The Awapuni Resource Recovery Park accepts recycling and green waste. The Ashhurst Transfer Station accepts recycling and green waste.
  - A single transfer station at Ashhurst, which accepts general waste.
  - A commercial recycling collection and food waste collection service for local businesses, including a weekly comingled recycling collection, on-call collection of glass recycling, and a daily food waste collection.
- Council enforces the Litter Act, taking action against those that dump rubbish illegally, also known as fly-tipping.
- Council provides education programmes on what can be recycled, and how to effectively reduce waste.
- Approximately 30% of the city uses the Council's kerbside waste collection service; many households use a wheeled-bin waste collection service provided by commercial waste collectors.
- The Waste Assessment 2018 found that in 2017 Palmerston North sent just over 45,000 tonnes of waste to landfill, of which 48% could have been reused, recovered, recycled or composted.
- The single largest type of waste (by weight) that can potentially be diverted from the waste stream is timber. The next largest type of waste going to landfill is organic waste, with food waste present across all kerbside rubbish collection systems.
- Households using larger wheeled-bin collection services discard more food and green waste than those using small bins or the Council's bag service.

What do we want to achieve?	What actions will we take to get there?		
<p>The amount of waste that is sent to landfill is minimised (the goal of the WMMP).</p> <p>The community is committed to minimising waste sent to landfill.</p> <p>The community considers, and where appropriate implements, new initiatives and innovative ways to assist in reducing, reusing and recycling wastes.</p> <p>Resource recovery activities minimise environmental harm and protect public health.</p> <p>Resource recovery activities reflect mātauranga Māori and Rangitānenuiarawa.</p> <p>[The Council has set the following target for its Waste Management and Minimisation Plan: increase the proportion of waste diverted from landfill from 38% to 48% by 2025.]</p>	Ongoing actions	Start date	Involvement of partners
	Enforce the Litter Act against those that dump waste illegally (including fly tipping) and work with community groups to identify and address problem areas	All 2021/2022	Environment Network Manawatū Manawatū District Council
	Maintain current education and engagement with community and identified target groups		
	Communicate and promote the introduction of new or changed services		
	Establish a community-led zero-waste action group to deliver project areas prioritised and planned by the community		Rangitāne o Manawatū Environment Network Manawatū
	Work in partnership with Rangitāne o Manawatū and other regional partners to ensure culturally appropriate waste management methods where possible, particularly relating to bio-solids		
	Maintain existing kerbside waste and recycling collections		
	If supported by investigation (separate action above), introduce a city-wide weekly kerbside food waste collection service for residential households (user-pays for non-residential customers)	2023/2024	Environment Network Manawatū
	Promote use of existing services for garden waste (e.g. home composting, drop-off centres, private collections)	2021/2022	
	Provide additional recycling collection services to non-residential customers to accommodate their needs	2021/2022	
	Trial a programme providing for the recycling of mattresses	2022/2023	
	Maintain Awapuni Resource Recovery Park and existing resource drop off points (RDOPs)	2021/2022	
	Advocate to central government for more extended producer responsibility to address problem waste streams at the source.	2021/2022	
	Work closely with mana whenua, community groups and the private sector to progress opportunities for increased waste diversion	2021/2022	
	Continue to improve internal data collection and analysis, and identify trends over time	2021/2022	
	Maintain existing public space rubbish and recycling bins	2021/2022	

	Establish a competitive fund for waste minimisation projects	2021/2022	
	Provide opportunity for annual hazardous waste disposal (Hazardous Waste Day)	2021/2022	
	Establish a polystyrene recycling programme	2021/2022	
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Review Council's procurement policy to require lower-waste Council purchasing.	2023/2024	
	Investigate options to remove food waste from the residual waste stream, including reduction of food waste, home composting and kerbside food waste collection.	2021/2022	Environment Network Manawatū
	Investigate provision of recycling services for difficult materials.	2022/2023	
	Investigate the potential for Council to support non-profit early childhood education facilities and schools (primary, intermediate and secondary) to enable them to divert more from landfill	2021/2022	
	Investigate establishing a new drop off site for recycling and green waste in Whakarongo/Kelvin Grove to serve urban growth	2022/2023	
	Investigate the establishment of a construction and demolition waste processing service (with associated collections), aiming to divert at least one third of this waste currently going to landfill.	2022/2023	
	Complete Waste Assessment to support review of the Waste Management and Minimisation Plan	2022/2023	
	Review Waste Management and Minimisation Plan	2023/2024	
	Review the Waste Management and Minimisation Bylaw	2021/2022	
	Implement a licensing system for commercial waste collectors under the Waste Management and Minimisation Bylaw	2021/2022	
	Introduce material limits for commercial waste collectors	2022/2023	
	Establish a community-led zero-waste action group to deliver project areas prioritised and planned by the community	2021/2022	Rangitāne o Manawatū Environment Network Manawatū
	If supported by investigation (separate action above), introduce a city-wide weekly kerbside food waste collection service for residential households (user-pays for non-residential customers)	2023/2024	Environment Network Manawatū

	Trial a programme providing for the recycling of mattresses	2022/2023	
	Establish a competitive fund for waste minimisation projects	2021/2022	
	Provide opportunity for annual hazardous waste disposal (Hazardous Waste Day)	2021/2022	
	Establish a polystyrene recycling programme	2021/2022	

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## **10 Year Plan: Waters**

**(July 2021 – June 2024)**

**Chapters:**

**Wastewater**

**Water supply**

**Stormwater**



## **Waters and Council's strategic goals**

The Palmerston North City Council (Council) vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The Waters Plan primarily contributes to the Palmerston North City Council's goal of an Eco city. The Plan describes Council's activities for the first three years of the 2021-2031 10-Year Plan in three chapters: **Wastewater**, **Water supply** and **Stormwater**. Significant reform has been proposed for the future management of the three waters. The Government is considering shifting the three waters management functions of councils to new regional entities. If the reforms proceed, the role of Council in managing three waters infrastructure could be significantly changed.

## **Council priorities**

The priorities of Goal 4: An eco city are:

1. Respect and Enhance the mauri of the Manawatū River
2. Work with the community to reduce carbon emissions
3. Regenerate native biodiversity
4. Invest in infrastructure that serves to protect, enhance and preserve the environment
5. Use Council's legislative powers and policies to ensure urban development is sustainable now and into the future
6. Educate the community, and especially property owners, on the benefits of investing in sustainable building design and green buildings
7. Demonstrate leadership and best practice by developing and implementing an environmental sustainability plan for the Council, Council-run events, and facilities

## **Purpose of the Waters plan**

The 10 Year Plan levels of service for this plan are:

- Council provides stormwater services to protect buildings from inundation from flooding in major events
- Council provides wastewater services for the safe collection, treatment and disposal of the city's wastewater
- Council provides water services for the provision of safe and readily available water

## **Links with other plans**

The actions in this Plan also contribute to the achievement of the City growth plan, and the priority 'Create and enable opportunities for employment and growth' and 'Provide infrastructure to enable growth and a transport system that links people and opportunities'.



### **Rangitāne o Manawatū partnership**

Council will work in partnership with Rangitāne o Manawatū and:

- collaborate with Rangitāne o Manawatū on the wastewater Best Practicable Option review [note – this will expand to include other iwi as the selection of the preferred option progresses]
- collaborate on urban waterway improvement projects
- Rangitānenuiarawa<sup>1</sup> is reflected in the city's approach to water management

These commitments will guide the implementation of all aspects of this plan.

### **Council documents that contribute to this plan**

The implementation of this plan is shaped by these Council-adopted documents:

- District Plan
- Stormwater Bylaw
- Trade waste Bylaw
- Wastewater Bylaw
- Water Supply Bylaw

### **Measures of success**

Council will monitor these measures of success and report on these through the City Dashboards:

- A regional resource consent for wastewater discharge is lodged by June 2022
- The wastewater network has the capacity to function without failure in significant rainfall events
- Safe drinking water
- District Plan is updated to address stormwater detention, water sensitive design and restrict impervious surface by June 2024
- City-wide stormwater discharges are consented by Horizons Regional Council by June 2024

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<sup>1</sup> Rangitānenuiarawa is the Rangitāne expression of kaitiakitanga, or customary authority and guardianship, and affirms their customary leadership in ensuring the health and regeneration of their tribal rohe.

## Wastewater chapter

### Introduction

The purpose of this chapter is to for wastewater to be well managed, enhance the mauri of the Manawatū River and avoid adverse effects on the environment.

### Where are we now?

- As a member of the Manawatū River Leaders Accord, Council recognises its role in improving the health and mauri of the Manawatū River.
- Council has brought forward its wastewater resource consent review by five years to look at how the city can contribute to improving the health and mauri of the Manawatū River. A new resource consent must be lodged with Horizons Regional Council by June 2022.
- Council has an integrated district-wide wastewater network.
- A pressure sewer policy has been developed to be implemented in dedicated zones within Council's network.
- Wastewater from the city and its associated villages are treated at and discharged from the Totara Road Wastewater Treatment Plant.
- The wastewater treatment plant is fully compliant with its existing resource consent requirements.
- Rural properties are self-serviced for wastewater.
- Significant parts of the existing wastewater network are at capacity during major wet weather events, due to stormwater entering the network through damaged pipes and illegal discharges e.g. runoff from roofs being misdirected into wastewater pipes instead of stormwater pipes.
- Wastewater reticulation renewals and condition assessments are sufficient to keep up with current budgets, but a greater level of funding will be required to fully grasp the asset condition and renew critical parts of the network.
- A city-wide wastewater network model has been developed. Trade waste discharge monitoring and control of trade waste discharges is being carried out by Council. An online monitoring system has been commissioned to assist trade waste customers to monitor their flow, discharge quality and invoicing.
- The wastewater treatment plant is still performing well, but infrastructure is reaching its end of reasonable life and needs to be renewed.
- The wastewater treatment plant still needs to be maintained and kept reliable to maintain level of service until the Best Practicable Option (BPO) decision has been finalised.
- Council has commissioned cultural impact assessments from Rangitāne o Manawatū to inform decision making on infrastructure projects. E.g. Ashhurst Wastewater Treatment Plant Review.

- There is a 100% user pays charge for trade waste consent monitoring, inspection, treatment and conveyance costs.

What do we want to achieve?	What actions will we take to get there?		
	Ongoing actions	Start date	Involvement of partners
<p>Wastewater has a lesser impact on the health and mauri of the Manawatū River.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in all wastewater projects and initiatives.</p> <p>Council understands impact of flows and loads from large trade waste discharges.</p> <p>Council’s renewal planning and investment in wastewater infrastructure is based on a better understanding of the asset condition.</p> <p>Stormwater infiltration and inflow into the wastewater network is reduced.</p> <p>Wastewater infrastructure is provided to support urban growth.</p> <p>Wastewater infrastructure has improved resilience to natural disasters and mechanical failures.</p>	Develop, maintain, upgrade and renew wastewater infrastructure in accordance with legislative requirements	All 2021/2022	
	Initiate a city-wide stormwater infiltration and inflow reduction programme to identify defects in the wastewater network that are susceptible to stormwater entry and repair		
	Identify and remedy sources of stormwater entry from private property to the wastewater network		
	Introduce smart metering and online monitoring to provide more robust profiling of flows and loads from large trade waste discharges		
	Gain a better understanding of the condition of wastewater infrastructure to create clear direction on upgrades and renewals required		
	Renew and upgrade existing wastewater assets to maintain capacity and accommodate growth		
	Investigate and carry out the seismic strengthening of wastewater infrastructure	2022/2023	
	Operate and maintain pressure sewer systems vested in Council	2021/2022	
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Actively engage with Rangitāne and the community to identify a BPO for the treatment and disposal of the city’s wastewater	2021/2022	
	Lodge resource consent application for future discharge of the wastewater treatment plant	2021/2022	

## Water supply chapter

### Introduction

The provision of drinking water is an important public service. Unsafe drinking water can have negative effects on public health, economic wellbeing and the natural environment. The purpose of this chapter is for water supplies to be safe and readily available. Water services will protect, enhance and preserve the environment.

### Where are we now?

- The Government is implementing a package of reforms to the three waters regulatory system, including the establishment of Taumata Arowai, the new Water Services Regulator. The service delivery model for water supply is likely to change in future.
- Council owns and operates the infrastructure required to collect, treat and carry water within a defined water supply area. Water collection infrastructure consists of two dams at Turitea Reserve, 21 bores and pump stations, and 14 reservoirs. The Turitea Water Treatment Plant treats water collected in the dams.
- Water is generally readily available in Palmerston North, and treatment capacity is adequate to meet current and immediately foreseeable demands. However, dry summers have led to a need to conserve water for months at a time to ensure residents and businesses have enough water for consumption and sanitation.
- Long-term the sustainable yield from the Turitea catchment will decline. This will lead to an increased reliance on bore supplies.
- As in all cities, Palmerston North's infrastructure is ageing. In recent years other councils have faced failures of critical water systems.
- A 2019 review of Council's three waters assets concluded that there is a lack of understanding of the condition and capacity of the pipe networks.
- Water New Zealand records from 2015 to 2018 show that average daily residential water consumption in Palmerston North has steadily declined.
- In 2018 the average daily water consumption in Palmerston North was 191.6 litres per person per day. This was below the national average daily residential water consumption of 306.1 litres.
- Council's obligations as the city's drinking water supplier are currently regulated by the Health Act 1956 and the New Zealand Drinking Water Standards. Recent amendments to the Health Act mean more emphasis on water safety and a significant change in expectations for managing drinking water supplies. This will have flow-on effects for both water supply infrastructure and operations.
- Water Safety Plans (WSP) are required to be reviewed and updated every five years. The WSP for the Palmerston North Supply was updated in 2020.
- The city needs to be able to bounce back quickly from a significant natural disaster, with water an essential need for residents and businesses. Some assets have already been renewed or upgraded, and others will need to be.

- Most residential users of water pay a targeted rate. The targeted rate is intended to cover infrastructure and use costs. Non-residential customers are metered.
- Water discolouration is more frequent in Ashhurst than other communities, and Bunnythorpe water has higher turbidity than desired.

What do we want to achieve?	What actions will we take to get there?		
<p>Water supplies are safe and secure, and Council meets the most recent legislative requirements for water safety.</p> <p>Water is conserved to ensure water supplies are sustainable into the future and wastewater flow is reduced.</p> <p>Water supply delivery is efficient and cost-effective.</p> <p>Water supply infrastructure has improved resilience to natural disasters and mechanical failures.</p> <p>Water is available at the necessary flow rate for firefighting.</p> <p>Council's renewal planning and investment in water supply infrastructure is based on a better understanding of the asset condition.</p> <p>Renewal programmes reduce the risk of unforeseen treatment and network failures.</p> <p>Water supply infrastructure is provided to support urban growth.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in all water supply projects and initiatives.</p> <p>Rangitānenui arawa is reflected in the city's approach to water management</p>	<b>Ongoing actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	Develop, maintain, upgrade and renew water infrastructure in accordance with legislative requirements	2021/2022	
	Ensure all Council water supplies have approved Water Safety Plans in place		
	Use smart technology to optimise costs and identify sources that cost less to produce water		
	Provide adequate water supply to provide for urban growth		
	Meter industrial and commercial water users		
	Provide education to all ages, with a focus on schools, about water supply and water conservation		
	<b>New and one-off actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Investigate the costs and benefits of reducing water pressure Use smart metering to accurately profile water use		
	Increase the resilience of key water supply assets to emergency and seismic events		Lifelines Advisory Group
	Reinforce the trunk main network across the city		
	Review the Water Conservation Management Plan 2016		
	Investigate and promote domestic water-saving and storage solutions		
	Extend Palmerston North's reticulated water supply to Bunnythorpe and Longburn supplies		
	Investigate connecting Ashhurst water supply to Palmerston North supplies		
	Gain a better understanding of the condition of water supply infrastructure to create clear direction on upgrades and renewals required		
	Complete the renewal of the Ashhurst rising main	2023/2024	
	Renew and upgrade water supply infrastructure to address identified water quality and contamination risks		
	Strengthen processes and policies around the issuing, construction and commissioning of all new water supply service connections		
	Upgrade hardware and software systems for real-time water quality monitoring		
	Upgrade water mains to meet levels of service for firefighting flows		
	Investigate the costs and benefits of reducing water pressure Use smart metering to accurately profile water use		
	Increase the resilience of key water supply assets to emergency and seismic events		Lifelines Advisory Group

## Chapter: Stormwater

### Introduction

More urban development has increased the amount and speed of rainwater that goes into urban waterways. This means there are greater peak flow rates and more soils and other contaminants going into the river system.

Horizons Regional Council is the lead agency for managing flood hazards, such as flooding from the Manawatū River or Mangaone Stream. The Council manages localised stormwater ponding issues and drains. The purpose of this chapter is for stormwater to be well managed and planned for city growth.

### Where are we now?

- Council is working with Horizons Regional Council to measure the impact of urban run-off on the Manawatū, as part of developing a consistent regional approach to stormwater management.
- Intensification of development in the existing urban area and more urban development on the fringe of the city will generate even more stormwater for pipes and streams to cope with, which may trigger expensive upgrades if current levels of service are to be maintained.
- Climate change is expected to bring higher intensity rainfall events, moreover, which will increase the frequency of both nuisance flooding on roads and properties and the flooding of habitable dwellings. Ponding and surface flooding are apparent in parts of the city during significant and high intensity rain events. Infrastructure upgrades are being made progressively to address this.
- Water sensitive design is mandatory in new industrial and residential growth areas under the District Plan. There are no specific controls or standards that are applicable to existing brownfield or infill developments.
- The City is serviced by a range of engineered stormwater facilities, including culverts, drains and stormwater detention areas. Natural waterways also play a significant role in stormwater management, particularly in rural settings.
- City-wide stormwater modelling has been completed. Modelling data is being used to develop a Stormwater Management Framework, which will identify engineering solutions to reduce flood risk and improve water quality.
- Open channel stormwater facilities are largely treated as conveyance corridors with some connectivity via walkways.
- An active programme of work is in place to improve the connectivity and performance of the existing stormwater pipe network.
- Council has recently tried to take a more naturalised approach to managing stormwater. This is apparent in Norton Park, where a trial wetland has been established, as well as the nearby Edwards Pit Park, where wetlands have been developed to reduce pollution, illegal dumping, and damage to critical assets and habitats. There are otherwise very few functioning wetlands in the City.



- Secondary flow paths are often compromised by urban development, where they are not in the road corridor.
- Urban waterways are discontinuous through the City and interrupted by short piped sections and private property ownership, which makes access for maintenance difficult.
- Urban waterways have limited aquatic biodiversity, due to poor water quality, limited riparian vegetation, low base flow and because they are managed as stormwater conveyance corridors rather than waterways.
- The Rangitāne o Manawatū Claims Settlement Act 2016 places specific requirements on Council to inform and consult Rangitāne o Manawatū on developments adjacent to the Manawatū River and its tributaries. Rangitāne o Manawatū are informing Council's understanding of the sensitive sites located along waterways to ensure development is undertaken in a culturally appropriate matter.
- A cultural monitoring framework, Hei Manga Ora, is being developed to ensure appropriate management of waterways.

What do we want to achieve?	What actions will we take to get there?		
<p>Adopt a Stormwater Management Framework to identify engineering solutions to reduce flood risk and improve water quality.</p> <p>Rangitānenuiarawa is reflected in the city's approach to stormwater management</p> <p>Council understands community values around urban waterways.</p> <p>Urban waterways and wetlands are thriving ecosystems.</p> <p>Stormwater services are resilient enough to cope with the effects of climate change.</p> <p>The District Plan has the necessary provisions to regulate stormwater for all development across the city.</p> <p>Major stormwater mitigation projects protect the city from localised flooding.</p> <p>Rangitāne o Manawātū have opportunities for early involvement in all water supply projects and initiatives.</p> <p>There is an approved city-wide resource consent from Horizons Regional Council for managing stormwater.</p> <p>Biodiversity treatments are undertaken on all urban waterways.</p> <p>Council's renewal planning and investment in water supply infrastructure is based on a better understanding of the asset condition.</p>	Ongoing actions	Start date	Involvement of partners
	Develop, maintain, upgrade and renew stormwater infrastructure in accordance with legislative requirements	2021/2022	
	Establish and deliver a city-wide flood mitigation programme	2021/2022	Horizons Regional Council
	Council-managed urban waterways and wetlands are enhanced and protected through planting and active management	2021/2022	Horizons Regional Council, Rangitāne o Manawatu, Environment Network Manawatu
	Upgrade stormwater infrastructure to manage capacity, accommodate growth and reduce ponding	2021/2022	
	Encourage water-sensitive design approaches to development and a wider use of tools such as water tanks, green roofs, swales, rain gardens and detention ponds	2021/2022	
	Implement Hei Manga Ora – a cultural monitoring framework for freshwater management	2021/2022	Rangitāne o Manawatu
	Provide education to increase awareness of sustainability in three waters	2021/2022	
	New and one-off actions	Completion date	Involvement of partners
	Update the District Plan to require stormwater detention, restrict impervious surface cover and consideration of water sensitive design	2023/2024	Rangitāne o Manawatu, Developers
	Lodge a city-wide ('global') resource consent for urban stormwater discharges with Horizons Regional Council	2023/2024	Rangitāne o Manawatu, Horizons Regional Council
	Stormwater discharges and urban stream environments are assessed to better understand the impacts of urban stormwater on the environment		
	Increase the resilience of key stormwater assets to emergency and seismic events		
	Establish drainage reserves for urban streams in private ownership		
	Gain a better understanding of the condition of stormwater infrastructure to create clear direction on upgrades and renewals required	2023/2024	

**DRAFT**

**10 year plan: Good governance and active citizenship  
plan**

**(July 2021-June 2024)**

**Chapters:**

**Good governance**

**Active citizenship**



## **Good governance and citizenship and Council's strategic goals**

The Palmerston North City Council vision is He iti rā, he iti pounamu Small city benefits, big city ambition. The Governance and Active Citizenship Plan primarily contributes to the Palmerston North City Council's goal of a Driven and enabling council. The plan describes Council's activities for the first three years of the 2021-2031 10-Year Plan through two chapters: **Good governance** and **Active citizenship**.

## **Council priorities**

The priorities of Goal 5: A driven and enabling council are:

1. Customer-centric service
2. Active citizenship
3. Operational excellence
4. High-performance culture
5. Good governance

The chapters in this plan focus on the priorities of 2) Actively engaged communities and 5) Good governance.

## **Purpose of the Good governance and citizenship plan**

The Long-term Plan levels of service for this plan are:

- Actively engage residents in decision-making
- Clearly communicate the purpose and value of Council facilities and services
- Provide a range of opportunities for residents to engage with decision-making processes
- Administer committee and Council meeting processes which are open to the public
- Run local body elections every three years and any polls
- Support Elected Members to excel at good decision making

## **Links with other plans**

The Good governance and active citizenship plan contributes to the success of all the plans across each of the goals, as community and elected members engage in the direction setting and leadership activities which lead to good decision-making and ownership of community solutions.

The actions in this plan contribute to the achievement of the Connected and Safe Community Strategy and, in particular, Priority 3: Support communities to achieve their aspirations.

Some of the key links with the Connected communities plan are found in Council's work with youth development and the Welcoming Communities outcomes.

## **Rangitāne o Manawatū partnership**

Council will work in partnership with Rangitāne o Manawatū and:

- honour the Kawenata agreement, under which Rangitāne representatives have been appointed to the Environmental Sustainability Committee, the Community Development Committee and the Rangitāne o Manawatū committee to co-manage Te Motu o Poutoa Anzac Park in the 2019-2022 term of Council
- provide opportunities for Māori to contribute to the decision-making processes and consider ways in which it may foster the development of Māori capacity to contribute to the decision-making processes
- engage with whānau (18.7% of Palmerston North residents) who wish to participate more fully local government decision-making

These commitments will guide the implementation of all aspects of this plan.

## **Council documents that contribute to this plan**

Appointment of Directors Policy

Kawenata agreement

Code of Conduct for Elected Members

Delegations Manual

Significance and Engagement Policy

Standing Orders

## **Measures of success**

Council will monitor these measures of success and report on these through the City Dashboards:

- Engagement and consultation methods match the significance of the issue and the preferences and needs of interested and affected people
- More than two out of every three residents in the Residents Survey are 'satisfied' with both the 'opportunity to have a say' and the 'ease of having a say'
- Increase in resident satisfaction with the performance of the Mayor and Councillors
- More than 70% of residents are satisfied with 'governance and reputation'
- Voting participation rate over the next two local body elections increases to 50%
- More people accessing meeting agendas through the PNCC website and increased views of recorded meetings
- Increase in the diversity of those who are 'having a say', either through formal processes such as standing as a candidate for election, writing a submission, speaking in public comment, or informal opportunities, such as attending consultation drop-in sessions, nominations for civic awards

10 year plan: Good governance and active citizenship

- More Māori vote, advocate, and serve as public leaders (Whānau ora's 5-10 year outcome measure of 'whānau are participating fully in society')
- Progress in our assessment levels against the Welcoming Communities Standard "Civic Engagement and Participation"
- Youth participation is assessed as being at Level 4 of Shier's participation pathway

# Good governance chapter

## Introduction

Good governance is achieved when elected members have access to robust advice, and the right training and support to make effective decisions.

To govern well, Council needs to engage with our communities. Good engagement will support quality decision-making for current and future generations. The purpose of this chapter is to provide governance support that enables elected members to govern effectively.

## Where are we now?

- We have 15 councillors and a Mayor; one city-wide 'ward', and we have a range of committees and portfolios.
- Rangitāne o Manawatū is formally represented on four committees.
- The recent Residents' survey found that more than half (58%) of residents are satisfied with the performance of the Mayor and Councillors (2020, 54% in 2019).<sup>1</sup>
- The survey also found that two out of every three residents are satisfied with governance and reputation (2020, 61% in 2019).

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<sup>1</sup> Palmerston North City Council (2020). Residents' survey.



What do we want to achieve?	What actions will we take to get there?		
<p>Council staff and elected member decision-making focuses on agreed strategic priorities.</p> <p>Governance and management roles are clearly defined and understood.</p> <p>Strategic goals are at the forefront of advice and decision-making.</p> <p>Council decision-makers are given high-quality and timely advice.</p>	<b>Ongoing actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	<ul style="list-style-type: none"> <li>Ongoing review of governance systems and structures to support Councils effectiveness and reputation</li> </ul>	All 2021/2022	
	<ul style="list-style-type: none"> <li>Clarify and communicate governance and management roles</li> </ul>		Elected members and staff
	<b>New and one-off actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	<ul style="list-style-type: none"> <li>Develop a skills and knowledge-based ongoing induction and training programme for elected members</li> </ul>	2022/2023	Rangitāne o Manawatū
	<ul style="list-style-type: none"> <li>Carry out qualitative research on Council's reputation and participation in decision-making (as well as the annual Residents' Survey)</li> </ul>	2022/2023	
	<ul style="list-style-type: none"> <li>Undertake a Representation Review</li> </ul>	TBC	

# Active citizenship chapter

## Introduction

The purpose of local government is democratic local decision-making that promotes the social, economic, environmental and cultural well-being of our city communities. Decision-making on city issues benefits from the contribution of citizens to debate.

Engaged and active citizens have access to good information and opportunities to contribute diverse ideas and experiences. Active citizens collaborate to find solutions to benefit this generation and the next. The purpose of this chapter is to have greater community participation in decision-making.

## Where are we now?

- The 2020 Residents' survey found that 44% of Palmerston North residents are 'satisfied' with the 'opportunity to have a say', 42% are neutral and 13% are dissatisfied.<sup>2</sup>
- The survey also found that 34% of Palmerston North residents are 'satisfied' with the 'ease of having a say'. 46% are neutral and 19% are dissatisfied.
- Engagement with content on Palmerston North City Council's Facebook page increased 177% year on year April 2019-April 2020.
- Palmerston North City voter participation rate in the 2019 local body election was 37.4% of eligible voters, compared to an overall national average of 41.7%. It was the lowest of all the metro cities. In contrast the Palmerston North electorate for central government participation rate was 80.6% in the 2017 national election compared to a national average of 79%.
- Council carries out cyclical consultation, such as bylaw reviews, the Annual Plan and Long Term Plan, as well as consultation that is single issues-based, such as District Plan changes, policy development and review, and service delivery changes. Formal submission numbers vary depending on the topic, from a handful to the most recent BPO feedback, which received over 1,000 submissions.

[Add current demographic dashboard information]

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<sup>2</sup> Palmerston North City Council (2020). Residents' survey.

What do we want to achieve?	What actions will we take to get there?		
<p>Palmerston North residents know how to “have their say” in formal and informal opportunities.</p> <p>More Palmerston North residents and organisations participate in decision-making processes.</p> <p>A range of voices are heard in decision-making processes.</p> <p>Palmerston North residents understand what the Council does.</p> <p>Palmerston North residents can see the relevance of decisions.</p> <p>Council understands barriers to participation and works collaboratively to facilitate solutions.</p> <p>Young people are actively engaged in decision-making processes.</p>	<b>Ongoing actions</b>	<b>Completion date</b>	<b>Involvement of partners</b>
	Administer committee and Council meeting processes which are open to the public	2020/2021	Rangitāne o Manawatū Youth Council Welcoming Communities Advisory Group Disability Reference Group Community Services Council
	Review of the Significance and Engagement Policy		
	Run local body elections every three years and any polls		
	Support Mayor and Councillors		
	Provide civic ceremonial functions		
	Develop the Centre of Excellence for Consultation		
	<b>New and one-off actions</b>	<b>Start date</b>	<b>Involvement of partners</b>
	Review Chamber and related spaces as inclusive public spaces, including bilingual wayfinding to Council Chambers	2023/2024	Rangitāne o Manawatū Youth Council Welcoming Communities Advisory Group Disability Reference Group Community Services Council
	Develop a communications and marketing programme to increase voter turnout and interest in Council participation processes throughout the triennium	2021/2022	
	Develop a civics education programme	2022/2023	
	Review Council structures to improve accessibility and reduce barriers to participation	2021/2022	
	Review connection opportunities for Councillors and public	2023/2024	
	Improve staff capability in community engagement	2023/2024	