PALMERSTON NORTH CITY COUNCIL

ATTACHMENTS

COMMITTEE OF COUNCIL
UNDER SEPARATE COVER

1PM, WEDNESDAY 23 JUNE 2021

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

COMMITTEE OF COUNCIL MEETING

23 June 2021

UNDER SEPARATE COVER

5. Adoption of Council strategic direction

1. Strategies and plans Page 4

6. Approving the 2021-31 10-Year Plan (Long-term Plan) for Audit

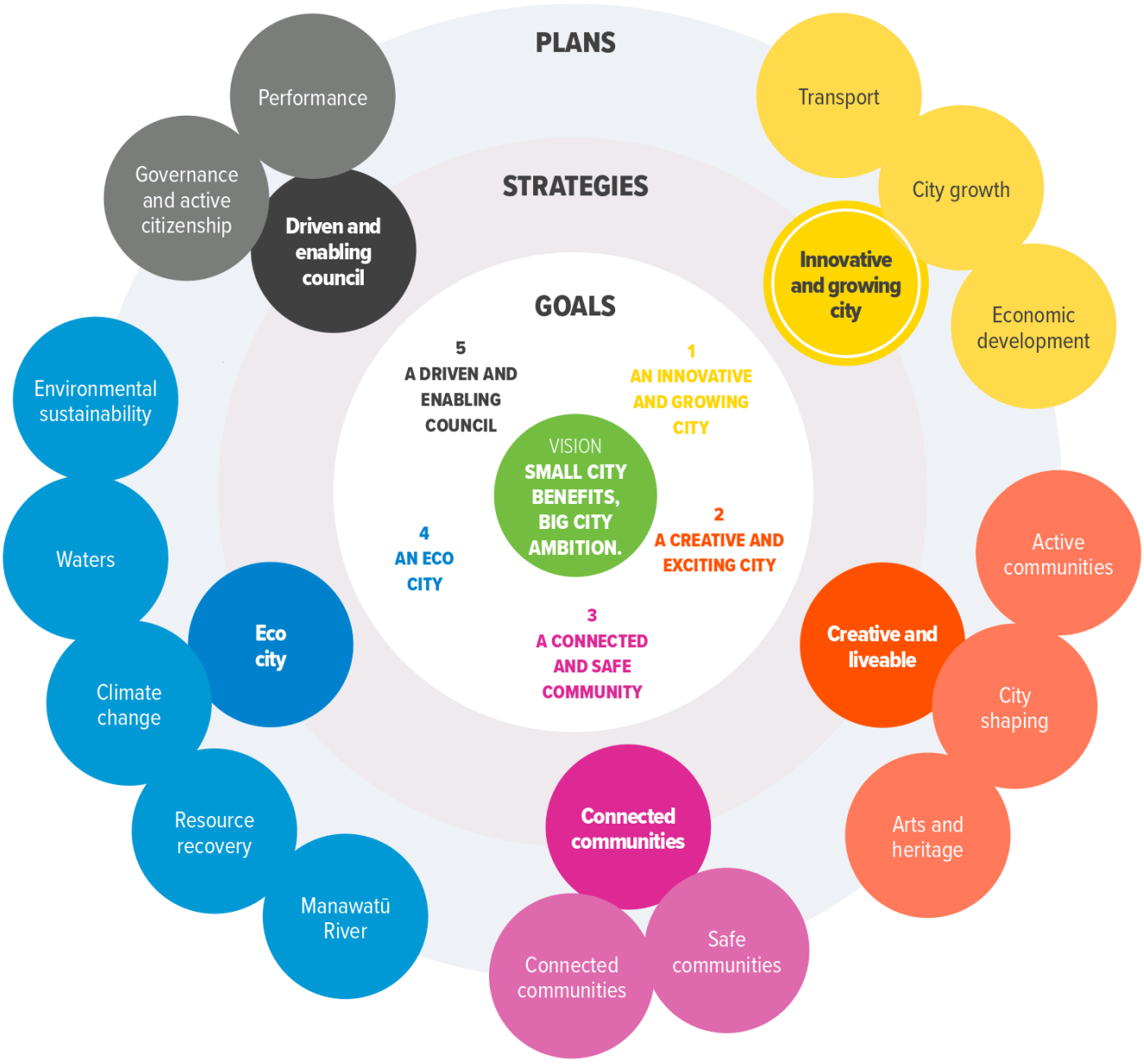
1. 10-Year Plan 2021-31 Page 300


PALMY
2021-31
TE RAUTAKI TĀONE AUAHA, TĀONE TIPUTIPU
INNOVATIVE AND GROWING CITY STRATEGY

Ahunga rautaki



Strategic direction



Matawhānui Papaioea

Palmerston North Vision

He iti rā, he iti pounamu

Small city benefits, big city ambition

Palmerston North is the heart of the Manawatū region. We are a small city with a lot to offer, and we're ambitious about where we're going.

Palmerston North has many small city advantages - a great quality of life and easy access to services. We embrace our Rangitāne o Manawatū heritage and celebrate the diversity of our communities. We know that the talents and efforts of our whole city will help create the future we want.

To fulfil the vision Council has adopted five goals and strategies.

- **Whāinga 1: He tāone auaha, he tāone tiputipu**
  Goal 1: An innovative growing city
- Whāinga 2: He tāone whakaihiihi, tapatapahi ana
  Goal 2: A creative and exciting city
- Whāinga 3: He hapori tūhonohono, he hapori haumaru
  Goal 3: A connected and safe community
- Whāinga 4: Te tāone tautaiao
  Goal 4: An eco city
- Whāinga 5: Te Kaunihera ahunui, whakamana i te iwi
  Goal 5: A driven and enabling Council

Whāinga 1: He tāone auaha, he tāone tiputipu

Goal 1: An innovative and growing city

Palmerston North is a growing city, and we need to plan for this growth. We need to make it easy to get around, and to make sure we cater for everyone's needs as the city expands.

Our goal is for a productive local economy that supports community wellbeing. We want new industries to create employment to expand our city's opportunities. We want to drive innovation by providing support and infrastructure to enable diversification. Palmerston North will stand out by becoming a low carbon economy.

The nature of work is changing and there will be many different types of work in the future. We must work with enterprises, small and large, to enable traditional industries to evolve and new industries to emerge. The natural advantages of Palmerston North will support innovation and the development of new industries. We will position Palmerston North to take advantage of new jobs in research, development and creative industries. Palmerston North will take advantage of change to encourage sustainable growth and wellbeing.

Paetae: Kia piki ake ngā tūranga mahi i Papaioea mā te 12,000, i mua i te tau 2031

Target: 12,000 more jobs in Palmerston North by 2031

This Innovative and growing city strategy describes Council's 10-year plan vision for Goal 1.

Three plans sit beneath this strategy and describes Council's activities for the first three years of the 2021-2031 10-Year Plan: **City growth**, **Economic development** and **Transport**.

Kupu whakataki
Introduction

Oranga hapori
Community wellbeing

The purpose of local government is to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future. The Innovative and growing strategy focuses on the economic wellbeing of our communities, although we intend that this strategy will impact on all aspects of wellbeing.

He tāone auaha, he tāone tiputipu
Innovative and growing city

Palmerston North is the major economic hub for the Manawatū–Whanganui region for education, health services, retail, business services, government administration, agribusiness and logistics. Our goal is to build on these current strengths and create new ones to ensure the city has a strong, diverse, and sustainable economy. Efforts to grow the economy will make the most of new technologies and promote careful environmental stewardship.

Increasing economic wellbeing will depend on Council working well with businesses, support agencies, central government and other local authorities. The Central Economic Development Agency (CEDA) will support business development and retention and will promote a diverse economy. CEDA will focus on helping young people develop the skills they need for the changing jobs market.

Palmerston North is growing, and a clear planning framework will promote good urban development. It will also provide certainty for public and private investors. Council will work closely with the development community and other partners who share our goals for sustainable development.



We will support the development of a greater range of housing choices.

Integrating land use planning and infrastructure can be a powerful economic development tool. Council will provide infrastructure in a timely way. We will manage the financial risks of duplicating or providing too much infrastructure in many locations. A ready supply of land to support the city's growth will ensure Council can harness new development opportunities.

We need to ensure the city grows in ways that support Council's goals for a creative and exciting city, a connected and safe community, and an eco-city. We will measure our success by the increase in employment and wealth, and in the improved quality of life and prosperity of our community.

This strategy sets out our six priorities to support a strong and productive local economy that supports community wellbeing.

Ngā tino Priorities

1. He whakaū i ngā ara whiwhi mahi, ara tiputipu hoki

   Create and enable opportunities for employment and growth

2. He whakarato pūnahahanga e pai ai te tipu o te tāone me te pūnaha aranukunuku, hei tūhonohono i ngā iwi ki ngā kaupapa o roto i te hapori

   Provide infrastructure to enable growth and a transport system that links people and opportunities

3. He tautoko i te whanaketanga whare noho e hāngai ana ki ngā hiahia o te hapori

   Support the development of more housing that meets community needs

4. He tautoko i te whakakanorautanga o te ōhanga hei whakaiti i te whirinakitanga ki ngā ahumahi o mua

   Support the diversification of the economy to reduce reliance on traditional industries

5. He hāpai i te 'ōhanga auaha', koia hei tūāpapa whakatiputipu haere ake nei.

   Support an 'innovation economy' to underpin growth into the future

6. He whakaumu i te ōhanga kia tahuri ai tātou ki te ōhanga waro iti.

   Transform the economy to a low carbon economy

Te whakawhanake ōhanga
Economic development

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.

Te pakihi me te whiwhimahi
Business and employment

Skill development is critical for improving competitiveness and productivity. More skills can lead to higher participation in work, more opportunities and a better standard of living. We want to ensure that young people can move readily from school to training, higher education, and work. We want more young people to find the work they want in Palmerston North. A partnership between CEDA and Talent Central will help address the barriers to workforce participation experienced by young people.

Many Palmerston North businesses and other organisations are competent in digital business and able to compete with national and international competition. Some others need help to develop the skills and capability to grow and thrive in the future. Through CEDA, Council will encourage employers to increase their focus on skills development and training for their employees.

By supporting local businesses and industries to grow and develop, Council will encourage new opportunities to attract investment to Palmerston North and the Manawatū region. Through CEDA, Council's will work to attract businesses to invest in Palmerston North. We will provide new investment partners with the services and support they need to thrive.

Te rongonui o Papaioea
City reputation

Events and festivals contribute to several of our strategic goals. We want to bring economic benefits to the city through major events and connect our communities through local, programmed and iconic events. 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

Because local, programmed and iconic events contribute primarily to other goals, details of actions are described elsewhere. See the Events and festivals chapter of the Connected communities plan for details of the actions we will to provide and support events and festivals.

The Conference and Function Centre, Holiday Park, Visitor Information Centre and other services for visitors all contribute to economic benefits for Palmerston North. We want to ensure that we compete effectively for our share of domestic and international visitors. We will market our city with our new 'Palmy' identity and, through CEDA, implement a regional visitor strategy.

Ngā rāngai whakaarotau, whakatiputipu hoki
Priority and growth sectors

Palmerston North's largest sectors are health services, government administration and defence, education, logistics, retail, construction and professional, scientific and technical services (including a focus on agritech). These are also the biggest contributors to growth in jobs and earnings. We will support these sectors and help them grow.

Palmerston North already has a significantly diversified economy and is not overly dependent on any one industry. This is a strong starting point for future growth. Council's goal is to build on the already diversified economy and develop new growth sectors by capitalising on the city's strengths. The city's natural advantages include its central location in the North Island, the availability of key infrastructure (for example, the road and rail hub and the airport's 24-hour freight operations are key factors in the growth of the city's logistics sector), the highly qualified workforce, and the relative affordability of land. These advantages form a basis for Palmerston North's case for regional, national and international investment and partnerships.

Ōhanga auaha
Innovation economy

An innovation economy enables and promotes the development and use of new or better products or services. Commitment to developing technology and innovation capabilities is crucial for businesses to maintain a competitive edge and to improve the cost-effectiveness of all organisations.

Moving to a sustainable low carbon economy will require innovation and increasing the use of a range of low carbon technologies by individuals and businesses. We want to contribute to programmes to build business capacity, skill development, a global perspective, and an environment in which innovation can flourish. Through CEDA, we will explore strategic international city partnerships that support shared research interests and strengths and promote opportunities for cross-border innovation. We will help businesses in the priority sectors work more efficiently and transition to low carbon technologies throughout their operations. We will encourage the growth of new sectors that embrace new technologies and contribute to reducing greenhouse gas emissions.

We will:

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

See the **Economic development chapter** of the **Economic development plan** for more detail.

Ngā taunekeneke ki tāwāhi
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. Prior to 2021 around 20% of Palmerston North-based students at Massey University, UCOL and IPU were international students. We contribute to the international education role of the region through the Regional International Education Strategy 2016-2020, International Education Leadership Group, and scholarships.

We want to build relationships within the international community and promote the reputation and economic interests of the city. We will continue to strengthen international partnerships, including Sister Cities, to support the city's priority sectors and to encourage students and other visitors to Palmerston North. We will support our partners to recover from to the impact of the global pandemic.

See the **International relations chapter** of the **Economic development plan** for more detail.

Te whare noho me te whanaketanga haere ake nei
Housing and future development

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.

Whare
Housing

Our main role is to make sure land and infrastructure are available to accommodate growth and provide market choice while responding to changing demographics and needs. For the past 20 years, the main forms of housing development have been greenfield, infill subdivision and lifestyle blocks. Greenfield housing occurs at the edge of the city on large sections, most recently at Kelvin Grove and Aokautere. Infill housing creates new smaller sections among existing housing, with recent development in Hokowhitu and the central city and hospital areas. Lifestyle blocks occur in rural areas, with recent development on the foothills of the Tararua Ranges and elevated land north-east of the city. The District Plan discourages lifestyle blocks on productive farmland.

There is strong demand for housing and new residential sections in Palmerston North. In recent years we have made changes to the District Plan to enable more housing choices. For example, multi-unit developments are encouraged close to the city and suburban centres, and minor dwellings are intended to meet the demand for small and affordable rental accommodation. Uptake of new housing typologies has been slow, although infill housing is now the most prevalent (50% of new housing in 2019). We want Government, Council and privately owned land to be developed for housing. We want to protect valuable productive land to maximise potential for sustainable food production. We will discourage the provision of urban services in rural areas because it



is an inefficient form of infrastructure investment. We will identify opportunities for appropriate development and reduce barriers to city centre living and brownfield development. We will work with developers to reduce risks and uncertainty over design and consents, and to encourage more housing choice.

Pakihi
Business

The formal planning framework for future growth in office, retail, and industrial development is well established. New office and retailing activities are directed to the city centre within 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. The north-east of the city is zoned for large-format freight, distribution and logistics activities and has recently been extended. KiwiRail has announced a 180ha regional freight hub will be developed near Bunnythorpe. We want the Kiwirail regional freight hub to form part of an integrated central New Zealand distribution hub linked to the North East Industrial Zone, Airport, and regional freight ring road. This will require genuine collaboration with landowners and other stakeholders. Industrial land has also been made available at Longburn, which is best suited to wet or processing industries.

We will:

- 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

See the **Housing and future development chapter** of the **City growth plan** for more detail.

Te hoahoa tāone
Urban design

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.

Urban design principles are incorporated into District Plan expectations for the residential and business zones. We will take a multi-disciplinary approach to improving the quality, planning, and delivery of major catalyst projects. We will work closely with the development community to improve their understanding of the principles and value of good urban design. This will include collaboration on major private developments, urban design training opportunities for the private sector and a pre-application process for strategic developments.

We will:

- 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

See the **Urban design chapter** of the **City growth plan** for more detail.

Aranukunuku
Transport

Te pūnaha aranukunuku whakarautaki
Strategic transport

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 strategic roading infrastructure needed to support the growth and development of Palmerston North is well researched and understood.

We want to develop infrastructure in an integrated way that is efficient and focused on the future needs of the growing city. We need to improve regional transport links for all modes of transport – rail, road and air. The city needs a regional freight ring road to optimise links between the city, the region and wider markets, accommodate growth, and remove traffic from congested urban corridors. This Palmerston North Integrated Transport Initiative Project needs central government investment to be completed. We will continue working towards the completion of this project.

The hierarchy between local streets and inter-regional routes is currently unclear; there is too much choice in the transport network which means streets and roads are trying to cater for competing user demands. The number of deaths and serious injuries on our roads is increasing. High traffic speeds contribute to harm caused by crashes and discourage active transport. We will ensure that all decisions about the transport network contribute to all our objectives – for safety, ease of movement, and a clear hierarchy between local streets and inter-regional routes.

We will:

- 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

See the **Strategic transport chapter** of the **Transport plan** for more details.

Te nukunuku ā-kori me te waka tūmatanui
Active and public transport

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.

Historically, transport investment prioritises and promotes private motor vehicle use over other modes. We want to encourage and enable more people to choose active and public transport options. We support the Manawatū Tram Trust's initative to develop a tram service in the city centre. The transport system needs to cater for the lowest level of mobility and physical capability, so that all people feel comfortable walking or cycling about the city. In many cases this will mean reallocating existing street space, such as on-street parking and traffic lanes, for another purpose. We will remove barriers to public and active transport choices. We will make decisions about the transport network that prioritise safety and promote an active and public transport culture.

There are important links between our actions to improve transport outcomes and our environmental goals. Transport is the biggest contributor to carbon emissions in Palmerston North. Improving the efficiency and effectiveness of our transport system will contribute to Goal 4: Eco city.

We will:

- 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

See the **Active and public transport chapter** of the **Transport plan** for more detail.

Te mahitahi me Rangitāne o Manawatū
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
- incorporate Rangitānenuiarawa[1] 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
- 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
- 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

Te ine i te angitutanga
Measures of success

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

- Number of jobs
- Index of socio-economic deprivation
- Median salaries and wages
- Total earnings (salaries, wages and self-employment income)
- Growth rate for median salaries and wages
- People registered for MSD job seekers benefit
- Labour force participation
- Employment in key sectors
- School leavers with NCEA Level 2 or higher
- GDP
- Ratio of rent to median household income in Palmerston North
- Ratio of house price to median household income in Palmerston North
- Number and type of new houses
- Location of new rural subdivisions
- Housing density
- Business and housing land supply
- Number of international students
- Building occupancy in the city centre
- Annual rail freight volume for Manawatū-Whanganui region
- Domestic and international visitor spending
- Digital maturity of businesses

1 *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.*

PALMY®

PAPAIOEA
PALMERSTON
NORTH
CITY

Te Kaunihera o Papaioea
Palmerston North City Council

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Our north arrow draws directly from "North" in our city's name. An upward arrow perfectly symbolises our ambition for a city that's smarter, continually growing and evolving, innovating, collaborating and finding enlightened ways to work with nature.



TE MAHERE WHAKATIPU TĀONE CITY GROWTH PLAN

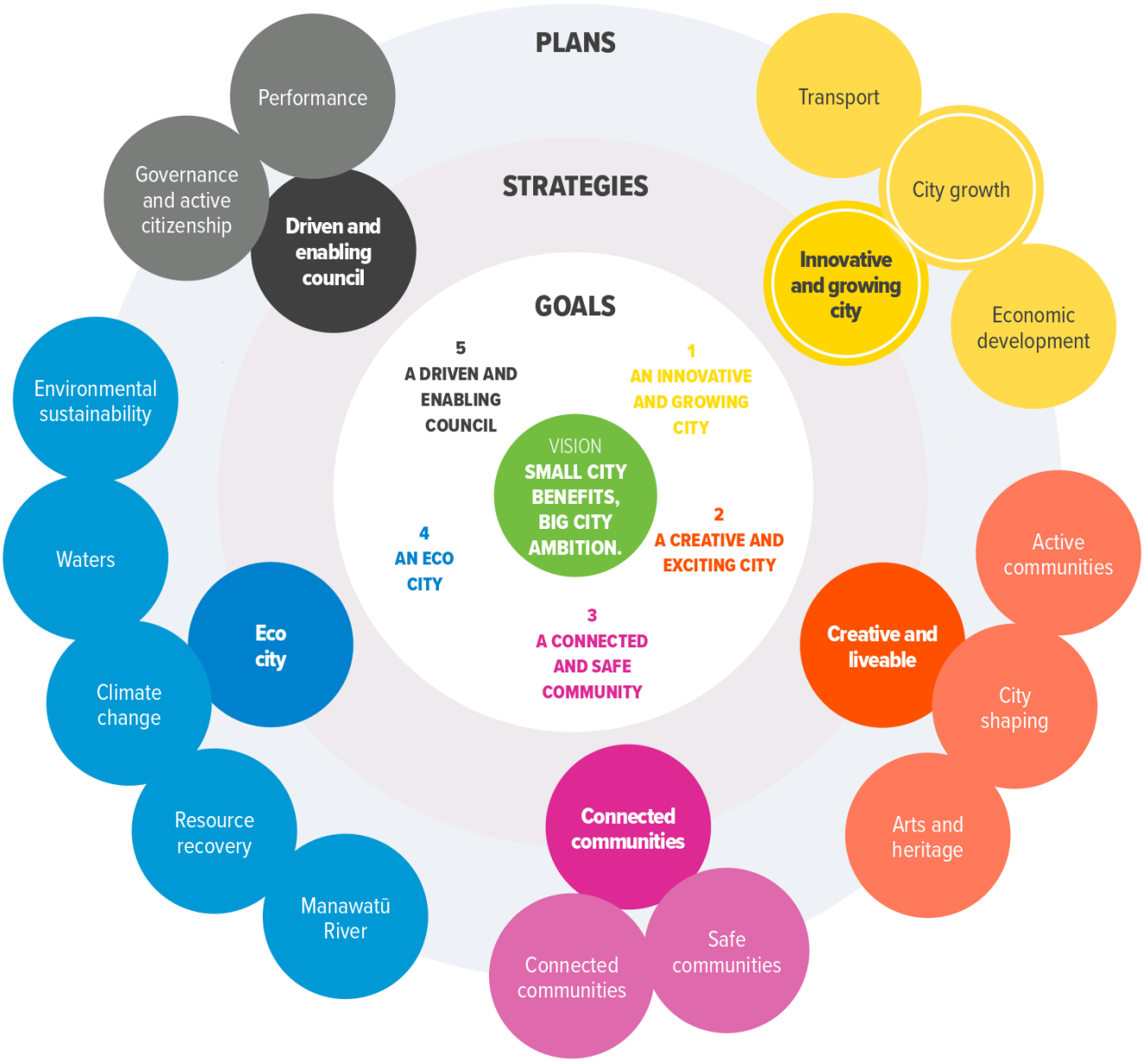
TE WHARE NOHO ME TE WHANAKETANGA HAERE AKE NEI
HOUSING AND FUTURE DEVELOPMENT CHAPTER

TE HOAHOA TĀONE
URBAN DESIGN CHAPTER

Ahunga rautaki



Strategic direction



Te tipu o te tāone nui: Te ahunga rautaki a te Kaunihera

City growth 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 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.

Ngā tino Priorities

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

1. He whakaū i ngā ara whiwhi mahi, ara tiputipu hoki

   Create and enable opportunities for employment and growth

2. He whakarato pūnahahanga e pai ai te tipu o te tāone me te pūnaha aranukunuku, hei tūhonohono i ngā iwi ki ngā kaupapa o roto i te hapori

   Provide infrastructure to enable growth and a transport system that links people and opportunities

3. He tautoko i te whanaketanga whare noho e hāngai ana ki ngā hiahia o te hapori

   Support the development of more housing that meets community needs

4. He tautoko i te whakakanorautanga o te ōhanga hei whakaiti i te whirinakitanga ki ngā ahumahi o mua

   Support the diversification of the economy to reduce reliance on traditional industries

5. He hāpai i te 'ōhanga auaha', koia hei tūāpapa whakatiputipu haere ake nei.

   Support an 'innovation economy' to underpin growth into the future

6. He whakaumu i te ōhanga kia tahuri ai tātou ki te ōhanga waro iti.

   Transform the economy to a low carbon economy

Te take o te mahere
Purpose of the plan

The 10-Year 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

Te mahitahi me Rangitāne o Manawatū
Rangitāne o Manawatū partnership

Council will work in partnership with Rangitāne o Manawatū and:

- incorporate Rangitānenuiarawa[1] 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
- 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.

Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere
Council 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
- Citywide Vegetation Framework
- Dangerous and Insanitary Buildings Policy
- Development Contributions Policy
- District Plan
- Earthquake Prone Buildings Policy
- Pressure Sewer Systems Policy
- Street Design Manual

Te ine i te angitutanga
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

1 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.

PALMY
2021-2031

TE WHARE NOHO ME TE WHANAKETANGA HAERE AKE NEI

HOUSING AND FUTURE DEVELOPMENT CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
Where are we now?

Whare

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 Flygers 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.
- Kāinga 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.

Pakihi

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.

Kaupapa kē atu

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.



He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Over 50% of housing development takes place within the existing urban footprint, through redevelopment and infill subdivision.
- Residential land supply exceeds demand by 20%. This means a constant supply of at least 1,800 greenfield residential sections.
- Housing development at Aokautere is guided by a structure plan.
- The Kīkīwhenua Residential Area is developed.
- Kākātangiata rezoning is well advanced.
- Napier Road Residential Extension Area is rezoned residential.
- Developers deliver a more diverse range of housing types, such as duplexes, terraced housing, apartments and other multi-unit options, particularly in brownfield developments.
- There is increased mixed-use development incorporating new residential accommodation.
- Developers invest in new major housing projects.
- Council and Government land is used for housing.
- Rangitāne o Manawatū have opportunities for early involvement in planning and development.
- Rangitānenuiarawa is incorporated in city design.
- Under-utilised Council land is repurposed to provide increased housing supply.
- Housing is more affordable.
- New housing development opportunities are confirmed at Ashhurst, Napier Road, and Roxburgh Crescent.
- There is a greater number of property developers, at all levels of the market.
- The strategic property interests of Rangitāne o Manawatū are supported and grow.
- Rangitāne o Manawatū have opportunities for early involvement in planning and development.
- There is a significant increase in minor-dwellings (studios, granny flats).
- New office and retail development is directed to the Inner Business Zone.
- The best use of vacant large format retailing land has been determined.
- The development community understands the city planning framework.
- Council front-foots new infrastructure to support growth and is able to say ‘yes’ to new development.
- Council has clear priorities about where growth will occur and what supporting infrastructure is required.
- The costs and risks associated with pressure to provide growth infrastructure in multiple locations are balanced.
- The Development Contributions Policy provides clear guidance and continues to cover the costs of growth.
- Supporting infrastructure is in place to support planned housing and industrial development.
- There is infrastructure capacity for land supply to exceed demand by 20%.
- Council has positive collaborative relationships with the owners of the private infrastructure at Longburn.
- Council customers have positive experiences and development outcomes.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
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	Development community
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 Kāinga 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	
New and one-off actions	**Completion date**	**Involvement of partners**
Comply with new legislative and government policy requirements	2021/2022	
Test and implement 'City Shapers' industry engagement tools with the development community	2021/2022	Development community
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	
Provide additional infrastructural capacity that accommodates projected urban intensification and growth	2021/2022	

PALMY
2021-2031

TE HOAHOA TĀONE
URBAN DESIGN CHAPTER



Kupu whakataki
Introduction

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.

Kei hea tātou i tēnei wā?
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.

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- There are agreed, overarching, citywide urban design principles for Palmerston North that inform all design and planning processes.
- Design outcomes enrich the quality of life for communities in all city environments.
- Rangitāne o Manawatū have opportunities to participate early in planning and development.
- Rangitānenuiarawa is incorporated in city design.
- The Creative City Conversations programme fosters critical thinking and civic discussion on city making topics and good urban design
- Development outcomes contribute positively to urban form, are flexible and adaptable to current and future changes of use and tenure.

He aha ngā mahi e tutuki ai ngā hiahia?
What actions will we take to get there?

Ongoing actions	Start date	Involvement of partners
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: - Inner Residential Suburbs - Bound by Botanical Rd, Tremaine Ave, Vogel St, Featherston St (East), Victoria Ave, Park Rd - Business Zones - Outer Residential Suburbs - Rural Residential Areas	2023/2024	Design and development community
Review District Plan with priority: - Business Zone - Residential Zone	2021/2022	Rangitāne o Manawatū, Massey University, Food HQ, UCOL, MidCentral DHB, NZDF, PNAL, Master Builders, NZIA, NZILA, ADNZ
Use 'Delivering Change' to: - Provide urban design support to key private community developments across the city - Provide urban design professional development opportunities for developers, designers, community, council officers and elected members - Deliver Creative City Conversations programme	2021/2022	Rangitāne o Manawatū, Massey University, Food HQ, UCOL, MidCentral DHB, NZDF, PNAL, Master Builders, NZIA, NZILA, ADNZ

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- 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.
- Development outcomes value, support and express city heritage, cultural identity and a sense of place across all planning zones.
- There is more adaptation of older buildings for commercial and mixed use in and around the city centre.
- 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.
- There is more vegetation coverage of citywide urban permeable space.
- Regulatory conditions enable manageable and sustainable development outcomes.
- Council is a leader in applying urban design best practice.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Review, update and complete strategic urban design frameworks that inform private and public development and investment with priority to: - Citywide Vegetation Framework - Streets and Roads Framework (see Transport plan) - Stormwater Management Framework (see Waters plan) - Manawatū River Framework (see Manawatū River plan) - City Centre Framework (see City shaping plan)	2021/2022	
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	
New and one-off actions	**Completion date**	**Involvement of partners**
Complete desktop study into potential vegetation and permeable surface loss on inner residential suburbs from infill housing: - Inner Residential Suburbs - Bound by Botanical Rd, Tremaine Ave, Vogel St, Featherston St (East), Victoria Ave, Park Rd - Business Zones - Outer Residential Suburbs - Industrial Zones - Rural- Residential Zone	2021/2022 2022/2023	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 o Manawatū, Design & development community, Massey University, Food HQ, UCOL, MidCentral DHB
Provide lighting, wayfinding and site information at the city entrance ways in partnership with external funders	2022/2023	


AN CLUB



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Our north arrow draws directly from "North" in our city's name. An upward arrow perfectly symbolises our ambition for a city that's smarter, continually growing and evolving, innovating, collaborating and finding enlightened ways to work with nature.


PALMY
2021–31
TE MAHERE WHAKAWHANAKE ŌHANGA
ECONOMIC DEVELOPMENT PLAN
TE WHAKAWHANAKE ŌHANGA
ECONOMIC DEVELOPMENT CHAPTER
NGĀ TAUNEKENEKE KI TĀWĀHI
INTERNATIONAL RELATIONS CHAPTER

Ahunga rautaki



Strategic direction



Te whakawhanake ōhanga: Te ahunga rautaki a te Kaunihera

Economic development 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 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.

Ngā tino
Priorities

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

1. He whakaū i ngā ara whiwhi mahi, ara tiputipu hoki

   Create and enable opportunities for employment and growth
2. He whakarato pūnahahanga e pai ai te tipu o te tāone me te pūnaha aranukunuku, hei tūhonohono i ngā iwi ki ngā kaupapa o roto i te hapori

   Provide infrastructure to enable growth and a transport system that links people and opportunities
3. He tautoko i te whanaketanga whare noho e hāngai ana ki ngā hiahia o te hapori

   Support the development of more housing that meets community needs
4. He tautoko i te whakakanorautanga o te ōhanga hei whakaiti i te whirinakitanga ki ngā ahumahi o mua

   Support the diversification of the economy to reduce reliance on traditional industries
5. He hāpai i te 'ōhanga auaha', koia hei tūāpapa whakatiputipu haere ake nei.

   Support an 'innovation economy' to underpin growth into the future
6. He whakaumu i te ōhanga kia tahuri ai tātou ki te ōhanga waro iti.

   Transform the economy to a low carbon economy

Te take o te mahere
Purpose of the plan

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

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

Ngā hononga ki mahere kē
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'.

Te mahitahi me Rangitāne o Manawatū
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.

Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere
Council documents that contribute to this plan

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

- CEDA Statement of Expectation
- CEDA Statement of Intent
- International Relations Policy

Te ine i te angitutanga
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



PALMY
2021-2031

TE WHAKAWHANAKE ŌHANGA
ECONOMIC DEVELOPMENT CHAPTER

Kupu whakataki
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).

Kei hea tātou i tēnei wā?
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.
- Annual GDP growth in Palmerston North has been stronger than the average for New Zealand since December 2018.
- 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.

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Palmerston North continues to be the major economic hub for the Manawatū-Whanganui region and has a growing proportion of regional jobs.
- Rangitāne o Manawatū have opportunities for early involvement in economic development projects and initiatives.
- GDP growth is at or above the national average.
- The priority sectors are growing.
- Palmerston North is a leading distribution hub.
- There is average annual employment growth of 1.9% (a further increase of 12,000 jobs by 2031).
- There are fewer barriers to participation in the workforce.
- Newcomers are supported to access local employment information, services and networks.
- The gap closes between the average annual household income in Palmerston North compared with that of New Zealand.
- Jobs recovery remains ahead of New Zealand's pandemic recovery overall.
- New low-carbon technology businesses are supported in the region and more new businesses survive in Palmerston North.
- Businesses have access to the skilled workforce they need to grow.
- Local Iwi Māori businesses and workforce are supported and growing.

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He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**

Through CEDA:
- Implement Business Retention Strategy
- Implement Talent Attraction and Retention Strategy
- Implement Destination Management Plan
- Implement Manawatū Agritech Strategy
- Deliver skill development and business growth programmes (funded by central government)
- Implement Inward investment strategy
- Implement Labour Market Plan
- Implement Visitor Strategy (regional)
- Implement Māori Engagement Strategy
- Review and implement International Education Strategy
- Support initiatives that promote the region's strengths:
  • research/agri-food/business/land/horticulture
  • distribution and logistics
  • defence
  • health
  • visitors
  • education (domestic and international)
  • digital and technology
  • Māori economy
	All 2021/2022	- Rangitāne o Manawatū
		- Manawatu Chamber of Commerce
		- International education sector
		- Talent Central
		- The Factory
		- Central government agencies

Work collaboratively with industry to develop and implement the city's strategic position		

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Palmerston North has a positive reputation.
- Visitor spending remains strong, supported by investment in new visitor activities, events, and awareness of what the city offers
- The i-SITE is redeveloped as the Palmy Information Centre.
- The Palmy Information Centre supports and expresses the cultural heritage and identity of Te Marae o Hine - The Square.
- The annual programme of major events brings significant economic benefits to the city.
- People who attend major events in Palmerston North have opportunities to participate in other community, city and regional activities.
- Māori values and perspectives reflected in major city events.
- Palmerston North Holiday Park is highly rated and has a high occupancy rate.
- The Conference and Function Centre is highly rated with a high occupancy rate.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
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		
Phase in the payment of the Living Wage to staff and contractors over three years	Beginning with staff January 2022	
New and one-off actions	**Completion date**	**Involvement of partners**
Agree a Statement of Expectation for CEDA with Manawatū District Council Agree a Statement of Intent with CEDA	2021/2022 2022/2023 2023/2024	Manawatū District Council
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 i-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	

PALMY
2021-2031

NGĀ TAUNEKENEKE KI TĀWĀHI

INTERNATIONAL RELATIONS CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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.[1]
- 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.
- 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).

1 2020 QS World University Rankings.

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Palmerston North has a positive international reputation and is successful in attracting investment, businesses, visitors and students.
- Rangitāne o Manawatū have opportunities for involvement in projects and initiatives to achieve the partnership aspirations identified in this plan.
- Rangitāne o Manawatū and Council have clearly defined roles in civic engagement on behalf of the community.
- Palmerston North has a rationalised network of global city partnerships and is focused on managing them well.
- The City has excellent economic and education connections to its international partners.
- A greater proportion of visitor spending in Palmerston North is by international visitors.
- There are deeper relations with Palmerston North global city partners, and greater economic, education and community cooperation.
- The community is familiar with the city's international city partnerships and have opportunities to be involved through the Global Ambassadors programme.
- Palmerston North is internationally recognised as a preferred destination in New Zealand for international education and research.
- Opportunities for digital engagement are maximised.
- Recovery from the disruption of international education and other activities occurs as quickly as possible and is supported by strong international city partnerships.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
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		
New and one-off actions	**Completion date**	**Involvement of partners**
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	

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Our north arrow draws directly from "North" in our city's name. An upward arrow perfectly symbolises our ambition for a city that's smarter, continually growing and evolving, innovating, collaborating and finding enlightened ways to work with nature.


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2021-31
GIVE WAY
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TE MAHERE ARANUKUNUKU
TRANSPORT PLAN
TE PŪNAHA ARANUKUNUKU WHAKARAUTAKI
STRATEGIC TRANSPORT CHAPTER
TE ARANUKUNUKU Ā-KORI ME TE WAKA TŪMATANUI
ACTIVE AND PUBLIC TRANSPORT CHAPTER

Ahunga rautaki



Strategic direction



Te pūnaha aranukunuku: Te ahunga rautaki a te Kaunihera

Transport 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 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.

Ngā tino Priorities

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

1. He whakaū i ngā ara whiwhi mahi, ara tiputipu hoki

   Create and enable opportunities for employment and growth

2. He whakarato pūnahahanga e pai ai te tipu o te tāone me te pūnaha aranukunuku, hei tūhonohono i ngā iwi ki ngā kaupapa o roto i te hapori

   Provide infrastructure to enable growth and a transport system that links people and opportunities

3. He tautoko i te whanaketanga whare noho e hāngai ana ki ngā hiahia o te hapori

   Support the development of more housing that meets community needs

4. He tautoko i te whakakanorautanga o te ōhanga hei whakaiti i te whirinakitanga ki ngā ahumahi o mua

   Support the diversification of the economy to reduce reliance on traditional industries

5. He hāpai i te 'ōhanga auaha', koia hei tūāpapa whakatiputipu haere ake nei.

   Support an 'innovation economy' to underpin growth into the future

6. He whakaumu i te ōhanga kia tahuri ai tātou ki te ōhanga waro iti.

   Transform the economy to a low carbon economy

Te take o te mahere Purpose of the plan

The 10-Year Plan level of service for this plan are:

- 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

Ngā hononga ki mahere kē
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 Military 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).

Te mahitahi me Rangitāne o Manawatū
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.

Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere
Council documents that contribute to this plan

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

- Asset Management Plan - Transport
- City Centre Framework
- City Centre Streetscape Plan
- Local Area Traffic Management Policy
- Signs and Use of Public Places Bylaw
- Speed Limits Bylaw
- Street Design Manual
- Urban Cycle Network Masterplan

Te ine i te angitutanga
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 bus passenger numbers and service satisfaction
- Decreasing carbon emissions
- Decreasing reliance on private motor vehicles



PALMY
2021-2031

TE PŪNAHA ARANUKUNUKU WHAKARAUTAKI

STRATEGIC TRANSPORT CHAPTER

Kupu whakataki
Introduction

Palmerston North has a network of roads, footpaths, cycleways and shared pathways and a diverse range of users. For example, 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.

Kei hea tātou i tēnei wā?
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 Initiative (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 are the inevitable outcomes of the city's historical approach to investment in the transport network.

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Palmerston North has an integrated transport network with clear priorities for all users based around place and movement principles.
- The Palmerston North Integrated Transport Initiative (PNITIP)/ Regional Freight Ring Road is completed.
- Palmerston North has safe streets with zero deaths or serious injuries.
- The urban network supports amenity outcomes, prioritises active and public transport, and directs freight to the Regional Freight Ring Road.
- There is timely provision of transport infrastructure to support city growth and economic development opportunities.
- Rangitāne o Manawatū have opportunities for early involvement in major strategic transport projects.
- Speed limits and traffic speeds are appropriate for the conditions throughout the transport network.
- Street design is responsive to land-use, place and movement.
- More people choose modes of transport other than motor vehicles.
- New growth areas have well-connected, multi-modal streets.
- Roads are designed to minimise long-term financial liabilities.
- Car-parking management supports strategic transport, land-use planning and urban design objectives.
- Maintenance and renewal interventions minimise whole of life costs for transport assets.
- Strategic transport projects provide pathways to business and employment opportunities for Māori.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
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	Waka Kotahi NZTA KiwiRail Horizons Regional Council Massey University UCOL Palmerston North Airport NZ Defence FoodHQ Rangitāne o Manawatū Landowners and developers Chamber of Commerce Palmy BID CEDA
Prioritise transport programmes that deliver on the Council goals, the purpose of this plan and the Government Policy Statement on Transport	2021/2022	
Develop pathways to business and employment opportunities for Māori		
Progressively review speed limits throughout the City on a staged basis	2021/2022	Waka Kotahi NZTA Local residents
New and one-off actions	**Completion date**	**Involvement of partners**
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 Initiative (Regional Freight Ring Road)	2023/2024	Waka Kotahi NZTA Horizons Regional Council
Support Waka Kotahi NZTA with the economic assessment and detailed business cases for the Palmerston North Integrated Transport Initiative (Regional Freight Ring Road)	2023/2024	
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	
Review Local Area Traffic Management Policy	2023/2024	

PALMY
2021-2031

TE ARANUKUNUKU Ā-KORI ME TE WAKA TŪMATANUI

ACTIVE AND PUBLIC TRANSPORT CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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.[1]
- 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.[2]
- 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 Te Marae o Hine - 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.[3]
- 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 services.
- 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 Te Marae o Hine - 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.

1 *Statistics New Zealand. (2018). Census.*
2 *NZTA. (2019). Understanding attitudes and perceptions of cycling and walking.*
3 *CEMARS and carboNZ Certification programmes.*

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- An integrated multi-modal transport network that connects people with destinations and place.
- The transport network prioritises walking and cycling alongside other transport modes.
- Rangitāne o Manawatū have opportunities for early involvement in major active and public transport projects.
- Active transport participation is increased to 15% of all journeys by 2024; to 20% by 2027; and to 30% by 2030.
- There is increased investment in active and public transport as a proportion of the transport budget.
- Active and public transport are genuine mode choices.
- There is a significant mode-shift to active and public transport.
- There are zero deaths and serious injuries from active and public transport.
- The city has a strong cycling culture.
- Walking and cycling journeys are safe and positive experiences.
- An active transport network provides for commuting and recreational users.
- People choose transport modes that reduce carbon emissions.
- Space is prioritised within the transport network for active and public transport.
- Traffic speeds are reduced through street design and speed limit bylaws to encourage the use of active and public transport and keep users safe.
- The benefits and need for active and public transport are well understood by the community.
- There is increased investment in active and public transport.
- Transport costs are transparently communicated.
- Horizons Regional Council delivers a modern, comprehensive, efficient and reliable bus service in partnership with Council.
- 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.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
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		
Deliver the Urban Cycle Network Masterplan		Waka Kotahi NZTA Horizons Regional Council
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)		
Align city active and public transport programmes with Government direction (GPS Transport) and Waka Kotahi NZTA guidance to maximise our likelihood of securing funding		
Deliver enhanced behaviour change programmes, including school travel plans		
New and one-off actions	**Completion date**	**Involvement of partners**
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 Waka Kotahi NZTA
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	
Provide an annual report through a Council committee on progress towards achieving footpath improvements	2021/22 – 2023/24	
Investigate options and feasibility of providing free bus fares for priority groups, including young people, older people and people on low incomes	2021/2022	





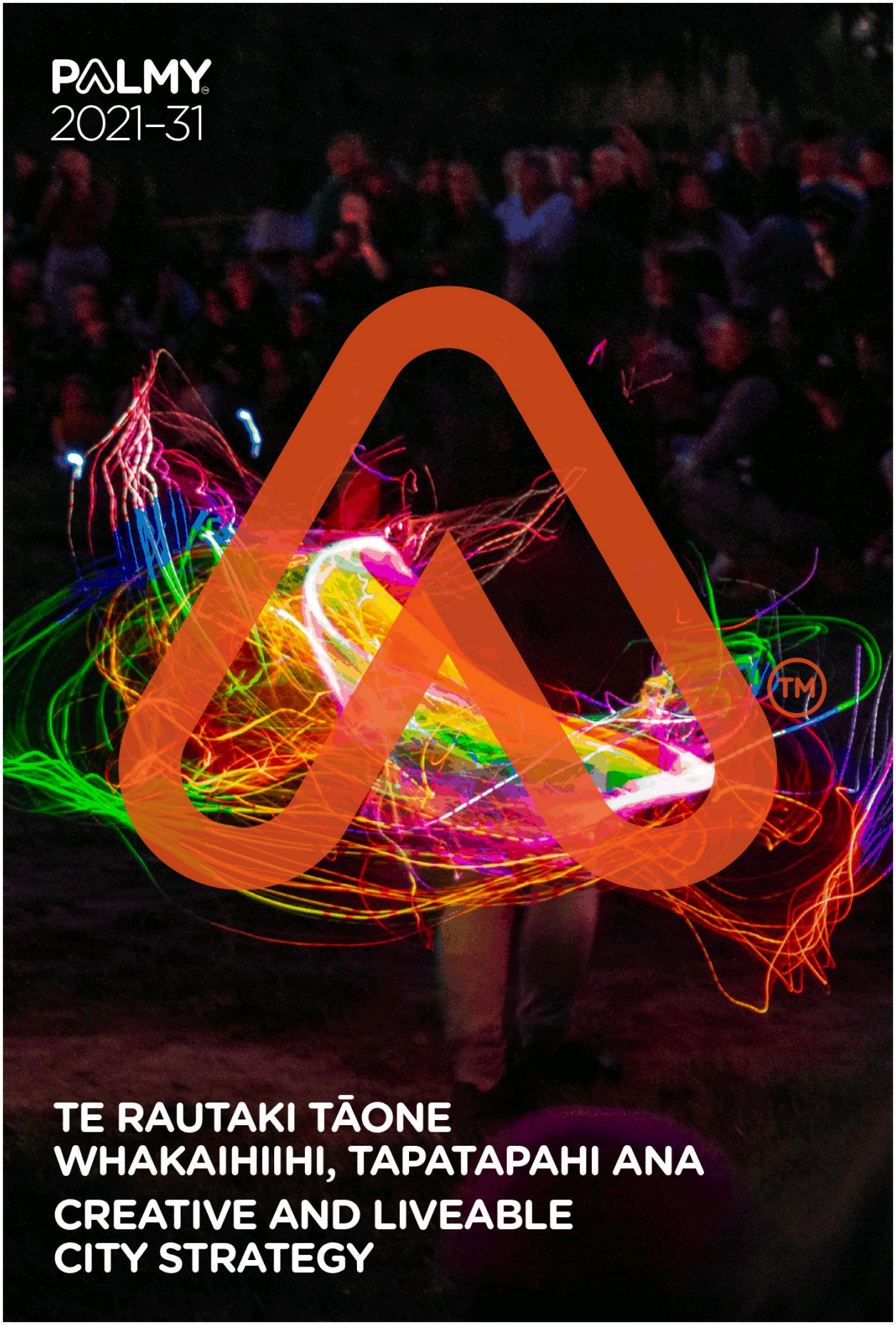
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Our north arrow draws directly from "North" in our city's name. An upward arrow perfectly symbolises our ambition for a city that's smarter, continually growing and evolving, innovating, collaborating and finding enlightened ways to work with nature.


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2021-31
TM
TE RAUTAKI TĀONE
WHAKAIHIIHI, TAPATAPAHI ANA
CREATIVE AND LIVEABLE
CITY STRATEGY

Ahunga rautaki



Strategic direction



Matawhānui Papaioea

Palmerston North Vision

He iti rā, he iti pounamu

Small city benefits, big city ambition

Palmerston North is the heart of the Manawatū region. We are a small city with a lot to offer, and we're ambitious about where we're going.

Palmerston North has many small city advantages - a great quality of life and easy access to services. We embrace our Rangitāne o Manawatū heritage and celebrate the diversity of our communities. We know that the talents and efforts of our whole city will help create the future we want.

To fulfil the vision Council has adopted five goals and strategies.

- Whāinga 1: He tāone auaha, he tāone tiputipu
  Goal 1: An innovative growing city
- **Whāinga 2: He tāone whakaihiihi, tapatapahi ana**
  Goal 2: A creative and exciting city
- Whāinga 3: He hapori tūhonohono, he hapori haumaru
  Goal 3: A connected and safe community
- Whāinga 4: Te tāone tautaiao
  Goal 4: An eco city
- Whāinga 5: Te Kaunihera ahunui, whakamana i te iwi
  Goal 5: A driven and enabling Council

Whāinga 2: He tāone whakaihiihi, tapatapahi ana

Goal 2: A creative and exciting city

Our goal is for Palmerston North to be a creative and exciting place to live. We want to offer a great lifestyle in a city that reflects the diversity of city communities.

We want to support the arts to flourish and our cultural institutions to thrive as they respond to our communities' needs and interests. We want everyone to have opportunities to be active and to experience the advantages of a big city without hassle and cost. We understand that we will need to work with our partners to achieve our shared goals.

Paetae: Kia eke a Papaioea ki te 65 neke atu i Te Tauine Tāone Auaha, i mua i te tau 2031

Target: Palmerston North scores above 65 in the Creative Cities Index by 2031

This Creative and liveable city strategy describes Council's 10-year plan vision for Goal 2.

Three plans sit beneath this strategy and describes Council's activities for the first three years of the 2021-2031 10-Year Plan: **Active communities**, **Arts and heritage** and **City shaping**.

Kupu whakataki
Introduction

Oranga hapori
Community wellbeing

The purpose of local government is to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future. The Creative and liveable strategy focuses on the cultural wellbeing of our communities, although we intend that this strategy will impact on all aspects of wellbeing.

He tāone whakaihiihi, tapatapahi ana
Creative and liveable city

Palmerston North has already made some important steps towards creating an environment where liveability underpins city planning and decision making. We acknowledge the vital role of the city centre in shaping city perception and understand how the design of our public spaces can lead to better community outcomes. We know that our city's diversity is a strength, and that we need to provide arts, recreation, play and events opportunities that meet a broad range of needs.

Our goal is to continue to move to a more creative city-making approach[1] for Palmerston North. This strategy sets out our five priorities to be a creative and liveable city.

1 Landry, Charles (2007). The art of city-making.



Ngā tino Priorities

1. He waihanga i te tāone me ōna wāhi papai mō te katoa

   Create a city that has great places for all people

Te waihanga tāone Citymaking

Citymaking provides many opportunities to develop a more creative and liveable city. 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. We want to maximise the impact of citymaking projects by working with our partners towards shared goals.

We will:

- Promote multidisciplinary working on Council and community projects to drive outcomes that deliver on multiple Council objectives
- Implement City shaping plan actions in partnership with other agencies

See the **Citymaking chapter** of the **City shaping plan** for more detail.

Pokapū tāone City centre

The city centre plays a key role in creating the perception of any city. A successful city centre creates places that people can connect to emotionally. 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. However, our city centre has potential to become more vibrant with more accessible and welcoming places for people.

To support out city centre we will design public spaces that are pedestrian-friendly, intimate, and that support social interaction. The new Business Improvement District (BID) will promote city centre improvements. We have further opportunities to curate successful places through hardware (infrastructure) and software (people and events), rather than waiting for them to emerge naturally. We will emphasise place-based infrastructure design and support community-led place-based activations in the city centre.

We will:

- Implement the City Centre Streetscape Plan to increase city centre vibrancy and improve the perception of the city

See the **City centre chapter** of the **City shaping plan** for more detail.

Te waihanga wāhi tūmatanui
Placemaking

The Project for Public Space describes great public spaces as accessible, comfortable, providing opportunities to socialise, and where people are engaged in activities. Placemaking is a community-based approach for the creation of public space. It provides opportunities for community leadership and participation.

In Palmerston North Placemaking started by promoting simple ideas such as moveable furniture, planter boxes, parklets and outdoor dining. With growing community leadership, Placemaking has expanded and people have begun to take the lead to help define the identity of places within the city. We will continue supporting landowners and tenants, to invest in activities that reinforce place identity. Although the city centre will remain the focus of placemaking activities, other placemaking opportunities exist in suburban centres, parks and streets. We want to co-create more opportunities for placemaking with our partners. We will strengthen then the links between placemaking and our other objectives, such as promoting active communities and developing accessible streetscapes.

We will:

- Provide seed funding and support for people to lead public space projects to develop accessible, active, comfortable and social public places

See the **Placemaking chapter** of the **City shaping plan** for more detail.

2. He whakanui i te hītori me te kanorautanga o te tāone, me te whakapakari i tōna pai hei kāinga mō ngā ahurea me ngā reo maha

   Celebrate the city's history and diversity, and build on the strength of being a city of many cultures and languages

Ngā taonga tuku iho
Heritage

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. We have opportunities to share and celebrate local history through the delivery of Council services.

We want the history and aspirations of Rangitāne o Manawatū to be expressed in the city landscape and to work with Rangitāne to protect significant sites. We want to provide opportunities for the community to use and appreciate the value of heritage buildings. We will make expressions of cultural heritage more visible in our landscape, for example, by affirming the significance of military heritage to the city.

We will:

- 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

See the **Heritage chapter** of the **Arts and heritage plan** and the **Connected communities plan** for more detail.

3. He waihanga i te tāone auaha, he poipoi, he whakanui anō i ngā toi

   Be a creative city that nurtures and celebrates the arts

Ngā toi
Arts

'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.

Our city is home to artists, community groups and organisations who are passionate about being part of a creative city. Many people work in arts-related jobs, and city organisations reply on people with creative skills. Many of the region's key arts facilities are based in Palmerston North, such as Te Manawa, Regent on Broadway, Square Edge and Centrepoint Theatre, New Zealand's only provincial professional theatre company. It is also the host city for the National Young Performer Awards.

The opportunity to participate in the arts contributes to all aspects of health; te whare tapa whā. The city needs the arts to attract people and help make the Palmerston North a creative and interesting place to be. We want to support artists and the arts community to co-ordinate activities, promote their work, encourage cooperation and share information. We want to make the arts a more central focus of Palmerston North.

We will:

- 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

See the **Arts chapter** of the **Arts and heritage plan** for more detail.

4. He whakaū i te rongonui o te tāone hei tāone whakihiihi, he nui ōna mahi ā-rēhia i ngā pō, i ngā mutunga wiki hoki

   Develop a national reputation as an exciting city with plenty to do at night and on weekends

Ngā takunetanga me ngā taiopenga
Events and festivals

Events and festivals provide opportunities for the community to gather, to be entertained, and to participate in new experiences.

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

Events and festivals contribute to several of our strategic goals. We want to bring economic benefits to the city through major events and connect our communities through local, programmed and iconic events. Because these events contribute primarily to other goals, details of related actions are described elsewhere.

See the **Events and festivals chapter** of the **Connected communities plan** and the **Economic development chapter** of the **Economic development plan** for details of the actions we will to provide and support events and festivals.



5. He whakatenatena i te kori tinana kia eke ki tua atu i hapori kē i Aotearoa

   Be one of the most active communities in New Zealand

Hapori whakahohe
Active communities

People are generally healthier and happier in places where decision-makers prioritise physical activity. Being active contributes to includes all aspects of health, te whare tapa whā. The most common reasons adults in the Manawatū region give for taking part in sport and recreation are enjoyment, and fitness and health.

Palmerston North people consider that there are many opportunities to be active in our community[2]. The city has more than 170 reserves and sports fields to enable and encourage active communities. Central Energy Trust Arena (CETA) is the city's sports and events hub and provides a variety of indoor and outdoor venues. The Lido Aquatic Centre, Freyberg Community Pool and Splashhurst provide opportunities for competitive swimming, learn-to-swim, and recreation. There are many other recreation facilities and opportunities provided throughout the city by schools, Massey University, private providers and membership clubs.

We recognise the importance of play and informal recreation alongside organised and formal sports opportunities. We want to continue to support our communities to be more active in whatever ways they choose. We will ensure that recreation planning is responsive to community needs and is a co-ordinated city approach.

We will:

- 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

See the **Active communities plan** for more detail.

2 Palmerston North City Council. (2019). Residents' Survey.

Te mahitahi me Rangitāne o Manawatū
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 - The Square, 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
- 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
- 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

Te ine i te angitutanga
Measures of success

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

- Measurement on the Creative Cities Index
- Participation in the arts
- Heritage buildings retained and strengthened
- Street engagement
- Attendance at events
- Sites of significance to Rangitāne o Manawatū protected
- Performance against national benchmarks for swimming pool provision, parks area and sports grounds
- Availability of publicly accessible playgrounds and opportunities for leisure
- Use of Central Energy Trust Arena indoor facility
- People who meet physical activity guidelines



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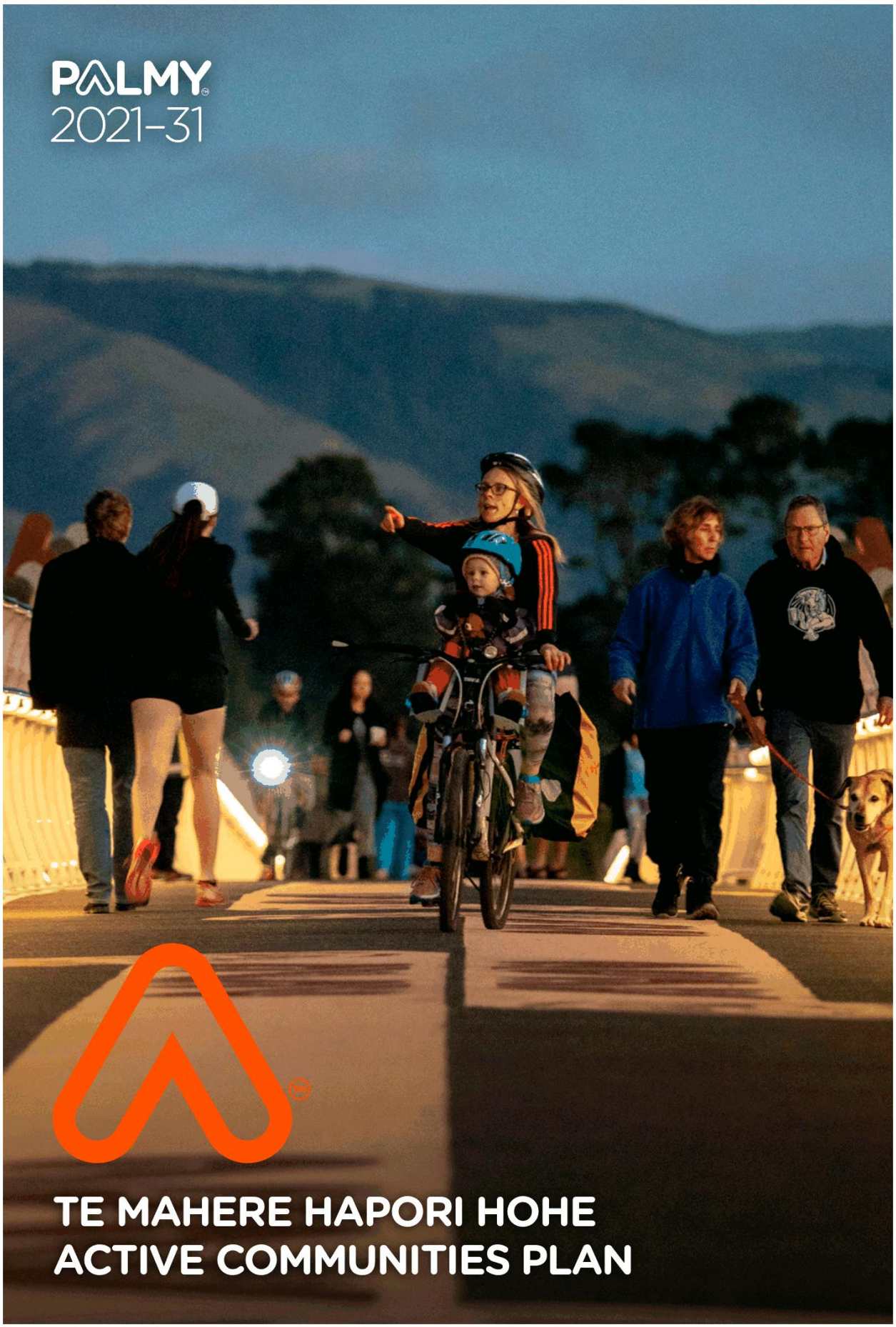
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Our north arrow draws directly from "North" in our city's name. An upward arrow perfectly symbolises our ambition for a city that's smarter, continually growing and evolving, innovating, collaborating and finding enlightened ways to work with nature.

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2021–31
TE MAHERE HAPORI HOHE
ACTIVE COMMUNITIES PLAN

Ahunga rautaki



Strategic direction



He hapori whakahohe: Te ahunga rautaki a te Kaunihera

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.

Ngā tino
Priorities

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

1. He waihanga i te tāone me ōna wāhi papai mō te katoa

   Create a city that has great places for all people
2. He whakanui i te hītori me te kanorautanga o te tāone, me te whakapakari i tōna pai hei kāinga mō ngā ahurea me ngā reo maha

   Celebrate the city's history and diversity, and build on the strength of being a city of many cultures and languages
3. He waihanga i te tāone auaha, he poipoi, he whakanui anō i ngā toi

   Be a creative city that nurtures and celebrates the arts
4. He whakaū i te rongonui o te tāone hei tāone whakihiihi, he nui ōna mahi ā-rēhia i ngā pō, i ngā mutunga wiki hoki

   Develop a national reputation as an exciting city with plenty to do at night and on weekends
5. He whakatenatena i te kori tinana kia eke ki tua atu i hapori kē i Aotearoa

   Be one of the most active communities in New Zealand

Te take o te mahere
Purpose of the plan

The 10-Year 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

Ngā hononga ki mahere kē
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 communities 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 communities strategy).

Te mahitahi me Rangitāne o Manawatū
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.

Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere
Council documents that contribute to this plan

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

- Asset Management Plan – Parks and Reserves
- Auahi Kore Smokefree and Vapefree Policy
- Central Energy Trust Arena Masterplan
- City Centre Framework
- Community Funding Policy
- Dog Control Policy and Bylaw
- Manawatū-Whanganui Regional Sports Facilities 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 Masterplans (prepared under the Reserves Act 1977) – Te Āpiti/Manawatu Gorge, Victoria Esplanade, Memorial Park, Ahimate Park, Manawatū River, Kahuterawa (Arapuke), Ashhurst
- Signs and Use of Public Places Bylaw
- Sun Protection Policy

Te ine i te angitutanga
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
- 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

PALMY
2021–2031

HAPORI WHAKAHOHE
ACTIVE COMMUNITIES

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
Where are we now?

Kōrero whānui
General

- People in Palmerston North consider that they have many opportunities to be physically active.[1]
- Around three quarters of adults in Palmerston North are active (compared to around 70% for the wider Manawatu Regional Sports Trust region).[2]
- 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 Manawatū Regional Sports Trust area).
- Despite these reported participation levels, the Ministry of Health's physical activity guidelines[3] 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.

Te tākaro me ngā mahi ā-rēhia whakahohe
Play and active recreation

- Over eight in ten (86%) residents are satisfied with Council's overall provision of parks, reserves and open spaces.[4]
- 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).[5]
- Walking for sport and leisure is the city's most popular leisure activity and Palmerston North has over 100 kilometres of recreational pathways.[6]
- 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, Colqhuoun 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.

1 *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'.*

2 *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).*

3 *'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.*

4 *Palmerston North City Council. (2020). Annual Residents' Survey.*

5 *Based on the fundings of the 2020 Residents' Survey.*

6 *Pathways include all tracks, trails and walkways, including surfaced and unsurfaced walkways in natural and urban green spaces.*

- 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.

Rēhia ā-wai

Water recreation

- The Council provides Lido Aquatic Centre, Freyberg Community Pool and Splashhurst. Council also provides outdoor pools and water play opportunities for children at the Victoria Esplanade and Memorial Park.
- 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.[7]
- 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.

Hākinakina

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 are 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.[8] The management and operation of CETA is separate to the wider parks and reserves activity.
- CETA is marketed as 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[9]).
- 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.

7 Palmerston North City Council. (2020). Residents' survey.

8 Thirty-six sporting codes use CETA with speedway, rugby, football, basketball, volleyball, badminton, skating and netball its main codes.

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



Currently commercial use includes:

- 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).[10]
- 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.

Ngā rangapū mahitahi me ngā kaitautoko
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 Ihi Aotearoa'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).

Aranukunuku whakahohe / korikori
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.[11]
- Sport Manawatū is funded by Council to support active transport promotion and the deliver the national 'Bike Ready' (cycle skills education) programme.

10 Palmerston North City Council. (2020). Residents' survey.

11 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.

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- There is a range of quality play, active recreation and sport environments and facilities throughout the city that enable people to be more active.
- There is equitable access to play, recreation and sport facilities throughout the city.
- There are opportunities to participate in the cultural physical activities of mana whenua and other cultures.
- A Whānau Ora approach is the basis for the co-design of activities.
- People know about all play, active recreation and sport opportunities.
- Play, recreation and sport facility developments benefit from Māori design expertise from the beginning of their development.
- The community is increasingly active.
- Facilities are available, accessible and inviting to all people in the community.
- Rangitāne o Manawatū have opportunities for early involvement in all active communities initiatives.
- Facilities are multi-purpose, where possible.
- Residents are satisfied with our parks and reserves network.
- The City's new residential growth areas support active communities.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
Provide and maintain city reserves, local reserves, sportsfields, Central Energy Trust Arena, aquatic facilities, walkways, shared paths, sport and recreation facilities	All 2021/2022	Central Energy Trust Arena Master Plan Steering Group CLM
Work with other sport and recreation providers and adjoining Councils		Manawatū, Horowhenua, and Tararua district councils Education sector NZDF
Partner with Sport Manawatū to deliver play, active recreation and sport services to meet community outcomes sought by Council including the co-ordination of the Regional Sports Facility Plan[12], Active Communities 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 Sport New Zealand Ihi Aotearoa
Develop and review Asset Management Plans for Recreation and Community Facilities		
Administer the Reserves Act 1977		Department of Conservation
Apply a Whānau Ora approach[13] 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 Manawatū Department of Conservation
Prepare a development / reserve management plan for Te Marae o Hine – The Square		Heritage New Zealand
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

12 Note that the SEPF includes Programme 799 – national secondary schools sports events and is included within the Economic development plan.

13 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: www.tpk.govt.nz/en/whakamahia/whanau-ora/about-whanau-ora).

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- There is an extensive pathway network that keeps pace with urban and population growth.
- Rangitānenuiarawa[14] and wider Māori cultural heritage values are expressed in city parks through place names, art, signage, and story-telling.
- City reserves reflect their special character and values.
- We better understand the role that community facilities play in meeting the community's play, recreation and sport needs.
- RMPs or Master Plans guide the management and development of all City reserves.
- Palmerston North reserves are co-managed by Council and Rangitāne o Manawatū, where mutually agreed.
- Rangitāne o Manawatū sites of significance are developed, protected, and preserved.
- All of our parks are protected, and Council effectively administers the Reserves Act 1977.
- All swimming pools retain high levels of visitation and customer satisfaction.
- Aquatic sport and recreation planning takes account of predicted population growth, wider water recreation needs (including outdoor and natural environments) and trends.

14 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.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Deliver the Central Energy Trust Master Plan	2021/2022	Rangitāne o Manawatū Central Energy Trust Master Plan Steering Group Stakeholder groups
Provide swimming pools to meet a range of community needs including free swimming for under 5s	2021/2022	Community Leisure Management 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	2021/2022	
Carry out drainage and irrigation improvements to existing sports fields (Skoglund Park)	2022/2023	
Council's Play Policy informs Council's operational decisions	2021/2022	
Improve walkways and shared paths to support the City's most popular activity	2021/2022	
Develop and support a mobility scooter service for the Victoria Esplanade and He Ara Kotahi	2021/2022	

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Facility programming and scheduling of events respond to community needs.
- The use of all community recreation facilities is optimised.
- The city's sports field network is flexible enough to meet changing sports codes participation rates, and participant/user needs.
- The sports sector is sustainable.
- The Regional Sports Facility Plan decision-making investment process guides Council decision-making.
- 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.
- Community needs assessments (and the RSFP decision-making investment process) inform the review of the next Central Energy Trust Arena Master Plan projects.
- There is close collaboration throughout the sports sector.
- Council's support for Sport Manawatū is primarily focused on the goal of a more active community.
- Council supports a variety of clubs, and organisations through consistent and transparent lease arrangements at parks and reserves and community centres.
- Council supports clubs and organisations to carry out work in parks on its behalf (locally-led approaches).
- There is excellent walking and cycling infrastructure in Palmerston North.
- There is a strong uptake of active modes of travel across the entire city on road-based and off-road networks.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
New and one-off actions	**Completion date**	**Involvement of partners**
Carry out a needs-assessment for swimming and other water-based recreation	2023/2024	Sport New Zealand - Ihi Aotearoa 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	2023/2024	Central Football
Review the Palmerston North city - specific aspects of the Regional Sports Facilities Plan		
Review the Manawatū-Whanganui Regional Sports Facility Plan	2022/2023	Sport Manawatū RSFP Steering Group Ihi Aotearoa Sport New Zealand
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)	2023/2024 (started)	
Map the equity of provision of play, recreation and sport facilities across the city	2022/2023	MidCentral DHB Sport Manawatū Sport New Zealand Ihi Aotearoa
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
Review the naming rights for Council-owned Recreational Facilities Policy and Reserve and Walkway Naming Policy	2023/2024	
Review the Parks UAV Drone Policy	2023/2024	
Provide opportunities for play in Te Marae o Hine - The Square and the city centre	2021/2022 (started)	Rangitāne o Manawatū
Provide more carparking at Bill Brown Park	2022/2023	
Investigate the feasibility of developing a Chinese garden within Victoria Esplanade	2022/2023	Chinese community
Carry out a feasibility assessment for a covered artificial green for bowls	2021/2022	Bowls groups Sport Manawatū

PALMY

PAPAIOEA
PALMERSTON
NORTH
CITY

Our north arrow draws directly from "North" in our city's name. An upward arrow perfectly symbolises our ambition for a city that's smarter, continually growing and evolving, innovating, collaborating and finding enlightened ways to work with nature.

Te Kaunihera o Papaioea
Palmerston North City Council

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PALMY
2021–31
TE MAHERE TOI,
TAONGA TUKU IHO
ARTS AND
HERITAGE PLAN
NGĀ TOI
ARTS CHAPTER
NGĀ TAONGA TUKU IHO
HERITAGE CHAPTER

Ahunga rautaki



Strategic direction



Te toi me te taonga tuku iho: Te ahunga rautaki a te Kaunihera

Arts and heritage 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 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.

Ngā tino Priorities

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

1. He waihanga i te tāone me ōna wāhi papai mō te katoa

   Create a city that has great places for all people
2. He whakanui i te hītori me te kanorautanga o te tāone, me te whakapakari i tōna pai hei kāinga mō ngā ahurea me ngā reo maha

   Celebrate the city's history and diversity, and build on the strength of being a city of many cultures and languages
3. He waihanga i te tāone auaha, he poipoi, he whakanui anō i ngā toi

   Be a creative city that nurtures and celebrates the arts
4. He whakaū i te rongonui o te tāone hei tāone whakihiihi, he nui ōna mahi ā-rēhia i ngā pō, i ngā mutunga wiki hoki

   Develop a national reputation as an exciting city with plenty to do at night and on weekends
5. He whakatenatena i te kori tinana kia eke ki tua atu i hapori kē i Aotearoa

   Be one of the most active communities in New Zealand

Te take o te mahere Purpose of the plan

The 10-Year 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

Ngā hononga ki mahere kē
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.

Te mahitahi me Rangitāne o Manawatū
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.

Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere
Council documents that contribute to this plan

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

- Asset Management Plan - Property
- CCO Statements of Expectation and Statements of Intent
- Community Funding Policy
- Dangerous and Insanitary Buildings Policy
- District Plan
- Natural and Cultural Heritage Incentive Fund
- Reserve and Walkway Naming Policy
- Street Naming and Numbering Policy

Te ine i te angitutanga
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 Manawatū 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

PALMY
2021–2031

NGĀ TOI
ARTS CHAPTER

Kupu whakataki
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 reply 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.

Kei hea tātou i tēnei wā?
Where are we now?

- In 2020 Palmerston North people reported attending and participating in the arts in line with the national rate (73% of Palmerston North, compared to 75% for all New Zealanders).[1]
- 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.



1 Creative New Zealand (2021). New Zealanders and the arts.

- 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 of attending 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 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.



He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- The arts sector hosts diverse arts experiences and has the resources to grow its audiences.
- There are inclusive, visible, fit-for-purpose and resilient cultural institutions and facilities.
- The Globe Theatre is a busy and vibrant centre for the performing arts community in Palmerston North.
- Te Manawa engages local communities in learning experiences, develops and provides access to taonga, artworks and artefacts, and attracts people to the city.
- The Regent Theatre is a historic venue that caters for large-scale international, national and local performing arts experiences.
- Rangitānenuiarawa[2] is embedded in public art, cultural facilities and public spaces.
- The city is host to diverse expressions of Toi Māori.
- 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.
- There are safe, affordable and welcoming spaces for people to express their creativity and cultural identity.

2 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.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
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		Cultural facility leaseholders - including Square Edge and Creative Sounds (The Stomach)
Administer grants in line with the new community support policy Support the arts sector through: - Creative Communities Scheme - Arts Event Fund - Strategic Priority Grants - Small Grants		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 Palmerston North Sculpture Trust
Purchase and install new public art		Rangitāne o Manawatū Palmerston North Sculpture Trust Arts organisations Local artists
Provide operational grants to cultural Council-Controlled Organisations		Te Manawa Museums Trust Globe Theatre Trust Regent Theatre Trust Caccia Birch House Trust (until transition to Council)

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Whānau, hapū, iwi are supported to create and deliver arts experiences that are of value to them.
- Governance bodies of arts and cultural organisations reflect the diversity of Palmerston North.
- Creative expression is incorporated into the design and management of Palmerston North's public spaces.
- Emerging Palmerston North artists have the tools, facilities, encouragement and confidence they need to pursue a career in the arts.
- There are arts education experiences that cater for people of all ages and backgrounds.
- Council's arts investment is strategic and coordinated with other funders and capacity-builders.
- Council events and projects involve local artists in a range of fairly paid roles.
- Council's arts role reflects meaningful relationships between central government, local government, iwi, funders, arts organisations and local communities.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
New and one-off actions	**Completion date**	**Involvement of partners**
Agree a Statement of Expectation with Te Manawa Museums Trust, The Regent Theatre Trust, The Globe Theatre Trust and Caccia Birch House Trust Agree a Statement of Intent with Te Manawa Museums Trust, The Regent Theatre Trust, The Globe Theatre Trust and Caccia Birch House Trust Carry out regular performance monitoring and reporting of Te Manawa Museums Trust, The Regent Theatre Trust, the Regent Theatre Trust, and Caccia Birch House Trust	2021/2022 2022/2023 2023/2024	Te Manawa Museums Trust Globe Theatre Trust Regent Theatre Trust Caccia Birch House Trust (until transition to Council)
Develop a public art policy to direct Council decisions on creativity in infrastructure projects and acquiring and maintaining new public art	2021/2022	Palmerston North Public Sculpture Trust Rangitāne o Manawatū Arts organisations Local artists
Develop a street art programme for match-funding private building owners to incorporate street art onto their buildings	2023/2024	Building owners Local artists
Provide support for arts organisations to build meaningful relationships and deliver community-led collaborative projects	2022/2023	Arts organisations Central government Rangitāne o Manawatū Funders Local communities
Complete the Civic and Cultural Master Plan 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	2023/2024	Council-owned arts and cultural facilities

PALMY
2021–2031

NGĀ TAONGA TUKU IHO HERITAGE CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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.



He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Ongoing access to heritage is secured, through preservation, active collection, and facilities.
- There is greater community understanding and appreciation of Māori heritage places.
- Rangitāne o Manawatū history and aspirations are expressed in the landscape of the city.
- Sites of natural and cultural significance to Rangitāne o Manawatū are acknowledged, identified, and protected.
- The heritage collection contains community stories, objects and records from all cultures within our diverse community.
- Expressions of cultural heritage are more visible in the cityscape and innovative means are used to showcase heritage to the city and beyond.
- Heritage continues to form part of the multi-disciplinary approach to working on Council projects.
- Opportunities to collaborate with and support the heritage sector are realised, including heritage related interest groups.
- Investment in the retention of earthquake-prone heritage buildings is supported, and there is collaboration with those who want to invest in these buildings.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
Provide quality visitor experience and accessibility to Council-owned and/or operated heritage buildings	All 2021/2022	Caccia Birch Trust Board and future organisation The Friends of the Regent Square Edge
Maintain the internal integrity of Council-owned and/or operated heritage buildings		
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		

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Building upgrades on earthquake-prone heritage buildings have limited or no impact on heritage values.
- Council has a good understanding of the heritage values of scheduled heritage features.
- The District Plan contains a more complete understanding of culture and heritage results in an expanded list of scheduled and non-scheduled heritage, including:
  - Sites of Significance to Rangitāne o Manawatū
  - Increasing native tree specimen representation
  - Investigating Tier 2 Notable Tree status
  - Residential character and heritage areas
- Caccia Birch grounds, including the cottage gardens, are maintained and complement the historical values of the homestead.
- Military heritage is included in Council planning and programme delivery.
- There are, visible, fit-for-purpose and resilient heritage buildings.
- There is a reasonable level of public access to Council-owned and operated heritage buildings.
- CCOS deliver heritage themed experiences and stories that are kept relevant for future generations.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Collaborate with the community to make heritage a visible part of city life and the cityscape	All 2021/2022	
Investigate and trial innovative ways of showcasing our city heritage		
Work with Rangitāne o Manawatū to actively protect, expand, enhance and co-design sites of cultural and natural significance, including: - 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) - provide opportunities for the wider public to engage with Rangitānenuiarawa - develop an understanding of the potential contribution of places of Māori heritage to health and well-being, and to culture and identity		Rangitane o Manawatū
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: - Update of heritage value statements - The approach to notable tree protection - Investigate and identify character or heritage areas		
New and one-off actions	**Completion date**	**Involvement of partners**
Develop a Caccia Birch Site Master Plan	2023/2024	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 Manawatū Heritage Tour App	2021/2022	
Survey the community and stakeholders to inform future development of Manawatū Heritage	2021/2022	Rangitāne o Manawatū
Investigate the need for additional shelving for archives as part of the Civic and Cultural Precinct Master Plan	2021/2022	
Review the Natural and Cultural Heritage Incentive Fund	2022/2023	
Mark the city's 150th anniversary	2021/2022	Rangitāne o Manawatū

PALMY

PAPAIOEA
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Our north arrow draws directly from "North" in our city's name. An upward arrow perfectly symbolises our ambition for a city that's smarter, continually growing and evolving, innovating, collaborating and finding enlightened ways to work with nature.

Te Kaunihera o Papaioea
Palmerston North City Council

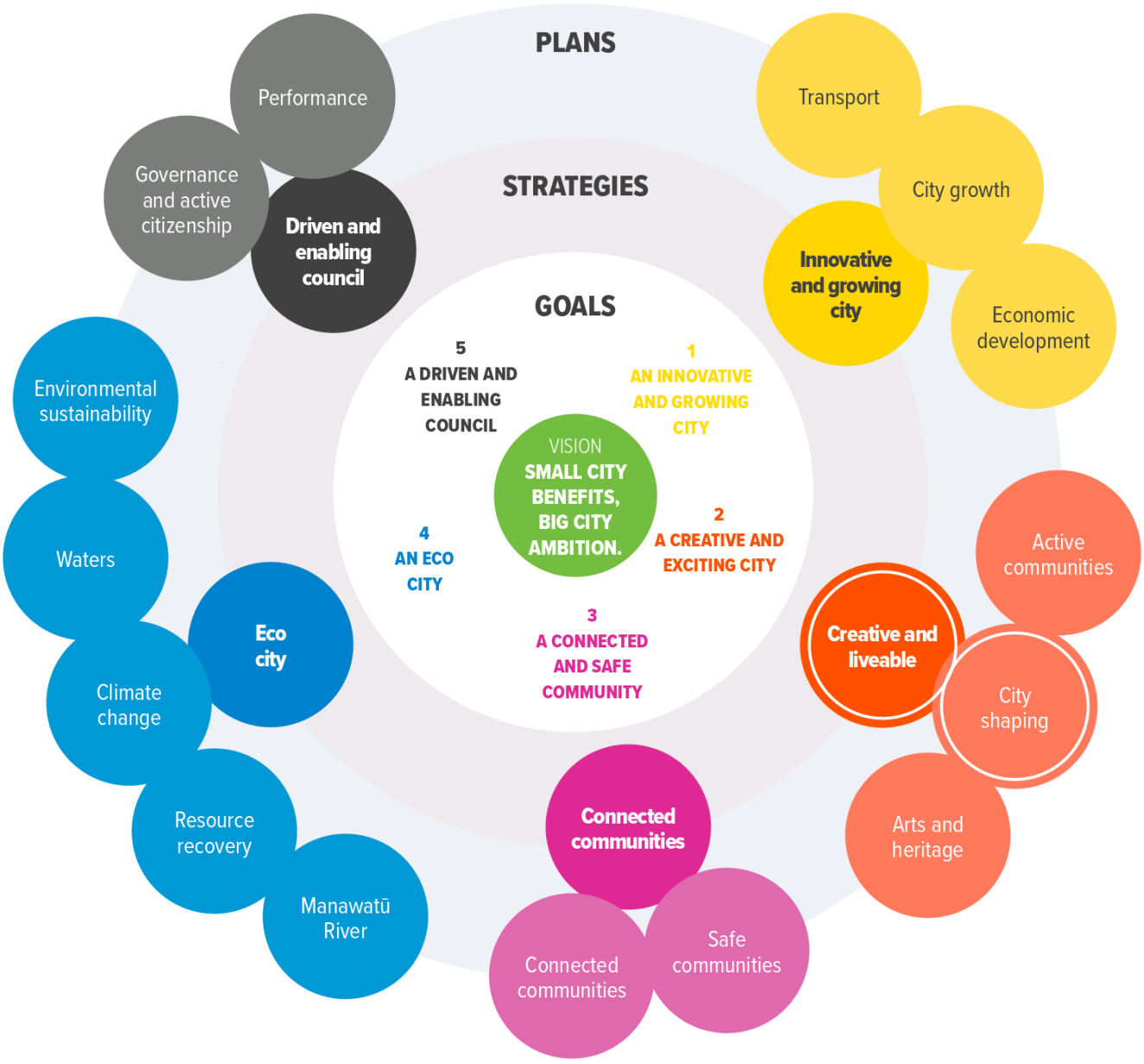
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TE MAHERE AHUAHU TĀONE
CITY SHAPING PLAN
TE WAIHANGA TĀONE
CITYMAKING CHAPTER
TE POKAPŪ TĀONE
CITY CENTRE CHAPTER
TE WAIHANGA WĀHI TŪMATANUI
PLACEMAKING CHAPTER

Ahunga rautaki



Strategic direction



Te hanga o te tāone nui: Te ahunga rautaki a te Kaunihera

City shaping and Council strategic 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.

Ngā tino Priorities

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

1. He waihanga i te tāone me ōna wāhi papai mō te katoa

   Create a city that has great places for all people
2. He whakanui i te hītori me te kanorautanga o te tāone, me te whakapakari i tōna pai hei kāinga mō ngā ahurea me ngā reo maha

   Celebrate the city's history and diversity, and build on the strength of being a city of many cultures and languages
3. He waihanga i te tāone auaha, he poipoi, he whakanui anō i ngā toi

   Be a creative city that nurtures and celebrates the arts
4. He whakaū i te rongonui o te tāone hei tāone whakihiihi, he nui ōna mahi ā-rēhia i ngā pō, i ngā mutunga wiki hoki

   Develop a national reputation as an exciting city with plenty to do at night and on weekends
5. He whakatenatena i te kori tinana kia eke ki tua atu i hapori kē i Aotearoa

   Be one of the most active communities in New Zealand

Te take o te mahere Purpose of the plan

The 10-Year 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

Te mahitahi me Rangitāne o Manawatū
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.

Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere
Council documents that contribute to this plan

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

- Alcohol Control Bylaw
- Auahi Kore Smokefree and Vapefree Policy
- 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
- Street Design Manual
- Street Naming and Numbering Policy
- Sun Protection Policy
- Welcoming Communities Plan

Te ine i te angitutanga
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
- Palmy Unleashed enables great activation of city spaces
- 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

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2021–2031

TE WAIHANGA TĀONE
CITYMAKING CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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.



He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Citymaking is strategic and creative.
- The performance of Council is recognised through the prosperity of the city and its citymaking partners.
- Rangitāne o Manawatū have opportunities for early involvement in citymaking projects.
- Public-facing programmes provide the opportunity for creative and collaborative citymaking.
- Communities of interest are identified and well known.
- Council programmes and activities are communicated to the public well in advance of planning and design.
- Experimentation, prototyping, and pilots become a standard practice when handling uncertain projects.
- Council programmes are delivered to maximise collective impact for the community.



He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
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
New and one-off actions	**Completion date**	**Involvement of partners**
Undertake a creativity and obstacles audit (with reference to the Creative Cities Index)	2021/2022	
Review Street Naming and Numbering Policy	2021/2022	
Review Vegetation Framework and develop a Tree Policy to guide decision-making about trees in streets and public places	2021/2022	Rangitāne o Manawatū



PALMY
2021–2031

TE POKAPŪ TĀONE
CITY CENTRE CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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 Te Marae o Hine - 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 us 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.



He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Palmerston North maintains its reputation as a key retail tourism destination for the surrounding region, Hawkes Bay and Wellington.
- City centre businesses take advantage of opportunities to contribute to vibrant street life.
- Te Marae o Hine - The Square is reinforced as an anchor for pulling people into the city centre to shop.
- There are more people in the city centre.
- Rangitāne o Manawatū history and aspirations are reflected in the art and design of the city centre.
- Rangitāne o Manawatū have opportunities for early involvement in city centre projects.
- There are clear precincts in the city centre with a confident place identity.
- The central city Business Improvement District is a key partner in the co-delivery and engagement of city centre activities.
- The city centre has diverse night-time precincts.
- There are quality urban design outcomes on all new public and private investment.
- There are short-term commercial activities in the city centre.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
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 Manawatū 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

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Parking management decisions are based on what kind of place will attract and get people to stay for longer in the city centre.
- Developers consider the city centre as a good place to invest in city centre living.
- There is an increased presence of innovation institutions in the city centre.
- There is a clear hierarchy of Place Streets, Place-movement Streets, Laneways, and Movement Streets.
- There are no barriers to community-led public space activations in the city centre.
- Community-led activations in the city centre have the are supported and have the potential to scale-up.
- Community-led activations inform placemaking and infrastructure provision in the city centre.
- Existing Palmy Unleashed participants develop their activations into bigger, better, and more unique events.
- 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.
- A Central Library and Civic and Cultural Precinct meets the future needs of Palmerston North.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
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 Chamber of Commerce
Include Rangitāne o Manawatū art and design in the city centre	2021/2022	Rangitāne o Manawatū
New and one-off actions	**Completion date**	**Involvement of partners**
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 Master Plan	2022/2023	Rangitāne o Manawatū Te Manawa
Review the City Centre Framework	2021/2022	
Work with George Street business owners, residents, and users of George Street to develop options for its future	2021/2022	

PALMY
2021–2031

TE WAIHANGA WĀHI TŪMATANUI

PLACEMAKING CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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.



He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Palmerston North is a global leader in community-led placemaking policy and practice.
- Whānau Ora principles are used to anchor Palmerston North's placemaking approach to reinforcing a unique sense of Papaioea – Palmerston North.
- Rangitāne o Manawatū have opportunities for early involvement in Placemaking projects.
- Public spaces are co-created with the community.
- Capital public space programmes provide the room for place-led design and community-led placemaking.
- Welcoming Community principles guide the inclusiveness of placemaking projects.
- Tactical urbanism and street pilots are a standard approach for testing and building confidence for new streetscape designs.
- There are opportunities for shared learning and mentorship between local placemakers.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
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	
Participate in New Zealand Placemaking Week each year	2021/2022	Placemaking Aotearoa
Pilot a local Park(ing) Day to generate interest in street-based placemaking	2021/2022	Environment Network Manawatū NZ Institute of Landscape Architects
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	Waka Kotahi NZTA Sport Manawatū Neighbourhood Support
Develop a Road Mural Manual	2021/2022	Waka Kotahi NZTA Neighbourhood Support
Develop a tactical urbanism manual for enabling Council and community-led tactical streetscape pilots	2022/2023	Waka Kotahi NZTA Innovating Streets for People partners

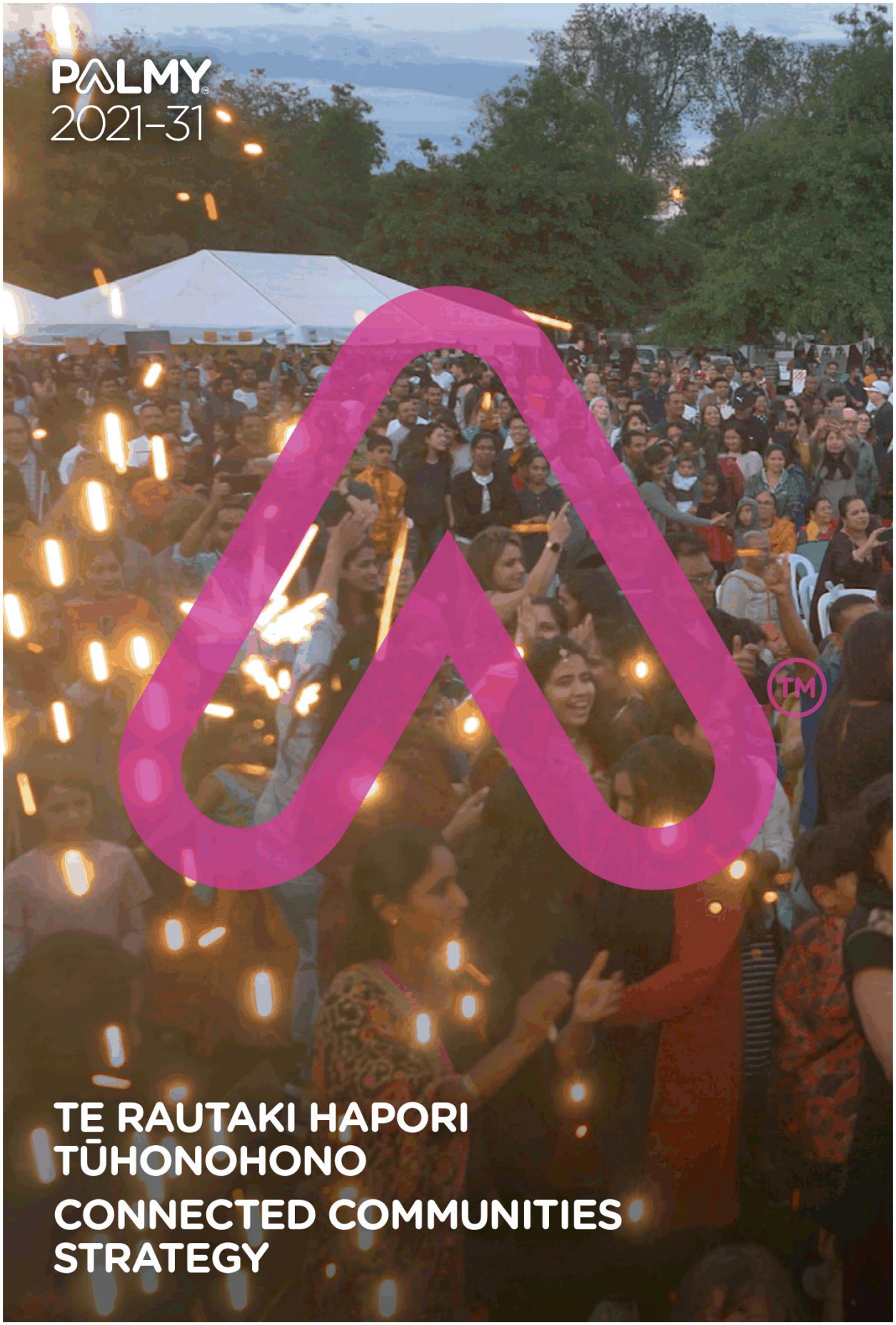
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Our north arrow draws directly from "North" in our city's name. An upward arrow perfectly symbolises our ambition for a city that's smarter, continually growing and evolving, innovating, collaborating and finding enlightened ways to work with nature.

Te Kaunihera o Papaioea
Palmerston North City Council

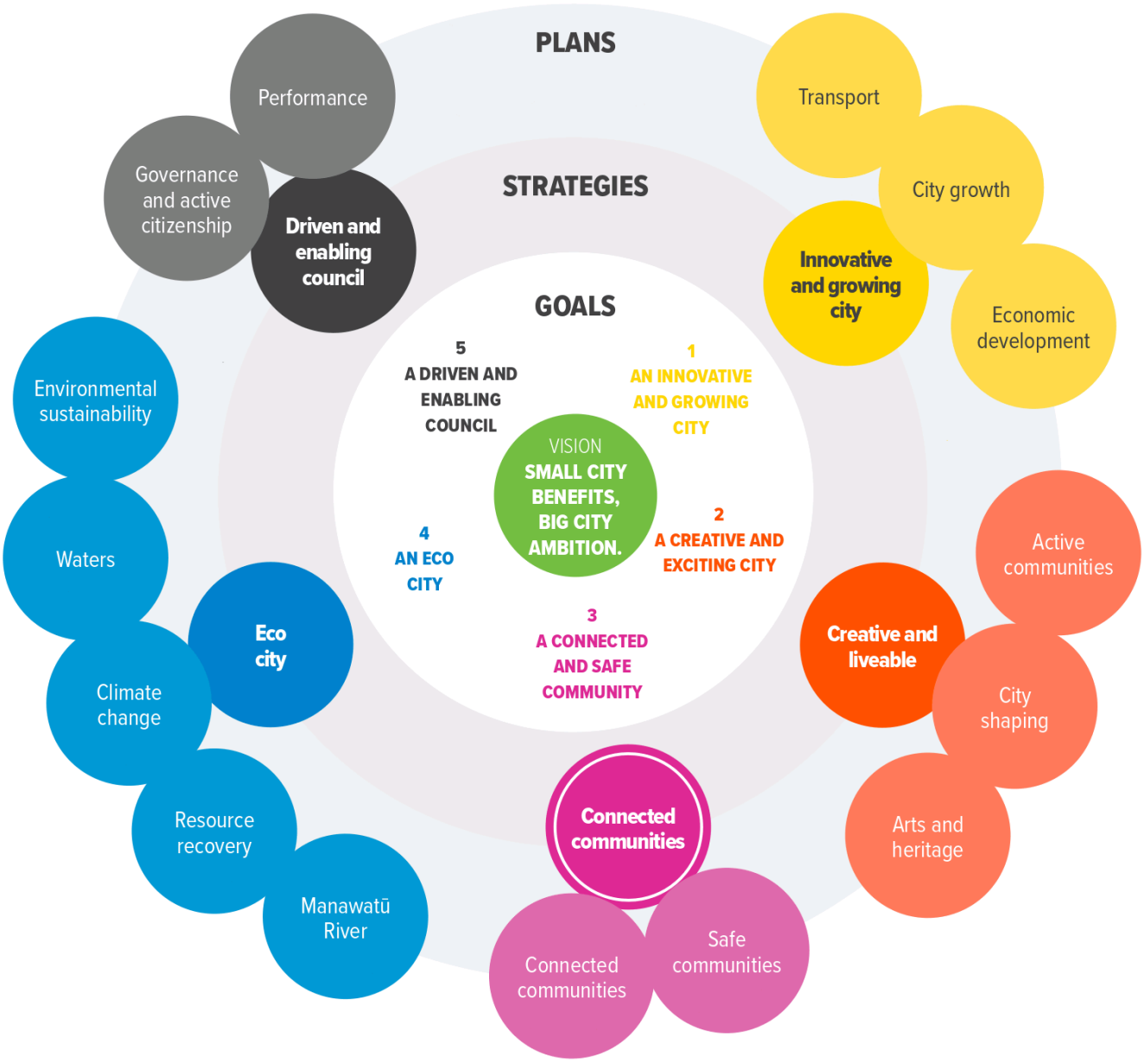
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TE RAUTAKI HAPORI
TŪHONOHONO
CONNECTED COMMUNITIES
STRATEGY

Ahunga rautaki



Strategic direction



Matawhānui Papaioea

Palmerston North Vision

He iti rā, he iti pounamu

Small city benefits, big city ambition

Palmerston North is the heart of the Manawatū region. We are a small city with a lot to offer, and we're ambitious about where we're going.

Palmerston North has many small city advantages - a great quality of life and easy access to services. We embrace our Rangitāne o Manawatū heritage and celebrate the diversity of our communities. We know that the talents and efforts of our whole city will help create the future we want.

To fulfil the vision Council has adopted five goals and strategies.

- Whāinga 1: He tāone auaha, he tāone tiputipu
  Goal 1: An innovative growing city
- Whāinga 2: He tāone whakaihiihi, tapatapahi ana
  Goal 2: A creative and exciting city
- **Whāinga 3: He hapori tūhonohono, he hapori haumaru**
  Goal 3: A connected and safe community
- Whāinga 4: Te tāone tautaiao
  Goal 4: An eco city
- Whāinga 5: Te Kaunihera ahunui, whakamana i te iwi
  Goal 5: A driven and enabling Council

WHĀINGA 3: HE HAPORI TŪHONOHONO, HE HAPORI HAUMARU

GOAL 3: A CONNECTED AND SAFE COMMUNITY

Our goal is for Palmerston North to be a city where everyone feels connected and included. We want to be a safe city, where people have access to the housing they need and opportunities to connect with others. We want communities to have access to accessible and appropriate social support.

We understand that we need to work with our partners towards achieving our shared goals. We can achieve better outcomes with our communities by working effectively together.

Paetae: Kia eke ki tua atu i te 75% o te marea e kī ana he tāone whakahei, he tāone whakauruuru a Papaioea, ā, e papai ana te paerewa noho

Target: More than 75% of people consider Palmerston North is a welcoming and inclusive city with a good standard of living

This Connected communities strategy describes Council's 10-year plan vision for Goal 3.

Two plans sit beneath this strategy and describe Council's activities for the first three years of the 2021-2031 10-Year Plan: Connected communities and Safe communities.

Kupu whakataki
Introduction

Oranga hapori
Community wellbeing

The purpose of local government is to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future. The Connected communities strategy focuses on the social wellbeing of our communities, although we intend that this strategy will impact on all aspects of wellbeing.

Hapori tāone kanorau
Diverse city communities

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

The city's iwi and Māori heritage provides the foundation from which the increasingly diverse community now grows. Māori, Pasifika and Asian people are projected to make up a growing proportion of the population, so this diversity will continue to increase. Palmerston North is a refugee resettlement city, and since 2004 has become home to former refugees from the Republic of Congo, Burma, Bhutan, Syria, and Afghanistan.

Palmerston North has a significant defence workforce, large numbers of transient tertiary students, and a strong connection to the wider Manawatū-Whanganui and Wellington regions. The city's population of 90,400 people is relatively young; by 2043 our projected average age is 37 - five years younger than for New Zealand overall. Our fastest growing age group is people aged over 65 years. While Palmerston North will be home to an increasing older population, there will continue to be growth in other age groups. Families with children make up 41% of city households, while one person households now make up almost a quarter of all households (23%). Our city population is projected to increase to 110,700 people by 2043.



Palmerston North is generally perceived to be a safe and caring city, with a positive community spirit. However, our communities are less certain that the city embraces from different cultures[1]. Many people in our city struggle to find appropriate and affordable housing, and people are not always able to access the services they need. This strategy sets out our four priorities to support safe, connected and inclusive communities.

Ngā tino Priorities

1. He whakawhanake, he whakarato, he tautoko, he hapahapai i ngā ratonga, i ngā taiwhanga, i ngā takunetanga, e tuia ai he hapori tūhonohono, hapori whakahei, whakauruuru anō hoki.

   Develop, provide, support or advocate for services, facilities, and events that create connected, welcoming and inclusive communities

Ngā taiwhanga o te hapori Community facilities

Community facilities in our city include libraries, community centres, Hancock Community House, cemeteries, public toilets and Central Energy Trust Wildbase Recovery. User rates and satisfaction with community facilities are consistently high.

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.

We will develop, support, and advocate for community facilities where they are most needed. This means working to identify gaps, as well as new opportunities to promote and develop community connections. We acknowledge the Enabling Good Lives[2] principles and will strive to integrate them into our service delivery. We will work with our partners to ensure we respond to the changing needs of all communities, to promote inclusion and prosperity.

We will:

- 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

1 Findings from the annual residents' survey are available on the City dashboards on the Palmerston North City Council website: pncc.govt.nz

2 The Enabling Good Lives principles are self-determination, beginning early, person-centred, ordinary life outcomes, mainstream first, mana enhancing, easy to use, and relationship building enablinggoodlives.co.nz

- 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 Central Energy Trust Wildbase Recovery Centre in partnership with Massey University
- Provide cemetery services that are responsive to community needs

See the **Community facilities chapter** of the **Connected communities plan** for more detail.

Ngā takunetanga me ngā taiopenga o te hapori
Community events and festivals

Community events take many forms, including gala days, cultural and religious festivals, fund-raising events, art exhibitions, project launches, and national day and New Year celebrations for the many different groups living in the city.

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

Community events include local, programmed and iconic events. They bring significant benefits to Palmerston North people by supporting community identity and celebrating our city. Over the past few years, Palmerston North has made progress towards having a full events calendar that reflects the interests and identities of our communities. A stand-out example of this is the Manawatū Multicultural Council Festival of Cultures, which, with council support over 20 years, has grown from a local event to a weekend of events that attracts more than 17,000 participants.

A strong events sector enables these benefits to be realised. We will work to support, facilitate, and deliver responsive and inclusive community events.

We will:

- 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

See the **Events and festivals chapter** of the **Connected communities plan** for more detail.

2. He whakaū i te hauora o te hapori, e whai wāhi ai te katoa ki te whare noho me te paenoho kiritata hauora, haumaru anō hoki.

Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhoods

Te whare noho pāpori
Social housing

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[3]. Inadequate and insecure housing affects participation in education, puts physical and mental health at risk, and makes social connections harder to maintain.

Social housing provider waiting lists shows there are many people in Palmerston North who do not have secure housing. We recognise that there is not a single solution to this complex problem. We want to increase our role as a social housing provider and work with partners to advocate for warm, safe and accessible and affordable social housing. We will also advocate on issues that can contribute to good housing outcomes. We will work with community partners, such as Te Tihi, to develop comprehensive and caring responses to housing needs.

We will:

- 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

See the **Social housing chapter** of the **Connected communities plan** for more detail.

3 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.

He hapori haumaru
Healthy communities

Community wellbeing includes all aspects of health, te whare tapa whā, and includes the promotion of physical wellbeing. The 'determinants of health' is the term used to describe the things that influence people's health. The determinants of health include; the social and economic environment, the physical environment, and a person's individual characteristics and behaviours. Community venues, events, and public spaces all provide opportunities to improve the health of communities.

We are committed to helping provide better access to health services. We will promote healthy lifestyles, including smokefree, eco-design advice, sun-smart, and healthy food guidelines. We want to work with partners to improve the community response to health issues and improve the overall health of communities.

See the **Healthy communities chapter** of the **Connected communities plan** for more detail.

3. He tautoko i ngā hapori ki te whakatutuki i ō rātou awhero.

   Support communities to achieve their aspirations

Te whakawhanake hapori
Community development

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"[4] . Empowered and well-connected communities, served by sustainable for-purpose organisations[5], can support every person to thrive.

Almost 2,000 organisations make up the city's extensive voluntary and community sector, ranging from large social service agencies with numerous employees to small and informal support groups with just a few members. Local people volunteer at a slightly higher rate than in the country overall, and the past decade has seen co-ordinated and concerted efforts to grow and support this volunteer workforce and the sector that they support.

For-purpose organisations are sustainable when they have funding, volunteer support, and the time to build relationships and learn from others. We support community-led initiatives with a focus on those led by Māori, Pasifika, ethnic communities, former refugees, people with disabilities, children, young people, and older people. We are part of the Welcoming Community programme for newcomers - especially migrants, former refugees and international students. We will work to ensure that Council processes are inclusive and welcoming. We want to continue the city's high rate of volunteering, and to continue building the skills and experience volunteers need to do their important work.

We will:

- Support and fund communities and for-purpose organisations to build community, neighbourhood and organisational capacity and capability

See the **Community development chapter** of the **Connected communities plan** for more detail.

4. He whakaū i te tāone e mauritau ai, e noho haumaru ai ōna tāngata

   Be a city where people feel safe and are safe

Hapori haumaru
Safe communities

Community wellbeing includes all aspects of health, te whare tapa whā, and includes safety. Safety is a fundamental human right, and wellbeing is dependent on being free from harm and from the threat of harm. The perception of safety impacts on the way people feel and interact in their communities.

Palmerston North is recognised by the Pan Pacific Safe Communities Network as an international safe community. This accreditation reflects a city safety focus in public design, city streets, readiness for natural disaster, alcohol-related harm, and family/whānau wellbeing. We will work with communities, businesses, local government, government agencies and others to promote safety. As part of the Safety Advisory Board we will work towards communities being safe and feeling safe.

See the **Safe communities plan** for more detail.



Te mahitahi me Rangitāne o Manawatū
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
- 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 strategy.

Te ine i te angitutanga
Measures of success

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

- Index of socio-economic deprivation
- Perception of community spirit in Palmerston North
- Perception of how well Palmerston North embraces different cultures
- Te reo Māori speakers
- Participation in volunteering
- Participation in general and local body elections
- Crime victimisation
- Perception of safety
- Accreditation as a Safe Community
- Participation in neighbourhood support networks
- Use of community facilities
- Satisfaction with community facilities

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





PALMY

PAPAIOEA
PALMERSTON
NORTH
CITY



Our north arrow draws directly from "North" in our city's name. An upward arrow perfectly symbolises our ambition for a city that's smarter, continually growing and evolving, innovating, collaborating and finding enlightened ways to work with nature.

Te Kaunihera o Papaioea
Palmerston North City Council

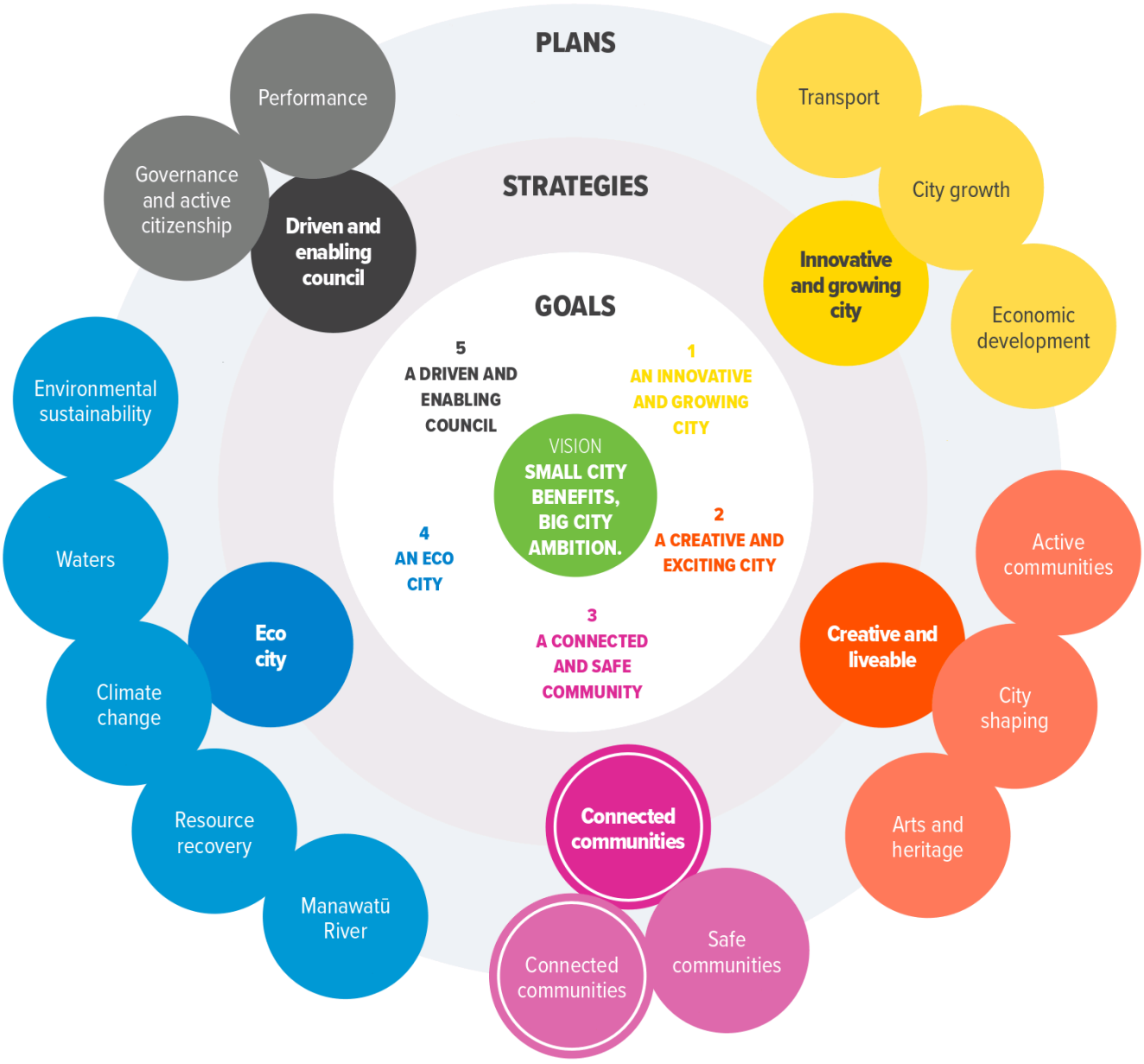
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PALMY
2021–31
TE MAHERE HAPORI TŪHONOHONO
CONNECTED COMMUNITIES PLAN
NGĀ TAIWHANGA O TE HAPORI
COMMUNITY FACILITIES CHAPTER
TE WHAKAWHANAKE HAPORI
COMMUNITY DEVELOPMENT CHAPTER
TE WHARE NOHO PĀPORI
SOCIAL HOUSING CHAPTER
TE HAPORI HAUMARU
HEALTHY COMMUNITIES CHAPTER
NGĀ TAKUNETANGA ME NGĀ TAIOPENGA
EVENTS AND FESTIVALS CHAPTER

Ahunga rautaki



Strategic direction



He hapori tūhonohono: Te ahunga rautaki a te Kaunihera

Connected 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 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.

Ngā tino Priorities

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

1. He whakawhanake, he whakarato, he tautoko, he hapahapai i ngā ratonga, i ngā taiwhanga, i ngā takunetanga, e tuia ai he hapori tūhonohono, hapori whakahei, whakauruuru anō hoki.

   Develop, provide, support or advocate for services, facilities, and events that create a connected, welcoming and inclusive community

2. He whakaū i te hauora o te hapori, e whai wāhi ai te katoa ki te whare noho me te paenoho kiritata hauora, haumaru anō hoki.

   Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhoods

3. He tautoko i ngā hapori ki te whakatutuki i ō rātou awhero.

   Support communities to achieve their aspirations

4. He whakaū i te tāone e mauritau ai, e noho haumaru ai ōna tāngata

   Be a city where people feel safe and are safe

Te take o te mahere Purpose of the plan

The 10-Year 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

Ngā hononga ki mahere kē
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 faciliating 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.

Te mahitahi me Rangitāne o Manawatū
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.

Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere
Council documents that contribute to this plan

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

- Auahi Kore Smokefree and Vapefree Policy
- Asset Management Plan - Property
- Cemeteries and Crematorium Bylaw
- Community Funding Policy
- Healthy Beverages Policy
- Naming Rights for Council-Owned Recreational Facilities Policy
- Policy for the Use of Public Space
- Sun Protection Policy
- Waste Management and Minimisation Plan and Bylaw

Te ine i te angitutanga
Measures of success

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

Ngā taiwhanga o te hapori

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 Central Energy Trust 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

Te whare noho pāpori

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

Te whakawhanake hapori

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)

He hapori haumaru

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

Ngā takunetanga me ngā taiopenga

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
- 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


TALOFA LAVA

PALMY
2021–2031

NGĀ TAIWHANGA O TE HAPORI

COMMUNITY FACILITIES CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
Where are we now?

Te Ara Whānui o Te Ao
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".[1]
- 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.
- 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.[2]
- 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 Master Plan 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.

1 *Public Libraries of New Zealand. (2014). Why libraries?*

2 *Palmerston North City Council. (2020). Annual Residents' Survey.*

- 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.

Pokapū hapori

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.
- 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.
- PNSCS 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.

Central Energy Trust Wildbase Recovery

- Central Energy Trust Wildbase Recovery 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.

Urupā
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.

Wharepaku tūmatanui
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.[3] 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.

3 Palmerston North City Council. (2020). Annual Residents' Survey.



He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- The design and operation of community facilities is culturally appropriate and reflects the diversity of the community.
- Community facilities create a sense of community ownership and inclusion for all, including newcomers.
- Community facilities are well-used.
- Planning for community facilities is based on need.
- Rangitāne o Manawatū has opportunities for early involvement in the development and review of community facilities.
- No new community centres, libraries or hubs are developed until there is a coherent plan for community facility development.

City Library

- All current city library services are provided to a (continued) high level of community satisfaction.
- All programmes are targeted towards areas of greatest need.
- The Central Library is a core part of the wider Civic and Cultural Precinct Masterplan.
- 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.
- The plan for future services includes contributions of community partners.
- The City Library encourages wide community use and actively minimise barriers to access.

Community centres

- 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.
- Community centre management agreements reflect the characteristics of each centre and its community.
- 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.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
Provide library collections and services in accordance with New Zealand public libraries best practice through all City Library locations: - the Central Library - Ashhurst, Awapuni, Highbury/ Te Pātikitiki, and Roslyn community libraries - the mobile library - Blueprint, and - Youth Space.	2021/2022	Public Libraries of New Zealand Rangitāne o Manawatū National Library of New Zealand
Provide library programmes in accordance with New Zealand public libraries best practice through all City Library locations: - the Central Library, - Ashhurst, Awapuni, Highbury/ Te Pātikitiki, and Roslyn community libraries - the mobile library - Blueprint, and - Youth Space		
Provide, in accordance with management agreements, and support the use of 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		Community centre management committees
Provides suitable, secure and affordable accommodation and shared facilities for for-purpose organisations through Hancock Community House		
Fund Palmerston North Community Services Council to manage the day-to-day operations of Hancock Community House		Community Services Council Hancock Community House tenants

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

Hancock Community House

- Hancock Community House has a sustainable management structure with clear roles for Council and Palmerston North Community Services Council.
- Hancock Community House provides suitable, secure and affordable accommodation and shared facilities for for-purpose organisations, which primarily provide social services.

Central Energy Trust Wildbase Recovery

- Central Energy Trust Wildbase Recovery provides education programmes and visitor opportunities to a (continued) high level of satisfaction.
- All parties involved in the delivery of the centre have clearly defined roles and responsibilities.

Cemeteries

- All cemeteries services are provided to a high level of visitor satisfaction.
- The crematorium provides a service for the Manawatū region, and fees are the same for all users.
- Cemetery services are responsive to changing community needs and are delivered in customer-focused ways.
- Palmerston North people have access to a natural burial option in the Manawatū/Whanganui region.

Public toilets

- There are clean, accessible and gender-neutral (where practicable) public toilets provided throughout the city.
- New toilets are developed in the most popular locations.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Provide education programmes and visitor experiences at Central Energy Trust Wildbase Recovery Centre.	2021/2022	
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		
New and one-off actions	**Completion date**	**Involvement of partners**
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-today operation of Hancock Community House	2021/2022	
Develop an MOU with the Wildbase Recovery Community Trust	2021/2022	Wildbase Recovery 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	

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TE WHAKAWHANAKE HAPORI

COMMUNITY DEVELOPMENT CHAPTER

Kupu whakataki
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".[4] Empowered and well-connected communities, served by sustainable for-purpose organisations[5], 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.

Kei hea tātou i tēnei wā?
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.

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

5 *"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.*



- 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).
- 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 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.



He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- 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.
- Neighbourhoods and villages in Palmerston North are home to well-connected communities with a sense of place identity (see the Placemaking chapter).
- Members of local communities build relationships and are at ease connecting with and learning from each other.
- 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.
- Palmerston North people embrace diversity.
- For-purpose organisations are well-led, sustainable and responsive to community aspirations.
- Governance bodies reflect the diversity of Palmerston North.
- 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.
- Council community development activities acknowledge the city's bicultural foundations and intercultural aspirations.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
Identify opportunities for organisational improvements which align with the aspirations of for-purpose organisations	All 2021/2022	Ora Konnect Alliance and networks For-purpose organisations
Build and maintain relationships with local communities of identity, interest and place to understand and support their strengths and aspirations		
Provide advice, including governance support, funding expertise, and event and project support, to communities and for-purpose organisations		
Provide support to community groups to increase freely-available food crops in the city		
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
Administer grants in line with the new community funding policy Current funding programmes: - Creative Communities Scheme - Arts Event Fund - Community events and initiative fund - Strategic Priority Grants - Small Grants - Youth Council grants and scholarships		
Lease Council land and facilities to for-purpose organisations in line with the [draft community support policy out for consultation soon]		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

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Rangitāne o Manawatū is supported to lead the achievement of Whānau Ora outcomes for local communities.
- Council participates in or facilitates collaborative networks designed to share resources and increase community impact.
- Palmerston North continues to be a national leader in moving from an Established to an Advanced accreditation through the Welcoming Communities programme.
- Council's grant and rental subsidy processes are transparent, responsive, and empower communities.
- Projects initiated by Palmerston North communities and for-purpose organisations attract national funding into the city.
- The city's strategic coordinating agencies are in a strong position to support for-purpose organisations, growing their sustainability and effectiveness.
- Palmerston North people of all ages volunteer at a high rate and have the skills and experience to do so effectively.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Work with for-purpose organisations to increase volunteerism and community leadership, including understanding and responding to existing barriers to participation	All 2021/2022	Volunteer Central
Monitor for-purpose organisations contracted or funded by Council against agreed outcomes		For-purpose organisations
Run the Civic 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		MBIE, MSD, Kāinga Ora, Te Puni Kōkiri MidCentral DHB, Central PHO Te Pou Matakana Te Tihi o Ruahine Whānau Ora Alliance
New and one-off actions	**Completion date**	**Involvement of partners**
Review Council's Civic 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
Identify a suitable safe drop-in space for members of the rainbow community	2021/2022	MALGRA
Establish and support a Seniors' Reference Group to liaise between older people and Council	2021/2022 (starts)	
Establish and support a Pasifika Reference Group to liaise between Pasifika communities and Council	2021/2022 (starts)	
Consider, within the review of Community Funding Policy, whether it is more effective for sector lead organisations in the arts, social and environmental sections to be part of the contestable funding process or direct contracts for service	2021/2022	

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TE WHARE NOHO PĀPORI

SOCIAL HOUSING CHAPTER

Kupu whakataki
Introduction

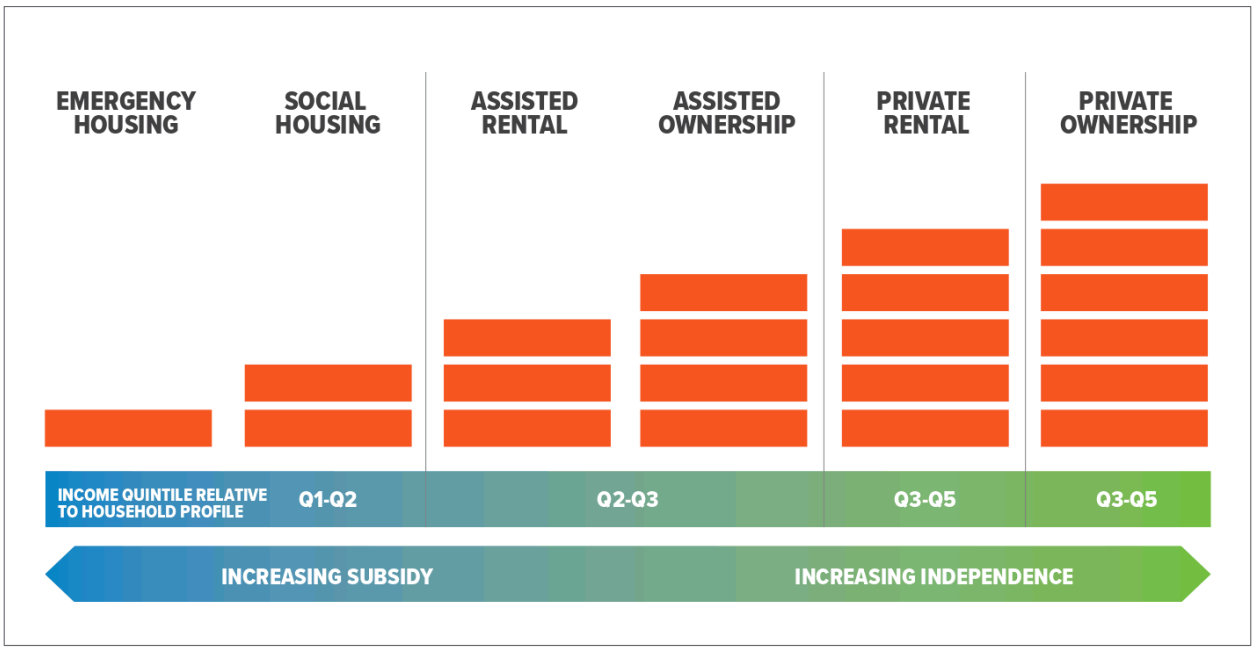
Access to adequate housing is a major public health issue in New Zealand. Poor quality housing is associated with negative social outcomes, for individuals and for communities.[6] The provision of social housing is one of the responses Council can make to contribute to an improvement in social outcomes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

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

Kei hea tātou i tēnei wā?
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.[7]
- 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.[8]
- 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.

Figure 1: Housing continuum
Source: Community Housing Aotearoa



6 *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.*

7 *Statistics New Zealand.*

8 *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%).*

- 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.[9]
- 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.[10]
- 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).
- Council contributes to meeting the social housing needs in Palmerston North alongside other government and community providers.
- Kāinga Ora[11] 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.

9 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).

10 Subsidised rentals will be no more than 25% of Superannuation, Supported Living Payment, Jobseeker Support (or other relevant benefit).

11 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.



He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Council's social housing provision makes a significant contribution to meeting the needs for social housing in Palmerston North, alongside government and community providers.
- Rangitāne o Manawatū and the Kotahitanga Alliance have opportunities for involvement in the development and review of social housing.
- 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.[12]
- Seventy-two Council social housing units are provided at market rental rates to people who also meet the specified housing criteria.
- The needs of the three main tenant groups are balanced, and no one group 'crowds out' another.
- Council's tenants are supported and satisfied with the social housing service they receive.
- Council's social housing is warm, safe, and accessible, and delivered in the most effective way.
- Maintenance on council social housing is delivered proactively in accordance with the proposed Asset Management Plan.
- Council's social housing is delivered according to best-practice standards in the social housing sector.
- Social housing networks in Palmerston North are strong and provide co-ordinated advocacy to government.
- There is an increase in warm, safe, and accessible social housing in Palmerston North.

12 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).

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
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[13]
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	2023/2024	Rangitāne o Manawatū Kotahitanga Alliance and member organisations
Investigate options for a night shelter and develop a proposal for a feasibility study	2021/2022	Housing Needs Monitoring Group Rangitāne o Manawatū Kotahitanga Alliance and member organisations

13 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.

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TE HAPORI HAUMARU

HEALTHY COMMUNITIES CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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 vapefree 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.



He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Council contributes to creating a culture in Palmerston North where healthy choices are encouraged and easy to make.
- Rangitāne o Manawatū has opportunities for involvement in the development and review of council policies and initiatives to promote community health and wellbeing.
- Outdoor areas that are owned and operated by Council are recognised as smokefree areas.
- Outdoor areas that are owned and operated by Council have adequate shade.
- Events that are funded or organised by Council comply with Council's healthy policies.
- All new projects consider the relevant health related policies in the design phase.



He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
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 Auahi Kore Smokefree and Vapefree Policy		
Provide and facilitate the provision of beverages at Council events and facilities in accordance with the Healthy Beverages Policy		
New and one-off actions	**Completion date**	**Involvement of partners**
Include the consideration of health policies in the design phase of projects	2021/2022	MidCentral DHB
Review the Healthy Beverages Policy	2022/2023	
Investigate the development of a Health Charter in partnership with Midcentral DHB	2022/2023	



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NGĀ TAKUNETANGA ME NGĀ TAIOPENGA

EVENTS AND FESTIVALS CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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.

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- There is strong and user-friendly event infrastructure available to local communities, including facilities, equipment, venues and advice to meet their aspirations.
- Palmerston North has a full events calendar that caters well for different sectors of the city's population.
- 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.
- The city's Māori cultural events are supported to grow under the leadership of Rangitāne o Manawatū.
- The role of Rangitāne o Manawatū in welcoming guests and leading civic engagement on behalf of the community is honoured.
- Council support for events is clear, accessible, and user-friendly.
- Palmerston North has varied calendar of Local and Programmed community events that reflect and build on the city's identity
- Council venues accommodate the varied needs of community events and are community-focused in their services.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
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 2021/2022	
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 soon] Current funding programmes: - Creative Communities Scheme - Arts Event Fund - Community Events and Initiatives Fund - Sports Event Partnership Fund		

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Council-events are inclusive and reflect the increasingly diverse city.
- Palmerston North continues to host a few Iconic events including a new signature event that reflects and connects the region and celebrates it strengths.
- Council events are held in accordance with Council's sustainable practices goals.
- Information on events and activations taking place in the city is easy to find through a customer-centric, one-stop portal for events.
- Community event funding is coordinated across Council.
- The regional events industry collaborates to understand the events landscape, recognise opportunities and encourage successful events.
- Communities of identity, interest and place have opportunities to connect and celebrate through community events.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Support communities of identity to share major cultural celebrations with the city	All 2021/2022	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
New and one-off actions	**Completion date**	**Involvement of partners**
Establish a strategic framework to capture and assess performance indicators across Local, Programmed and Iconic events	2021/2022	
Develop an event sustainability metrics dashboard	2022/2023	Environment Network Manawatū
Develop and implement an event sustainability best practice guide	2021/2022	Environment Network Manawatū
Develop a range of tools and resources including best practice principles to support community members to plan, market and deliver events	2021/2022	
Design and develop a signature event that reflects and connects the region and celebrates its strengths	2022/2023	
Establish an event forum network and stakeholder partnerships	2022/2023	Event industry
Develop a standardised survey for monitoring event satisfaction and community perception of pride in their city	2021/2022	
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	2022/2023	
Develop and provide resources to implement event accessibility guidelines	2022/2023	Disability Reference Group Manawatū Multicultural Council
Review Council's annual community events programme	2021/2022	

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PALMY
2021-31
TE MAHERE
HAPORI HAUMARU
SAFE COMMUNITIES
PLAN

Ahunga rautaki



Strategic direction



He hapori haumaru: Te ahunga rautaki a te Kaunihera

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 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 2021-2031 10-Year Plan.

Ngā tino
Priorities

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

1. He whakawhanake, he whakarato, he tautoko, he hapahapai i ngā ratonga, i ngā taiwhanga, i ngā takunetanga, e tuia ai he hapori tūhonohono, hapori whakahei, whakauruuru anō hoki.

   Develop, provide, support or advocate for services, facilities, and events that create a connected, welcoming and inclusive community
2. He whakaū i te hauora o te hapori, e whai wāhi ai te katoa ki te whare noho me te paenoho kiritata hauora, haumaru anō hoki.

   Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhoods
3. He tautoko i ngā hapori ki te whakatutuki i ō rātou awhero.

   Support communities to achieve their aspirations
4. He whakaū i te tāone e mauritau ai, e noho haumaru ai ōna tāngata

   Be a city where people feel safe and are safe

Te take o te mahere
Purpose of the plan

The 10-Year 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 commerical premises, gambling, and excessive noise

Ngā hononga ki mahere kē
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.

Te mahitahi me Rangitāne o Manawatū
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.

Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere

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
- Class 4 Gambling Venues Policy
- Dangerous and Insanitary Buildings Policy
- Dog Control Policy and Bylaw
- 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
- Street Naming and Numbering Policy

Te ine i te angitutanga

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)



PALMY
2021–2031

HAPORI HAUMARU
SAFE COMMUNITIES

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
Where are we now?

Rūnanga Tohutohu Haumaru
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



Te whakamarumaru me te whakahaere ohotata
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.

Te whakahaere kararehe me te hauora taiao
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.



He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Council supports Safety Advisory Board 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.
- Rangitāne o Manawatū are represented on the SAB.
- Council supports the SAB to fulfil the reaccreditation process in 2024 to maintain Palmerston North's Safe City Accreditation.
- High-level insights and gaps identified by the SAB in the areas they prioritised for safety outcomes are conveyed to relevant Council committees.
- Council meets the CDEM goals to the standard required by legislation.
- Council meets a high level of compliance regarding its regulatory responses.
- Rangitāne o Manawatū have opportunities for early involvement in safe community initiatives.
- Council delivers a consistent educational programme about dogs that is relevant and effective to the community.
- 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.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
Co-ordinate and facilitate the SAB, and the process to seek the Safe City reaccreditation in 2024	All 2021/2022	Safety Advisory Board
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		Safety Advisory Board
Implement educational programme about dogs and other animals (within scope of Animal and Bees bylaw)		CDEM
Engage an animal welfare community organisation to deliver cat management education and cat management plan	2022/2023	
Provide regulatory services, including: - Implement the Alcohol Control Bylaw - Implement the Animal and Bees Bylaw - Implement the Dog Control Policy and Bylaw - Implement the Class 4 Gambling Venues and Racing Board Policies - Implement the Signs and Public Places Bylaw	2022/2023	
New and one-off actions	**Completion date**	**Involvement of partners**
Build a fit-for-purpose animal shelter to replace the dog pound	2023/2024	
Review the Dangerous and Insanitary Buildings Policy	2022/2023	
Review the Local Approved Products Policy	2021/2022	
Complete a study to understand where the key cat colonies are in Palmerston North	2021/2022	
Provide the City Ambassadors Programme	2023/2024	Safety Advisory Board

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HE RAUTAKI TĀONE TAUTAIAO
ECO CITY STRATEGY

Ahunga rautaki



Strategic direction



Matawhānui Papaioea

Palmerston North Vision

He iti rā, he iti pounamu

Small city benefits, big city ambition

Palmerston North is the heart of the Manawatū region. We are a small city with a lot to offer, and we're ambitious about where we're going.

Palmerston North has many small city advantages - a great quality of life and easy access to services. We embrace our Rangitāne o Manawatū heritage and celebrate the diversity of our communities. We know that the talents and efforts of our whole city will help create the future we want.

To fulfil the vision Council has adopted five goals and strategies.

- Whāinga 1: He tāone auaha, he tāone tiputipu
  Goal 1: An innovative growing city
- Whāinga 2: He tāone whakaihiihi, tapatapahi ana
  Goal 2: A creative and exciting city
- Whāinga 3: He hapori tūhonohono, he hapori haumaru
  Goal 3: A connected and safe community
- **Whāinga 4: Te tāone tautaiao**
  Goal 4: An eco city
- Whāinga 5: Te Kaunihera ahunui, whakamana i te iwi
  Goal 5: A driven and enabling Council

Whāinga 4: Te tāone tautaiao
Goal 4: An Eco city

We understand that Palmerston North has a responsibility to respond to climate change for the benefit of everyone. Our goal is for Palmerston North to decrease carbon emissions and reduce our ecological footprint. We want to protect and enhance our natural and built environments, accommodate growth through intensification, and support active transport. We will work with our partners towards achieving our shared goals.

Paetae: Kia 30% te hekenga o te tuku hauhā (CO_2) i Papaioea, i mua i te tau 2031

Target: 30% reduction in CO_2e emissions in Palmerston North by 2031

This Eco city strategy describes Council's 10-year plan vision for Goal 4.

Five plans sit beneath this strategy and describes Council's activities for the first three years of the 2021-2031 10-Year Plan: **Climate change**, **Environmental sustainability**, **Manawatū River**, **Resource recovery** and **Waters**.

Kupu whakataki
Introduction

Oranga hapori
Community wellbeing

The purpose of local government is to promote the social, economic, environmental, and cultural wellbeing of communities in the present and for the future. The Eco city strategy focuses on the environmental wellbeing of our communities, although we intend that this strategy will impact on all aspects of wellbeing.

Āhuarangi hurihuri
Climate change

The Ministry for the Environment states that "[e]missions are changing the climate, and the changing climate is affecting us and our wellbeing. The native biodiversity of New Zealand and the places where we live, enjoy recreation, and make a living are also being affected."[1]

The challenge of mitigating climate change is a global one, and Palmerston North needs to play its part in reducing emissions. The task of lowering the city's carbon footprint requires everybody to identify inefficiencies and improve the way we do things. This strategy sets out our seven priorities to respond to climate change and be a more environmentally sustainable city.

1 *Ministry for the Environment. (2020). Our atmosphere and climate.*

Ngā tino Priorities

1. He kauanuanu, he hapahapai i te mauri o te awa o Manawatū

   Respect and enhance the mauri of the Manawatū River

The Manawatū River forms the geographic, recreational, and spiritual heart of the city and the wider region. The river is of great historical, cultural, spiritual and traditional significance to Rangitāne. The name 'Manawatū' refers to a pūrākau (story) of Hau, a significant ancestor in the region, whose heart stood still when he beheld the beauty of the river. The river's flow connects the people of Norsewood to those of Foxton Beach, linking all who live between. The tributaries of the river connect the city with its neighbours, the mountain ranges, and the sea.

The Manawatū River is the heart of the city and region, and the mauri of the river is a reflection of our values. The Manawatū River Leaders Accord sets out the commitment to working in collaboration to improve the mauri of the river. We acknowledge the significance of the entire river system to the wellbeing of the city. We will collaborate with mana whenua to develop the best practical option for wastewater discharge, plant river banks, improve the city's stormwater network, re-establish wetlands, improve public access to the river, and undertake cultural monitoring of the quality of waterways. We want all these efforts to improve the mauri of the River.

We will:

- Understand the relationship Rangitāne o Manawatū has with the Manawatū 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

See the **Manawatū River chapter** of the **Eco city plan** for more detail.

2. He mahitahi ki te hapori ki te whakaiti i te tukutanga o te waro.

   Work with the community to reduce carbon emissions

Āhuarangi hurihuri
Climate change

There is a growing international commitment to reduce carbon emissions in recognition of the threat posed by climate change. Public awareness about climate change is also growing, and in 2019 local students joined the international School Strike for Climate action. The New Zealand Government declared a climate emergency in December 2020 and committed to a carbon-neutral government and public sector by 2025. Palmerston North is a signatory of the New Zealand Local Government Leaders Climate Change Declaration. This declaration establishes our commitment to addressing climate change in decision-making in the interests of community wellbeing.

Understanding the emissions profile of our city was a critical first step to developing plans for emission reduction. The 2018 citywide emissions inventory[2] found that Palmerston North emits roughly 500,000tCO_2e each year, or approximately 5.7 tonnes per person. We want to lead by example and respond to opportunities to reduce organisational emissions through a new 'low carbon fund'. We will work with residents and other city partners to reduce citywide emissions. We will reduce electricity, natural gas, and fuel usage, and reduce waste. Reducing emissions will often reduce costs, while improving air quality and other environmental outcomes.

We will:

- 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 25% reduction in greenhouse gas emissions by 2031 and continue to reduce greenhouse gas emissions from Council's own activities

See the **Climate change chapter** of the **Sustainable practices plan** for more detail.

2 Palmerston North City Community Carbon Footprint 2016/17



3. He whakahaumanu i te kanorau koiora māori.

   Regenerate native biodiversity

Te kanorau koiora
Biodiversity

The Turitea Reserve is one of the most well-preserved podocarp forests in the Lower North Island. Following the announcement of the national Predator Free 2050 vision, Council became involved in trial projects supporting Rangitāne and the wider community to control introduced predators. In recent years, pest control has led to bush regeneration and a significant increase in birdlife.

Planting the gullies and rapid regeneration of the streams between the city and the Turitea Reserve improves water quality and provides corridors for native birds to move between the ranges and city. This planting also reduces erosion and provides habitats for eels and other native fish. This work has the potential to transform the way residents and visitors experience the city.

As more urban intensification occurs, we will identify other trees for protection to ensure the city's urban canopy is safeguarded for future generations. We want to build on existing community achievements by extending the green corridors programme into neighbouring gullies and streams to create a network of links from the Turitea Reserve to the Manawatū River and city.

The link could eventually extend along the Manawatū River pathway to Te Apiti and the Ruahine Ranges and provide the missing link from Wellington to East Cape – a corridor along the Central Range. We will plant more trees along streets and in city parks to ensure native birds, once down in the city, have adequate year-round food sources.

We will work with our environmental partners to achieve greater coordination of community efforts. We will plant native bird-friendly trees in urban areas and control predators, such as rats, possums and stoats. Increasing protection for the native wildlife throughout the city is an important part of Council's vision to have thriving native biodiversity within the city. We will also encourage native plantings where practical and provide guidance on which plants are most appropriate in different places.

We will:

- Work with iwi and community groups to re-establish bush, particularly along waterways, and to control introduced predators

See the **Biodiversity chapter** of the **Sustainable practices plan** for more detail.

4. He whakapau pūtea ki ngā momo pūnahahanga e whakamarohitia ai, e whakapūmautia ai te taiao.

   Invest in infrastructure that services to protect, enhance and preserve the environment



5. He whakamahi i te mana ā-ture o te Kaunihera me ana kaupapahere kia toitū ai te whanaketanga o te tāone i te wātonu, ā, haere ake nei.

   Use Council's legislative powers and policies to ensure urban development is sustainable now and into the future

Whakaaraara rawa
Resource recovery

To meet its obligations under the Waste Minimisation Act 2008 to "promote effective and efficient waste management and minimisation", Council must carry out a waste assessment and then adopt a Waste Management and Minimisation Plan (WMMP). We reviewed the WMMP in 2019 and this plan forms the basis for our actions in the 10-year plan.

The 2018 waste assessment found that in 2017 the city sent around 45,000 tonnes of waste to landfill. Almost half (48%) of this waste could have been reused, recovered, recycled or composted instead. Timber is the single largest type of waste (by weight) that could be diverted from the waste stream. The next largest type of waste going to landfill is organic waste, with food waste present in all kerbside rubbish collection systems.

We have begun working with communities to minimise the waste going to landfill. For example, we provide education on how to reduce waste, run an annual Hazardous Waste Day, and support actions towards zero waste community events. We want to protect public health and minimise the harm to the environment from our resource recovery activities.

We will focus on waste-reduction in Council purchasing, support community-led resource recovery initiatives, and provide new resource recovery services.

We will:

- 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.

See the **Resource recovery chapter** of the **Eco city plan** for more detail.

Te wai para
Wastewater

As a member of the Manawatū River Leaders Accord, Council recognises its role in improving the health and mauri of the Manawatū River. Palmerston North and its surrounding villages discharge treated wastewater into the Manawatū River via the Totara Road Wastewater Treatment Plant. In recent years we have reduced the environmental impact of wastewater by following regional policy and complying with resource consents. The number of council wastewater discharge points into the river has reduced to one.

We have brought forward the wastewater resource consent review by five years to consider how the city can contribute to improving the health and mauri of the Manawatū River. The upcoming review will identify ways to improve the city's wastewater management.

We will consider what improvements are needed to the current system and where the cities discharge will go. Options include either going to land, the River or the coast. We need to consider the long-term effects of putting treated wastewater on these environments. We will actively engage with the community in the lead-up to the decision-making process to help identify possible future treatment options.

Significant parts of the city's wastewater network are at capacity during major wet weather events due to infiltration from the stormwater network. The primary causes of this are damaged infrastructure and private property owners either accidentally, or deliberately, diverting their stormwater into the wastewater network. Renewals will need to be prioritised to target critical trunk sewers. The leakiest parts of the network also need to be targeted to exclude stormwater infiltration.

The city's wastewater consent review is taking into account the cities growth over the next 30 years. New growth areas may need a different approach to managing wastewater. Extending the network as it currently exists in parts of the city could create problems at the treatment plant. New pressurised sewer technologies could provide cost-effective reticulated services with increased storage control.

We will:

- provide wastewater services for the safe collection, treatment and disposal of the city's wastewater
- provide water services for the provision of safe and readily available water

See the **Water chapter** of the **Eco city plan** for more detail.

Te ratonga wai māori
Water supply

Palmerston North City Council owns and operates four water supplies: Palmerston North, Ashhurst, Bunnythorpe and Longburn. A safe and reliable water supply is essential for everyone in our city and Palmerston North's water quality is currently very high. Recent amendments to the Health Act mean more emphasis on water safety and a significant change in expectations for managing drinking water supplies.

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. For now, our strategic documents assume that we will remain responsible for water assets and the delivery of services. However, the service delivery model for water supply is likely to change in future.

Water for Palmerston North is primarily sourced from the Turitea Dam and supplemented by bores. Daily water use has declined in recent years, and city residents have lower daily water consumption than in New Zealand overall. While the city has a generally good water supply, summer droughts mean we need to conserve water.

In recent years some other councils have faced critical water system failures. A 2019 review found we don't have good information about the condition and capacity of the city's pipe networks. We want to improve our resilience and ability to recover from a significant natural disaster. We will increase ability to deal with potential seismic event failures or mechanical faults. We will also increase resilience by providing a second pipeline across the Manawatū River and strengthening the trunk main network across the city.

We will

- provide water services for the provision of safe and readily available water

See the **Water chapter** of the **Eco city plan** for more detail.

Te wai ua
Stormwater

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

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. Climate change will also bring higher intensity rainfall events, which will increase the frequency of nuisance flooding on roads and properties and the flooding of habitable dwellings.

In recent years we have taken 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. The District Plan includes water-sensitive design principles, and is now required in the North East Industrial Zone and the Whakarongo Residential Area. Water-sensitive design principles will be applied to other parts of the city when the District Plan is reviewed or new growth areas are proposed. We will look for more opportunities to transform drainage corridors and urban waterways, to improve biodiversity, and more sustainably manage stormwater.

We are working with Horizons Regional Council to develop a stormwater management framework that identifies effective and sustainable stormwater solutions. We will continue to explore alternative approaches to ensure there is a more sustainable response to growth. These approaches will include water-sensitive design approaches to development and a wider use of tools such as water tanks, green roofs, swales, rain gardens and detention ponds.

We will:

- provide stormwater services to protect buildings from inundation from flooding in major events

See the **Water chapter** of the **Eco city plan** for more detail.

6. He whakaako i te hapori, mātua rā ko ngā kaipupuri whare, ki te whaihua o te whakapau moni kia hoahoaina ai he whare toitū, whare kākāriki hoki.

   Educate the community, and in particular, property owners, on the benefits of investing in sustainable building design and green buildings

7. He whakaatu i te hautūtanga me te mahi tika, mā te whakawhanake me te whakatinana i tētahi mahere taiao toitū mō te Kaunihera me ōna takunetanga, taiwhanga anō hoki.

   Demonstrate leadership and best practice by developing and implementing an environmental sustainability plan for the Council, Council-run events, and facilities

Ngā ritenga mahi toitū
Sustainable practices

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.

In recent years we have made progress in encouraging more sustainable practices throughout the city. We support environmental education in schools and early childhood centres that are centred around living landscapes, zero waste, energy, water, and the ecological design of buildings. We have also done our own stocktake and used this information to improve Council practices. For example, we work with event organisers to ensure that events held on Council land or funded by Council are “zero waste”. We facilitated the provision of electric vehicle charging stations in the city centre. The District Plan promotes energy-efficient design for major new commercial buildings and multi-unit residential developments, and enables more renewable energy generation.

For the city to be successful and sustainable, Council must lead the way in sustainability. We also want to educate the community alongside our service delivery, to make sure people understand how to make more environmentally responsible decisions. We will develop a culture of sustainability within our organisation. We recognise the value that mātauranga Māori adds to sustainability efforts. We will improve our own practices and share the lessons we learn with the community.

We will:

- Foster sustainable practices and behaviours so that city residents and organisations become more sustainable



Te mahitahi me Rangitāne o Manawatū
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
- support Rangitāne o Manawatū in the retention and expression of mātauranga Māori and Rangitānenuiarawa[3]
- identify and pursue shared environmental aspirations
- strengthen Māori community involvement in biodiversity projects
- 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
- reflect mātauranga Māori and Rangitānenuiarawa in resource recovery
- 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
- reflect Rangitānenuiarawa in the city's approach to water management

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

Te ine i te angitutanga
Measures of success

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

- Citywide CO_2e emissions
- Council CO_2e emissions
- Citywide electricity consumption
- Native bird numbers
- Water consumption
- Water quality
- Waste sent to landfill
- Waste diverted from landfill

3 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.

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2021–31
TE MAHERE MŌ TE ĀHUARANGI HURIHURI
CLIMATE CHANGE PLAN

Ahunga rautaki



Strategic direction



Te āhuarangi hurihuri: Te ahunga rautaki a te Kaunihera

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.

Ngā tino Priorities

The priorities of Goal 4: An eco city are:

1. He kauanuanu, he hapahapai i te mauri o te awa o Manawatū.

   Respect and enhance the mauri of the Manawatū River
2. He mahitahi ki te hapori ki te whakaiti i te tukutanga o te waro.

   Work with the community to reduce carbon emissions
3. He whakahaumanu i te kanorau koiora māori.

   Regenerate native biodiversity
4. He whakapau pūtea ki ngā momo pūnahahanga e whakamarohitia ai, e whakapūmautia ai te taiao.

   Invest in infrastructure that services to protect, enhance and preserve the environment
5. He whakamahi i te mana ā-ture o te Kaunihera me ana kaupapahere kia toitū ai te whanaketanga o te tāone i te wātonu, ā, haere ake nei.

   Use Council's legislative powers and policies to ensure urban development is sustainable now and into the future
6. He whakaako i te hapori, mātua rā ko ngā kaipupuri whare, ki te whaihua o te whakapau moni kia hoahoaina ai he whare toitū, whare kākāriki hoki.

   Educate the community, in particular, property owners, on the benefits of investing in sustainable building design and green buildings
7. He whakaatu i te hautūtanga me te mahi tika, mā te whakawhanake me te whakatinana i tētahi mahere taiao toitū mō te Kaunihera me ōna takunetanga, taiwhanga anō hoki.

   Demonstrate leadership and best practice by developing and implementing an environmental sustainability plan for the Council, Council-run events, and facilities.

Te take o te mahere Purpose of the plan

The 10-Year 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 25% reduction in greenhouse gas emissions by 2028 and continue to reduce greenhouse gas emissions from Council's own activities

Ngā hononga ki mahere kē
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.

Te mahitahi me Rangitāne o Manawatū
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.

Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere
Council documents that contribute to this plan

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

- Palmerston North City Community Carbon Footprint
- Palmerston North City Council Emissions Inventory Report
- Palmerston North City Council Emissions Management and Reduction Plan (in preparation)
- Palmerston North Low Carbon Roadmap
- Stormwater Drainage Bylaw
- Waste Management and Minimisation Plan and Bylaw
- Water Supply Bylaw

Te ine i te angitutanga
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



PALMY
2021–2031

ĀHUARANGI HURIHURI
CLIMATE CHANGE

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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_2e), 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[1], found that Palmerston North emits roughly 500,000tCO_2e 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.

1 *Palmerston North City Community Carbon Footprint 2016/17.*

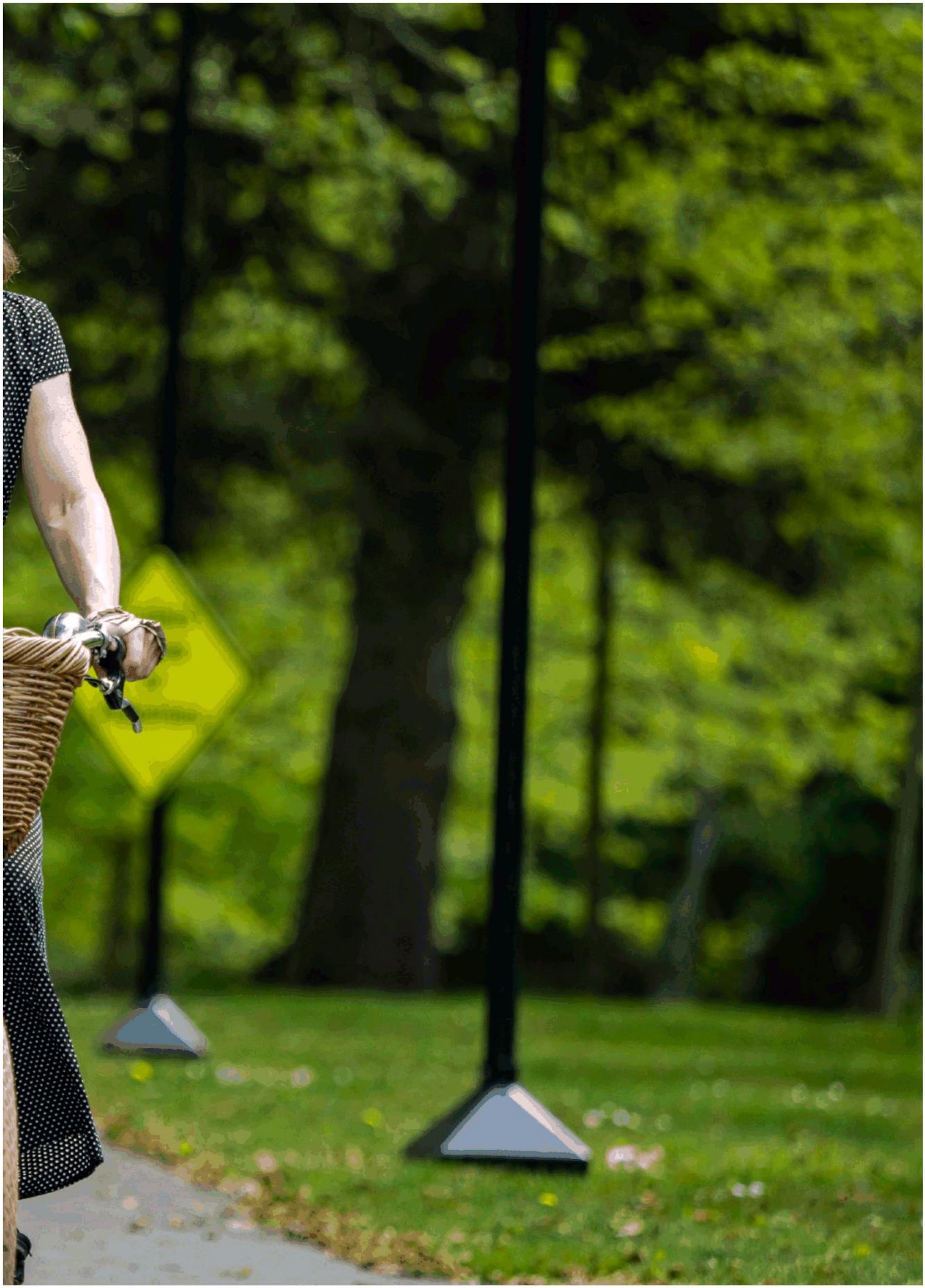


He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Reduce Council's organisational greenhouse gas emissions.
- Rangitāne o Manawatū achieve their own climate change aspirations.
- Work with residents and other city partners to implement the 'Low Carbon Roadmap' and reduce citywide emissions.
- Work with Horizons Regional Council, mana whenua, and other regional partners to assess and adapt to climate change vulnerability.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
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		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		
Provide support to schools developing their own emissions-tracking and reporting		Schools
New and one-off actions	**Completion date**	**Involvement of partners**
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





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2021-31
TE MAHERE TAIAO TOITŪ
ENVIRONMENTAL SUSTAINABILITY PLAN
NGĀ RITENGA MAHI TOITŪ
SUSTAINABLE PRACTICES CHAPTER
TE KANORAU KOIORA
BIODIVERSITY CHAPTER

Ahunga rautaki



Strategic direction



Te toitūtanga taiao: Te ahunga rautaki a te Kaunihera

Environmental sustainability 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 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.

Ngā tino Priorities

The priorities of Goal 4: An eco city are:

1. He kauanuanu, he hapahapai i te mauri o te awa o Manawatū.

   Respect and enhance the mauri of the Manawatū River
2. He mahitahi ki te hapori ki te whakaiti i te tukutanga o te waro.

   Work with the community to reduce carbon emissions
3. He whakahaumanu i te kanorau koiora māori.

   Regenerate native biodiversity
4. He whakapau pūtea ki ngā momo pūnahahanga e whakamarohitia ai, e whakapūmautia ai te taiao.

   Invest in infrastructure that services to protect, enhance and preserve the environment
5. He whakamahi i te mana ā-ture o te Kaunihera me ana kaupapahere kia toitū ai te whanaketanga o te tāone i te wātonu, ā, haere ake nei.

   Use Council's legislative powers and policies to ensure urban development is sustainable now and into the future
6. He whakaako i te hapori, mātua rā ko ngā kaipupuri whare, ki te whaihua o te whakapau moni kia hoahoaina ai he whare toitū, whare kākāriki hoki.

   Educate the community, in particular, property owners, on the benefits of investing in sustainable building design and green buildings
7. He whakaatu i te hautūtanga me te mahi tika, mā te whakawhanake me te whakatinana i tētahi mahere taiao toitū mō te Kaunihera me ōna takunetanga, taiwhanga anō hoki.

   Demonstrate leadership and best practice by developing and implementing an environmental sustainability plan for the Council, Council-run events, and facilities

Te take o te mahere Purpose of the plan

The 10-Year 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

Ngā hononga ki mahere kē
Links with other plans

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 change and Resource recovery 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).

Te mahitahi me Rangitāne o Manawatū
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[1]
- 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.

Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere
Council documents that contribute to this plan

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

- Citywide Vegetation Framework
- Stormwater Drainage Bylaw
- Urban Cycleway Master Plan
- Waste Management and Minimisation Plan and Bylaw
- Water Conservation Management Plan
- Water Supply Bylaw

Te ine i te angitutanga
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
  - Waste diversion
  - Carbon emissions from transportation
- Increase in native birds
- Increase of native canopy cover
- Decrease in predators
- Improvement in water quality

1 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.

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NGĀ RITENGA MAHI TOITŪ

SUSTAINABLE PRACTICES CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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 Enviroschool 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 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.



He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Environmental education targeting schools, ECE and general public are effectively delivered toward achieving Council's goal for Palmerston North to become an Eco city.
- 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.
- Council continues to improve on sustainable practices, and to share lessons learned with partners and stakeholders in the community and commercial sector.
- Council uses modern 'smart city' practices to allow cost-effective outcome monitoring.
- Council initiatives reflect mātauranga Māori and Rangitānenuiarawa.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
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		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 Waka Kotahi NZTA
Document and disseminate lessons learned from Council's sustainability journey, including case studies demonstrating best practices	2023/2024	Council Controlled 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		
Investigate Envirohub and Resource recovery centre	2022/2023	ENM and member groups
Establish Envirohub and Resource recovery centre with support from external funders	2023/2024 (begin fundraising and establishment)	

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TE KANORAU KOIORA

BIODIVERSITY CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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.



He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Mātauranga Māori is a fundamental foundation for understanding and managing indigenous species in Aotearoa New Zealand and is incorporated into Council practice.
- Council initiatives reflect mātauranga Māori and Rangitānenuiarawa.
- The Māori community are involved in city biodiversity projects.
- The urban environment provides opportunities for people to experience nature.
- Pests in the Turitea Reserve and adjacent forests are further suppressed, allowing those ecosystems to continue to recover.
- Where possible, locally extinct species are reintroduced.
- 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.
- Community predator control is widespread, minimising the impact of introduced predators across the city.
- The city's urban waterways are attractive places to visit, and the mauri of these waterways is enhanced where practicable.
- More native-friendly species are planted within the city, providing year-round food sources for native wildlife.
- All Significant Natural Areas within the city boundary are identified and protected.
- The mauri of urban streams is enhanced, and native aquatic life is thriving.
- All streets have street trees, where practicable.
- Income from the Turitea Windfarm is used to invest in reserve development, with a priority for biodiversity related projects.
- There is increased biodiversity in Te Āpiti Manawatū Gorge (see the Manawatū River plan for details).

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
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
New and one-off actions	**Completion date**	**Involvement of partners**
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		
Support and advocate for the Massey University Botanical Gardens Master Plan		





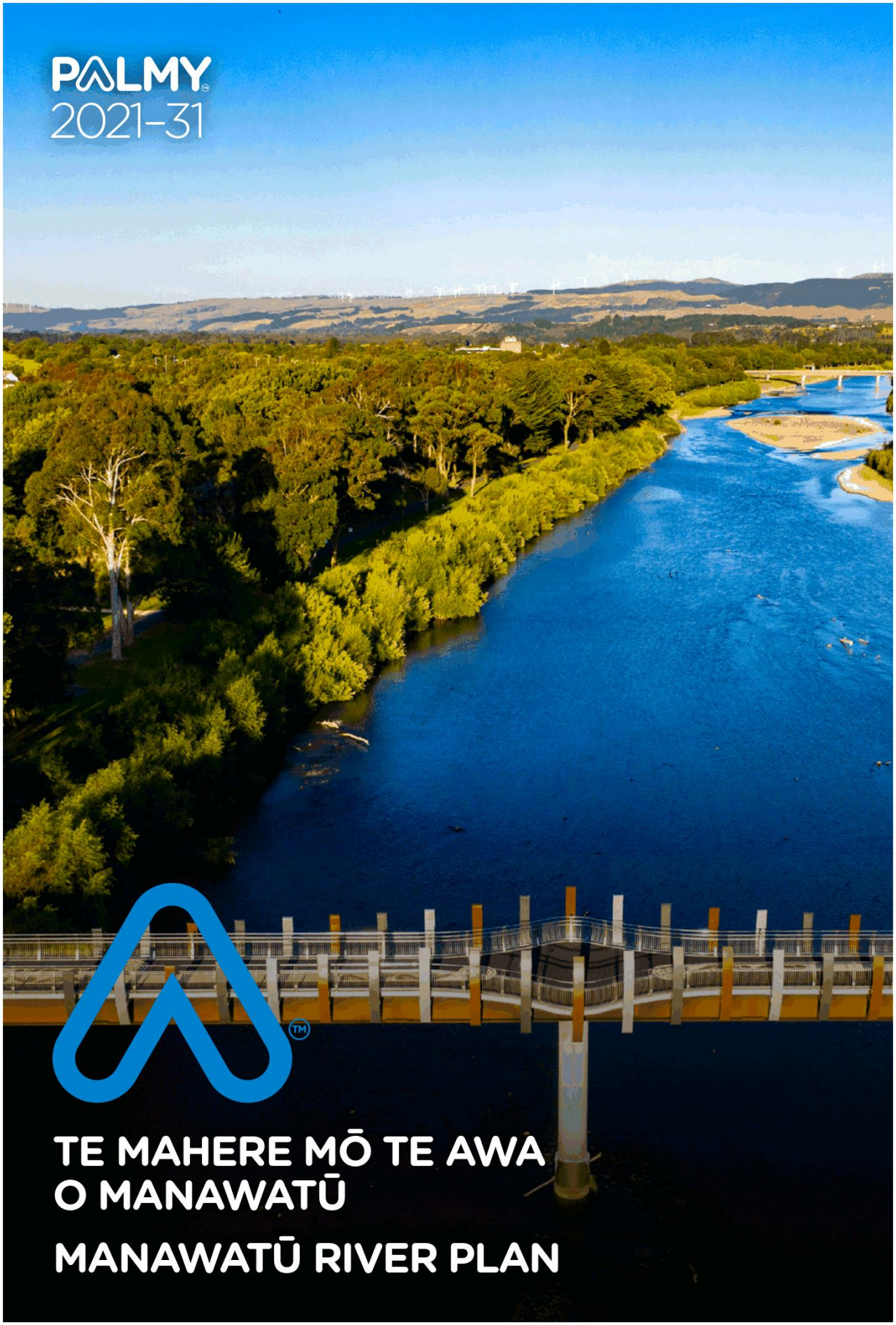
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2021-31
TE MAHERE MŌ TE AWA O MANAWATŪ
MANAWATŪ RIVER PLAN

Ahunga rautaki



Strategic direction



Te Awa o Manawatū: Te ahunga rautaki a te Kaunihera

Manawatū River 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 Manawatū 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.

Ngā tino Priorities

The priorities of Goal 4: An eco city are:

1. He kauanuanu, he hapahapai i te mauri o te awa o Manawatū.

   Respect and enhance the mauri of the Manawatū River
2. He mahitahi ki te hapori ki te whakaiti i te tukutanga o te waro.

   Work with the community to reduce carbon emissions
3. He whakahaumanu i te kanorau koiora māori.

   Regenerate native biodiversity
4. He whakapau pūtea ki ngā momo pūnahahanga e whakamarohitia ai, e whakapūmautia ai te taiao.

   Invest in infrastructure that services to protect, enhance and preserve the environment
5. He whakamahi i te mana ā-ture o te Kaunihera me ana kaupapahere kia toitū ai te whanaketanga o te tāone i te wātonu, ā, haere ake nei.

   Use Council's legislative powers and policies to ensure urban development is sustainable now and into the future
6. He whakaako i te hapori, mātua rā ko ngā kaipupuri whare, ki te whaihua o te whakapau moni kia hoahoaina ai he whare toitū, whare kākāriki hoki.

   Educate the community, in particular, property owners, on the benefits of investing in sustainable building design and green buildings
7. He whakaatu i te hautūtanga me te mahi tika, mā te whakawhanake me te whakatinana i tētahi mahere taiao toitū mō te Kaunihera me ōna takunetanga, taiwhanga anō hoki.

   Demonstrate leadership and best practice by developing and implementing an environmental sustainability plan for the Council, Council-run events, and facilities

Te take o te mahere Purpose of the plan

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

- Understand the relationship Rangitane o Manawatū has with Manawatū 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

Ngā hononga ki mahere kē
Links with other plans

The Manawatū 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 is most directly linked to:

- The Active communities plan
- The Environmental sustainability plan
- The Transport plan
- The City shaping plan

Te mahitahi me Rangitāne o Manawatū
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[1]

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

Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere
Council documents that contribute to this plan

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

- Ahimate Reserve Development Plan
- Auahi Kore Smokefree and Vapefree Policy
- Citywide Vegetation Framework
- District Plan
- Dog Control Policy and Bylaw
- Manawatū River Framework
- Policy for the Use of Public Space
- Reserve and Walkway Naming Policy
- Signs and Use of Public Spaces Bylaw
- Sun Protection Policy
- Te Āpiti/ Manawatū Gorge Master Plan
- Te Motu o Poutoa Management Plan
- Trade Waste Bylaw
- Victoria Esplanade Master Plan
- Wastewater Bylaw

Te ine i te angitutanga
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

1 *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*

PALMY
2021–2031

TE AWA O MANAWATŪ
MANAWATŪ RIVER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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.

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- The Manawatū River Framework is delivered.
- Council understands the contribution the Manawatū River makes to the city as its key cultural, environmental and recreation resource.
- Rangitāne o Manawatū is involved in all aspects of planning and delivery of Manawatū River projects and services.
- There is increased use of the river environment by the public for active and passive recreation.
- 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.
- There are recreation opportunities along and within the river
- Transport and car parking by the River are managed effectively.
- There are opportunities for rongoā (connecting people to the whenua through traditional medicine) and māra kai (food garden) within the Manawatū River Park
- 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
- 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.
- The River is a core city destination.
- 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.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
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 - Marae Tarata Development Plan - Hokowhitu Lagoon Development Plan - Bridge lighting - Key entranceways (Esplanade, Albert St, Raukawa Rd, Ashhurst Domain) - Land purchases and shared path extensions		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	2023/2024	Rangitāne o Manawatū
Te Motu o Poutoa – Purchase of entranceway land	2021/2022	Rangitāne o Manawatū Massey University
Review and update the Manawatū River Framework	2022/2023	Rangitāne o Manawatū
Implement the Victoria Esplanade Master Plan	2023/2024	Rangitāne o Manawatū Esplanade User Group Forum
Implement the Ashhurst Domain Master Plan (see Active communities plan)	2023/2024	Rangitāne o Manawatū
Implement Te Āpiti Manawatū Gorge Master Plan	2022/2023	Rangitāne o Manawatū Te Āpiti Gorge Governance Group
Provide lighting around shared path loop between Fitzherbert Bridge and He Ara Kotahi Bridge Light the Manawatū River Park	2021/2022 2023/2024	Rangitāne o Manawatū





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TE MAHERE WHAKAARAARA RAWA
RESOURCE RECOVERY PLAN

Ahunga rautaki



Strategic direction



Te whakaaraara rawa: Te ahunga rautaki a te Kaunihera

Resource recovery 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 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.

Ngā tino Priorities

The priorities of Goal 4: An eco city are:

1. He kauanuanu, he hapahapai i te mauri o te awa o Manawatū.

   Respect and enhance the mauri of the Manawatū River
2. He mahitahi ki te hapori ki te whakaiti i te tukutanga o te waro.

   Work with the community to reduce carbon emissions
3. He whakahaumanu i te kanorau koiora māori.

   Regenerate native biodiversity
4. He whakapau pūtea ki ngā momo pūnahahanga e whakamarohitia ai, e whakapūmautia ai te taiao.

   Invest in infrastructure that services to protect, enhance and preserve the environment
5. He whakamahi i te mana ā-ture o te Kaunihera me ana kaupapahere kia toitū ai te whanaketanga o te tāone i te wātonu, ā, haere ake nei.

   Use Council's legislative powers and policies to ensure urban development is sustainable now and into the future
6. He whakaako i te hapori, mātua rā ko ngā kaipupuri whare, ki te whaihua o te whakapau moni kia hoahoaina ai he whare toitū, whare kākāriki hoki.

   Educate the community, in particular, property owners, on the benefits of investing in sustainable building design and green buildings
7. He whakaatu i te hautūtanga me te mahi tika, mā te whakawhanake me te whakatinana i tētahi mahere taiao toitū mō te Kaunihera me ōna takunetanga, taiwhanga anō hoki.

   Demonstrate leadership and best practice by developing and implementing an environmental sustainability plan for the Council, Council-run events, and facilities

Te take o te mahere
Purpose of the plan

The 10-Year 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.

Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere
Council documents that contribute to this plan

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

- Asset Management Plan – Rubbish and Recycling
- Waste Management and Minimisation Bylaw
- Waste Management and Minimisation Plan

Te mahitahi me Rangitāne o Manawatū
Rangitāne o Manawatū partnership

Council will work in partnership with Rangitāne o Manawatū and:

- reflect mātauranga Māori and Rangitānenuiarawa[1] in resource recovery activities

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

Te ine i te angitutanga
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)

1 *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.*



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WHAKAARAARA RAWA

RESOURCE RECOVERY

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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.

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- The amount of waste that is sent to landfill is minimised (the goal of the WMMP).
- The community is committed to minimising waste sent to landfill.
- The community considers, and where appropriate implements, new initiatives and innovative ways to assist in reducing, reusing and recycling wastes.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
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		
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		Rangitāne o Manawatū
Maintain existing kerbside waste and recycling collections		
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	
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	Rangitāne o Manawatū
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	

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Resource recovery activities minimise environmental harm and protect public health.

- Resource recovery activities reflect mātauranga Māori and Rangitānenuiarawa.

- [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.]

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
New and one-off actions	**Completion date**	**Involvement of partners**
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	Education sector
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
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	
Investigate options and additional costs to provide a free rubbish bag each month for low-income households	2021/2022	

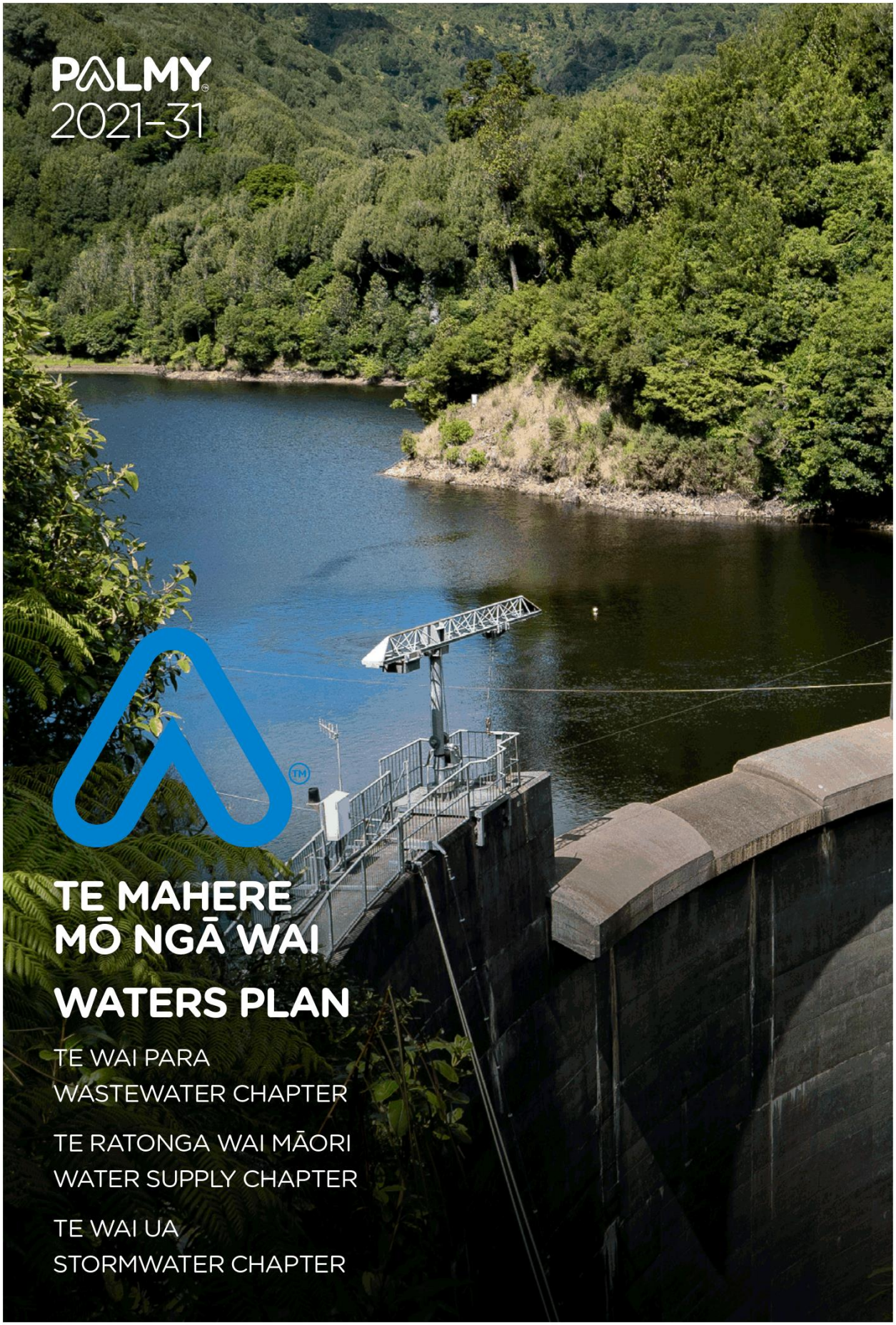
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TE MAHERE
MŌ NGĀ WAI
WATERS PLAN
TE WAI PARA
WASTEWATER CHAPTER
TE RATONGA WAI MĀORI
WATER SUPPLY CHAPTER
TE WAI UA
STORMWATER CHAPTER

Ahunga rautaki



Strategic direction



Te whakaaraara rawa: Te ahunga rautaki a te Kaunihera

Resource recovery 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 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.

Ngā tino Priorities

The priorities of Goal 4: An eco city are:

1. He kauanuanu, he hapahapai i te mauri o te awa o Manawatū.

   Respect and enhance the mauri of the Manawatū River

2. He mahitahi ki te hapori ki te whakaiti i te tukutanga o te waro.

   Work with the community to reduce carbon emissions

3. He whakahaumanu i te kanorau koiora māori.

   Regenerate native biodiversity

4. He whakapau pūtea ki ngā momo pūnahahanga e whakamarohitia ai, e whakapūmautia ai te taiao.

   Invest in infrastructure that services to protect, enhance and preserve the environment

5. He whakamahi i te mana ā-ture o te Kaunihera me ana kaupapahere kia toitū ai te whanaketanga o te tāone i te wātonu, ā, haere ake nei.

   Use Council's legislative powers and policies to ensure urban development is sustainable now and into the future

6. He whakaako i te hapori, mātua rā ko ngā kaipupuri whare, ki te whaihua o te whakapau moni kia hoahoaina ai he whare toitū, whare kākāriki hoki.

   Educate the community, in particular, property owners, on the benefits of investing in sustainable building design and green buildings

7. He whakaatu i te hautūtanga me te mahi tika, mā te whakawhanake me te whakatinana i tētahi mahere taiao toitū mō te Kaunihera me ōna takunetanga, taiwhanga anō hoki.

   Demonstrate leadership and best practice by developing and implementing an environmental sustainability plan for the Council, Council-run events, and facilities

Te take o te mahere
Purpose of the 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

Ngā hononga ki mahere kē
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'.

Te mahitahi me Rangitāne o Manawatū
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[1] is reflected in the city's approach to water management

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

Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere
Council documents that contribute to this plan

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

- Asset Management Plans – Stormwater, Wastewater and Water Supply
- Dam Safety Policy
- Pressure Sewer Systems Policy
- Stormwater Bylaw
- Trade waste Bylaw
- Turitea Reserve Management Plan
- Wastewater Bylaw
- Water Conservation Management Plan
- Water Supply Bylaw

Te ine i te angitutanga
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

1 *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.*

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TE WAI PARA
WASTEWATER CHAPTER

Kupu whakataki
Introduction

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

Kei hea tātou i tēnei wā?
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, for example 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, such as the Ashhurst Wastewater Treatment Plant Review.
- There is a 100% user pays charge for trade waste consent monitoring, inspection, treatment and conveyance costs.

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Wastewater has a lesser impact on the health and mauri of the Manawatū River.
- Rangitāne o Manawatū have opportunities for early involvement in all wastewater projects and initiatives.
- Council understands impact of flows and loads from large trade waste discharges.
- Council's renewal planning and investment in wastewater infrastructure is based on a better understanding of the asset condition.
- Stormwater infiltration and inflow into the wastewater network is reduced.
- Wastewater infrastructure is provided to support urban growth.
- Wastewater infrastructure has improved resilience to natural disasters and mechanical failures.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
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	
New and one-off actions	**Completion date**	**Involvement of partners**
Actively engage with Rangitāne and the community to identify a BPO for the treatment and disposal of the city's wastewater	2021/2022	
Complete the review of the Trade Waste Bylaw	2021/2022	
Lodge resource consent application for future discharge of the wastewater treatment plant	2021/2022	

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TE RATONGA WAI MĀORI
WATER SUPPLY CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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.

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Water supplies are safe and secure, and Council meets the most recent legislative requirements for water safety.
- Water is conserved to ensure water supplies are sustainable into the future and wastewater flow is reduced.
- Water supply is delivery is efficient and cost-effective.
- Water supply infrastructure has improved resilience to natural disasters and mechanical failures.
- Water is available at the necessary flow rate for firefighting.
- Council's renewal planning and investment in water supply infrastructure is based on a better understanding of the asset condition.
- Renewal programmes reduce the risk of unforeseen treatment and network failures.
- Water supply infrastructure is provided to support urban growth.
- Rangitāne o Manawatū have opportunities for early involvement in all water supply projects and initiatives.
- Rangitānenuiarawa is reflected in the city's approach to water management.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
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		
New and one-off actions	**Completion date**	**Involvement of partners**
Complete the review of the Water Supply Bylaw	2021/2022	
Investigate the costs and benefits of reducing water pressure	2023/2024	
Use smart metering to accurately profile water use		Lifelines Advisory Group
Increase the resilience of key water supply assets to emergency and seismic events		
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		
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		Lifelines Advisory Group
Use smart metering to accurately profile water use		
Increase the resilience of key water supply assets to emergency and seismic events		

PALMY
2021–2031

TE WAI UA

STORMWATER CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
Where are we now?

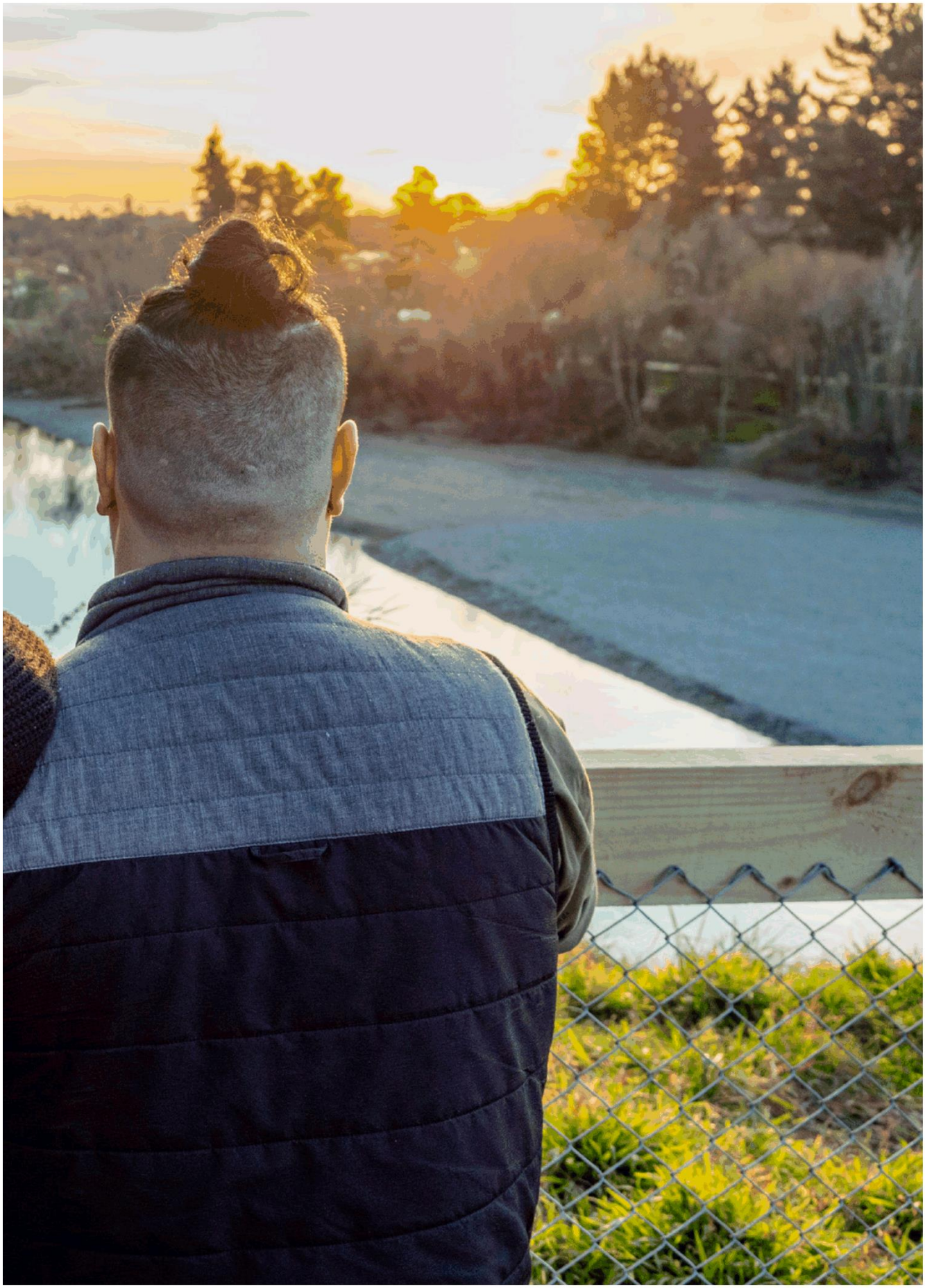
- Council is working with Horizons Regional Council to measure the impact of urban run-off on the Manawatū, as part of developing a consistent regional approach to stormwater management.
- Intensification of development in the existing urban area and more urban development on the fringe of the city will 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.

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Adopt a Stormwater Management Framework to identify engineering solutions to reduce flood risk and improve water quality.
- Rangitānenuiarawa is reflected in the city's approach to stormwater management.
- Council understands community values around urban waterways.
- Urban waterways and wetlands are thriving ecosystems.
- Stormwater services are resilient enough to cope with the effects of climate change.
- The District Plan has the necessary provisions to regulate stormwater for all development across the city.
- Major stormwater mitigation projects protect the city from localised flooding.
- Rangitāne o Manawatū have opportunities for early involvement in all water supply projects and initiatives.
- There is an approved city-wide resource consent from Horizons Regional Council for managing stormwater.
- Biodiversity treatments are undertaken on all urban waterways.
- Council's renewal planning and investment in water supply infrastructure is based on a better understanding of the asset condition.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
Develop, maintain, upgrade and renew stormwater infrastructure in accordance with legislative requirements	All 2021/2022	
Establish and deliver a city-wide flood mitigation programme		Horizons Regional Council
Council-managed urban waterways and wetlands are enhanced and protected through planting and active management		Horizons Regional Council, Rangitāne o Manawatū, Environment Network Manawatū
Upgrade stormwater infrastructure to manage capacity, accommodate growth and reduce ponding		
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		
Implement Hei Manga Ora – a cultural monitoring framework for freshwater management		Rangitāne o Manawatū
Provide education to increase awareness of sustainability in three waters		
New and one-off actions	**Completion date**	**Involvement of partners**
Complete the review of the Stormwater Drainage Bylaw	2021/2022	
Update the District Plan to require stormwater detention, restrict impervious surface cover and consideration of water sensitive design	2023/2024	Rangitāne o Manawatū, Developers
Lodge a city-wide ('global') resource consent for urban stormwater discharges with Horizons Regional Council		Rangitāne o Manawatū, 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		





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Our north arrow draws directly from "North" in our city's name. An upward arrow perfectly symbolises our ambition for a city that's smarter, continually growing and evolving, innovating, collaborating and finding enlightened ways to work with nature.

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Palmerston North City Council

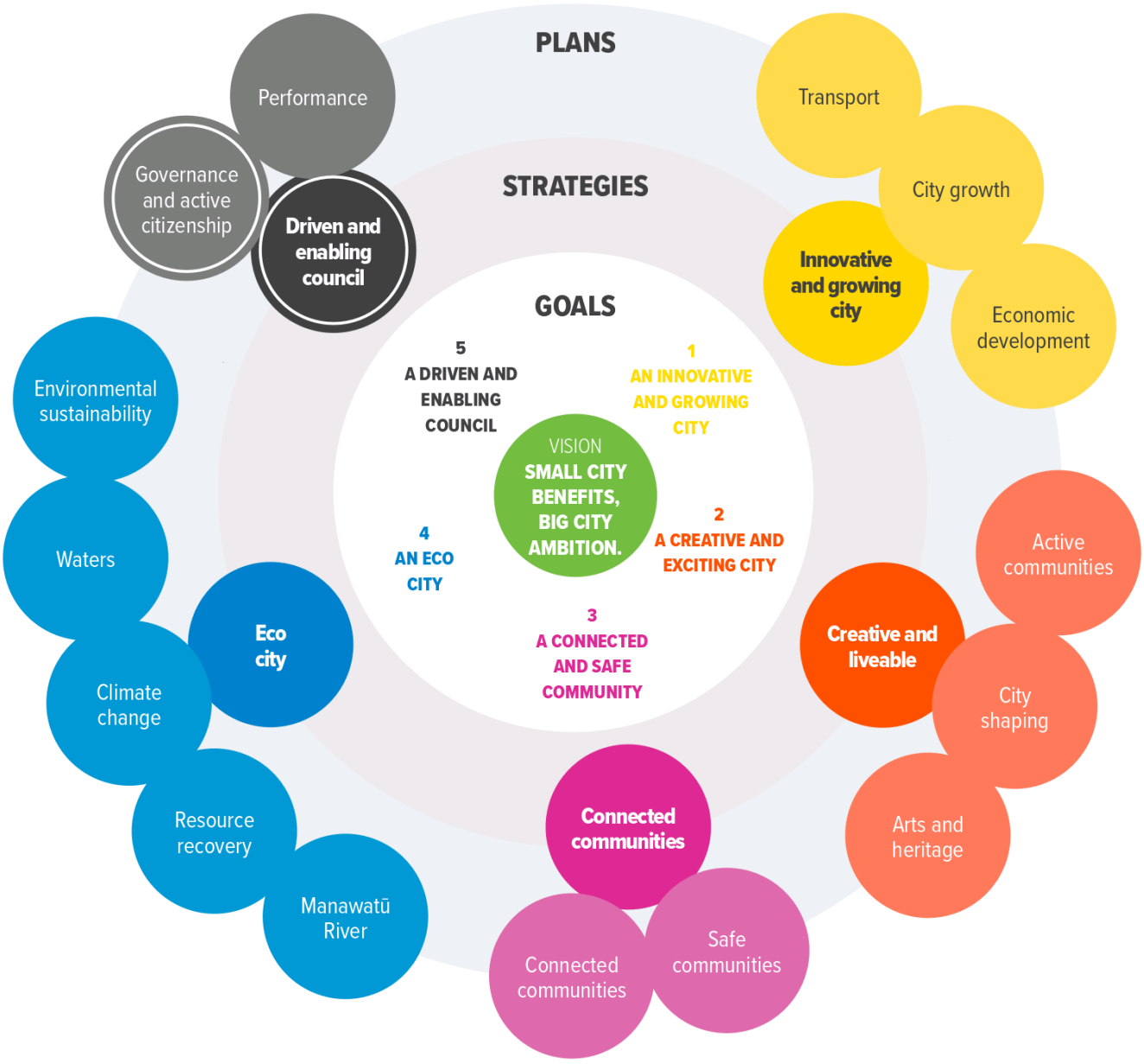
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PALMY
2021-31
TE MAHERE MŌ TE MANA URUNGI PAPAI TONU ME TE KIRIRARAUTANGA HOHE
GOOD GOVERNANCE AND ACTIVE CITIZENSHIP PLAN
TE MANA URUNGI PAPAI TONU
GOOD GOVERNANCE
TE KIRIRARAUTANGA HOHE
ACTIVE CITIZENSHIP

Ahunga rautaki



Strategic direction



Te mana urungi papai: Ngā whāinga rautaki a te Kaunihera

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.

Ngā tino
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

Te take o te mahere
Purpose of the plan

The 10-Year 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

Ngā hononga ki mahere kē
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 communities 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.

Te mahitahi me Rangitāne o Manawatū
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.

Ngā puka Kaunihera e whai wāhi mai ana ki tēnei mahere
Council documents that contribute to this plan

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

- Appointment of Directors Policy
- Code of Conduct for Elected Members
- Delegations Manual
- Kawenata agreement
- Significance and Engagement Policy
- Standing Orders

Te ine i te angitutanga
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
- 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

PALMY
2021-2031

TE MANA URUNGI PAPAI TONU

GOOD GOVERNANCE CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
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).[1]
- The survey also found that two out of every three residents are satisfied with governance and reputation (2020, 61% in 2019).

1 *Palmerston North City Council (2020). Residents' Survey.*

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Council staff and elected member decision-making focuses on agreed strategic priorities.
- Governance and management roles are clearly defined and understood.
- Strategic goals are at the forefront of advice and decision-making.
- Council decision-makers are given high-quality and timely advice.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
Ongoing review of governance systems and structures to support Council's effectiveness and reputation	All 2021/2022	
Clarify and communicate governance and management roles		Elected members and staff
Undertake the annual Residents' Survey		
New and one-off actions	**Completion date**	**Involvement of partners**
Develop a skills and knowledge-based ongoing induction and training programme for elected members	2022/2023	Rangitāne o Manawatū
Undertake a Representation Review	2021/2022	
Review the portfolio system to increase responsiveness to community needs	2021/2022	
Consider what roles the Council should play in addressing racism and discrimination in our community	2021/2022	

PALMY
2021-2031

TE KIRIRARAUTANGA HOHE

ACTIVE CITIZENSHIP CHAPTER

Kupu whakataki
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.

Kei hea tātou i tēnei wā?
Where are we now?

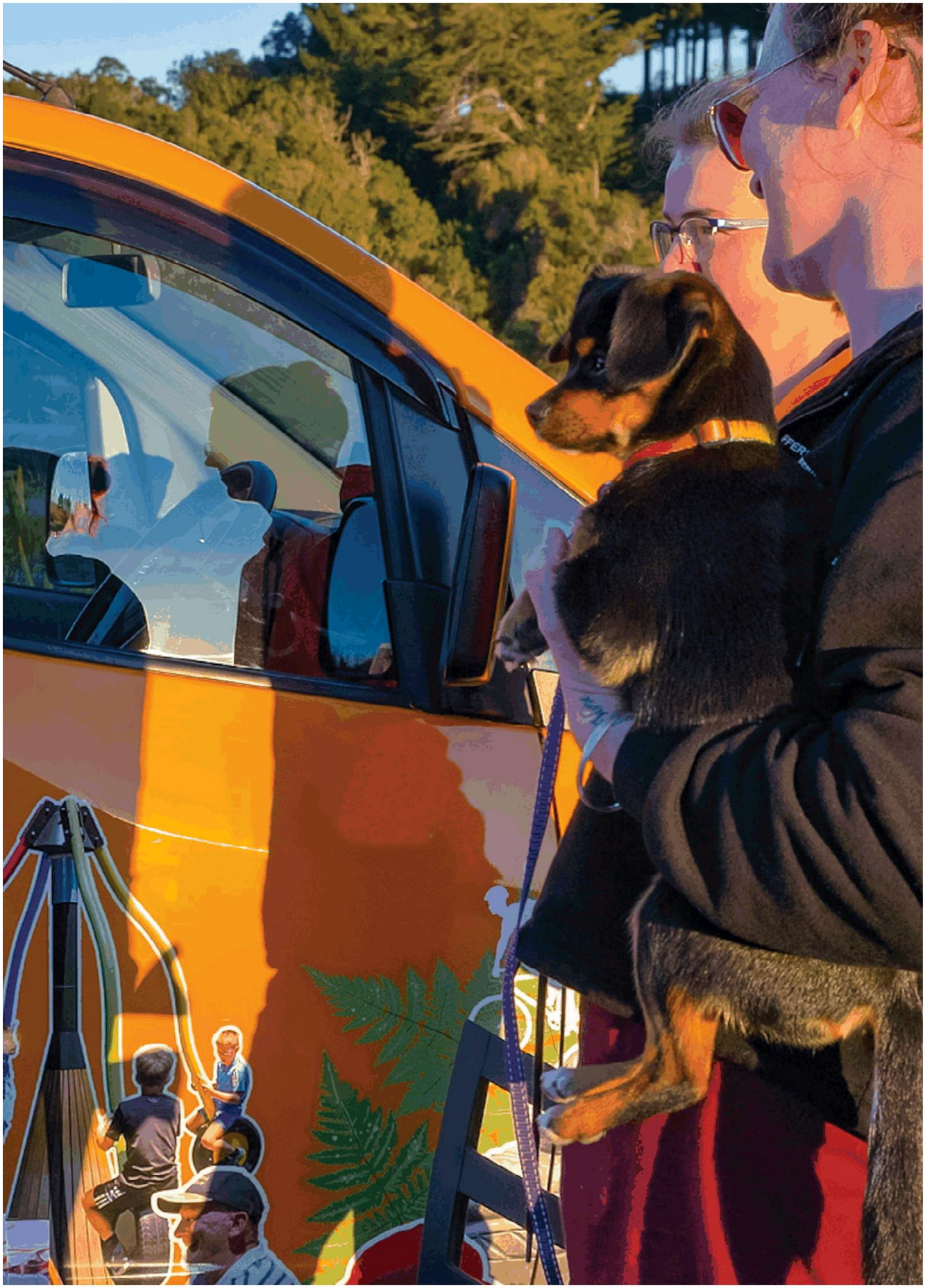
- The 2020 Residents' Survey found that 44% of Palmerston North residents are 'satisfied' with the 'opportunity to have a say', 42% are neutral and 13% are dissatisfied.
- The survey also found that 34% of Palmerston North residents are 'satisfied' with the 'ease of having a say'. 46% are neutral and 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 10-Year 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.

He aha ngā hiahia hei whakatutuki?
What do we want to achieve?

- Palmerston North residents know how to 'have their say' in formal and informal opportunities.
- More Palmerston North residents and organisations participate in decision-making processes.
- A range of voices are heard in decision-making processes.
- Palmerston North residents understand what the Council does.
- Palmerston North residents can see the relevance of decisions.
- Council understands barriers to participation and works collaboratively to facilitate solutions.
- Young people are actively engaged in decision-making processes.

He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?		
Ongoing actions	**Start date**	**Involvement of partners**
Administer committee and Council meeting processes which are open to the public Review of the Significance and Engagement Policy	2020/2021	Rangitāne o Manawatū Youth Council Welcoming Communities Advisory Group Disability Reference Group Community Services Council
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		
New and one-off actions	**Completion date**	**Involvement of partners**
Review chamber and related spaces as inclusive public spaces, including bilingual wayfinding	2023/2024	Rangitāne o Manawatū Youth Council Welcoming Communities Advisory Group Disability Reference Group Community Services Council
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	





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Palmerston North City Council

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PALMY
2021–2031
TE MAHERE TŪROA
10-YEAR PLAN

This 10 Year Plan was adopted by the Council on ** July 2021 in accordance with the Local Government Act 2002.

The 10 Year Plan is the Councils Long Term Plan which states the Council's intentions. It is based on the Council's best information and planning at the time it was developed. If circumstances change, the Council may have to change its intentions.

All the decisions in this document are reviewable, especially during future 10 Year Plans and Annual Budgets[1].

This is made clear in the Local Government Act 2002, Section 96:

1. The effect of a long-term plan and an annual plan adopted by a local authority is to provide a formal and public statement of the local authority's intentions in relation to the matters covered by the plan.
2. A resolution to adopt a long-term plan or an annual plan does not constitute a decision to act on any specific matter included within the plan.
3. Subject to section 80, and except as provided in section 97, a local authority may make decisions that are inconsistent with the contents of any long-term plan or annual plan.
4. No person is entitled to require a local authority to implement the provisions of a long-term plan or an annual plan.

1 The Council uses the term "Annual Budget' to represent the 'Annual Plan' required under the Local Government Act 2002

TE MAHERE TŪROA 10-YEAR PLAN

PALMY 2021–2031

HE MIHI



Tūturu Pumau meeting house on the Te Hotu Manawa o Rangitāne o Manawatū Marae

Kei te mihi ake ki te pae maunga o Tararua me tōna taumata Te Ahu ā Turanga. Ko te awa e rere mai nei ko Manawatū. Ko Tānenuiarangi te tangata, ko Rangitāne te iwi, no reira ka tuku whakamihi ki te iwi o Rangitāne e pupuri nei i te mauri o tēnei whenua. Tini whetu ki te rangi, Rangitāne ki te whenua.

Tihei Mauriora!

The Palmerston North City Council respectfully acknowledges the local iwi Rangitāne and their customary relationship to this area, and appreciates their manaakitanga of this City and all of the people who have made it their home.

The Council remains committed to fostering and strengthening our partnership with Rangitāne.

PALMERSTON NORTH CITY COUNCIL

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Here you will find out about the type of city we want to create, and how we decided on this.

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Summary of Financial Strategy 2018-2028 19

Summary of 30 Year Infrastructure Strategy 21

2 Detail of how we are planning to get there

This shows what we're planning to do over the next 10 years. It shows how these things will make Palmerston North a better place to live, and how much they are expected to cost.

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City Growth (includes Housing and Future Development, Urban Design) 32

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Arts, Culture and Heritage (includes Arts and Cultural Organisations/Groups) 62

City Shaping (includes City Making, City Centre and Placemaking) 68

Goal 3 - Connected and Safe Community 72

Connected Communities (includes Libraries, Community Centres, Community Groups and Social Housing) 73

Safe Communities (includes Animal Control, Civil Defence public health and safer community initiatives) 84

Goal 4 - Eco-City 88

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Goal 5 - Driven and Enabling Council 128

Good Governance and Active Citizenship (includes Organisational Performance and Strategic Investments) 129

Council's Performance Framework and Rationale for KPIs 140

3 Financial and rating information

Here you can see what assumptions have been made in preparing the financial information. You'll also see details about the rating system.

Financial Strategy 2021-2031 144

30 Year Infrastructure Strategy 168

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A MESSAGE FROM THE MAYOR AND CHIEF EXECUTIVE

PALMERSTON NORTH CITY COUNCIL

ITEM 6 - ATTACHMENT 1

AUDITOR'S REPORT

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

Independent auditor's report on Palmerston North City Council's 2021-31 Long Term Plan

PALMERSTON NORTH CITY COUNCIL

ITEM 6 - ATTACHMENT 1

PALMERSTON NORTH CITY COUNCIL

ITEM 6 - ATTACHMENT 1

Wāhanga 1
Section 1
1
Te Ahunga Whakamua
Where we are heading

1

Here you will find out about the type of city we want to create, and how we decided on this.

- Council's Strategic Direction (vision, principles and goals)
- Summary of Financial Strategy 2021-2031
- Summary of 30 Year Infrastructure Strategy

Vision, Goals and Principles

(Community Outcomes)

Palmerston North 2031

Palmerston North is the heart of the Manawatū region within Central New Zealand. We are a small city with a lot to offer, and we're ambitious about where we're going. Palmerston North 2028 has been informed by our communities and is a statement of the future we want for our city. This document identifies the vision, guiding principles and strategic goals for Palmerston North to 2028.



Vision:

Palmerston North: Small city benefits, big city ambition

Papaioea: He iti rā, he it pounamu

Palmerston North celebrates its small city advantages – great quality of life, strong community, and easy affordable access to services. We are a city that embraces our people, Rangitāne iwi heritage and diversity, offering vibrancy and big city excitement without the hassle and cost. We are arty, with a creative spirit and a healthy and active city with excellent sports and recreation options.

We take seriously our responsibility to manage and renew city infrastructure for the future which our community relies upon for its health and wellbeing.

As the economic and cultural centre of our region we are ambitious, innovative and agile, and quickly adapt to change to create prosperity. We are connected and use the talents of our whole community to work as one team. We are a future-focused city that enhances our environment and ensures growth is sustainable.

What our vision means

Our vision for Palmerston North is to make the most of all the benefits of a small city, while offering our citizens and region the lifestyle, education and business opportunities available in much larger metropolitan cities.

We are a well-located regional city and have some significant opportunities for growth. As Auckland and northern New Zealand reaches capacity we expect many people will look for thriving places in which to base their lives and businesses. To position ourselves for this opportunity, we must recognise that relying on typical small city advantages such as quality of life and affordability won't be enough to compete with other regional cities around New Zealand.

We will also be ambitious, agile and innovative in actively promoting and positioning our city to take advantage of these opportunities, while retaining the strengths and advantages that give our city its special character.

We are a council that takes seriously its responsibility to manage and renew the city's infrastructure for the future which underpins our community's health and wellbeing.

We will build on our strong Rangitāne Iwi heritage and grow partnerships amongst a progressive and growing Māori population. We will be clever and quick to respond to challenges and opportunities, facing them as a whole community working as one team around a united vision. We must be on people's radar, with a national and international reputation as an exciting and creative small city that attracts talented people, smart investors, new residents and industries

Like other regional cities, Palmerston North faces unprecedented challenges from global and local demographic, technological, economic, social and environmental changes that are dramatically changing the nature of work, disrupting traditional industries and influencing people's choices about where and how they live, work, study and play.

These changes are likely to have a significant impact on and create opportunities for our traditional sectors such as defence, education, agri-business, health and logistics, and we must support these sectors to adapt and expand while attracting investment and diversifying our economy. We realise we are in a competition for talent and must pursue it.

PALMERSTON NORTH CITY COUNCIL

ITEM 6 - ATTACHMENT 1

Achieving this vision will require a team effort. The City Council will build our community's capacity to take the lead on many initiatives, using Council's skills, leadership and resources to kick-start and realise opportunities, partnering the community to make dreams possible.

We have identified five strategic goals for achieving this vision:

- An innovative and growing city - **He tāone auaha, he tāone tiputipu**

A city that is clever about the way it uses its natural advantages to encourage and support innovation, entrepreneurship and new industries, and positions itself to take advantage of change to fuel sustainable growth, prosperity and wellbeing.

Target: 12,000 more jobs by 2031

- A creative and exciting city - **He tāone whakaihiihi, tapatapahi ana**

A city that draws inspiration from the diversity within its culture and creates a vibrant urban environment that attracts creative and clever people, and nurtures creative talent.

Target: A score above 65 in the Creative Cities Index by 2031

- A connected and safe community - **He hapori tūhonohono, he hapori haumaru**

A city that includes, supports, connects and uses the talents and advantages of the whole community in the pursuit of prosperity and wellbeing. A city that has an international reputation as a safe city in which to live, study, work and play. A city that embraces its Iwi heritage and partnership, and where people connect with the city's past, celebrating its history and heritage.

Target: More than 75% of people consider Palmy is a welcoming and inclusive city with a good standard of living by 2031

- An eco city - **Te tāone tautaiao**

We want a future-focused city that plans for and cares about the future, enhancing its natural and built environment. Our city will realise the benefits to society from creating clean energy, lowering carbon emissions, and reducing our ecological footprint.

Target: A 30% reduction in CO2E emissions in Palmerston North by 2031 [from the 2018 baseline]

A driven and enabling Council - **He Kaunihera ahunui, whakamana i te iwi**

A Council and organisation that works as one team with its communities and is a catalyst and enabler for change in the city.

More information on Council's actions for these Goals is in Section 2 of this Plan.

The Council has an integrated set of Strategies and Plans that show how Council will work towards these Goals. The diagram on page 17 shows how these fit together. Copies of the Strategies and Plans are on our website – link to website **.

The Goals, Strategies and Plans show what Council will do to improve the economic, cultural, social, and environmental well-being in Palmerston North. Taken together they show Council's approach to sustainability.

They are also our Community Outcomes. Community outcomes are "the outcomes that a local authority aims to achieve in order to promote the social, economic, environmental, and cultural well-being of its district or region in the present and for the future" (s5 Local Government Act)

Council has developed a Spatial Plan that groups the key Sustainable Growth, City Centre and Manawatū River projects that contribute to the Vision – it is on page number 18. Councils in the region have produced a similar regional spatial plan. Link to website **.

Our guiding principles

We have adopted seven principles to guide the way Council and Elected Members interact with our communities and lead our city. The guiding principles will be evident in the way we engage, plan, make decisions and allocate resources on behalf of our city and residents.

Inclusive: We celebrate diversity and are inclusive and collaborative in our engagement, planning, decision making and service provision, to ensure our actions are fair and equitable.

Open: We are accountable and responsive to our community and transparent in our decision making. We make decisions in public whenever possible and clearly communicate the reasons behind them.

Ambitious: We are ambitious in our aspirations for our city. We actively pursue new options that can enhance our prosperity and wellbeing so that our residents have more opportunities.

Bold: We provide visionary leadership, take considered risks and make tough decisions where needed to benefit our community and sustain our future.

Enabling: We support our community to build its capacity to achieve its goals through community-led solutions to community issues.

Guardianship: We act in the public interest as responsible and ethical stewards of the city and the infrastructure assets and resources under our control, ensuring they are used efficiently and effectively to deliver public value now and into the future.

Caring: We care about and support the social, economic, environmental, and cultural well-being of our communities, now and in the future.

Strategic Monitoring

The Council monitors its progress towards the Vision, Goals and Plans through its City Dashboards. The dashboards report on the measures of success for the Council's strategic goals, and provide demographic information about Palmerston North people link to website**.

Levels of Service in the 10 Year Plan are monitored through Council's Quarterly Reports. Link to website **

PALMERSTON NORTH CITY COUNCIL

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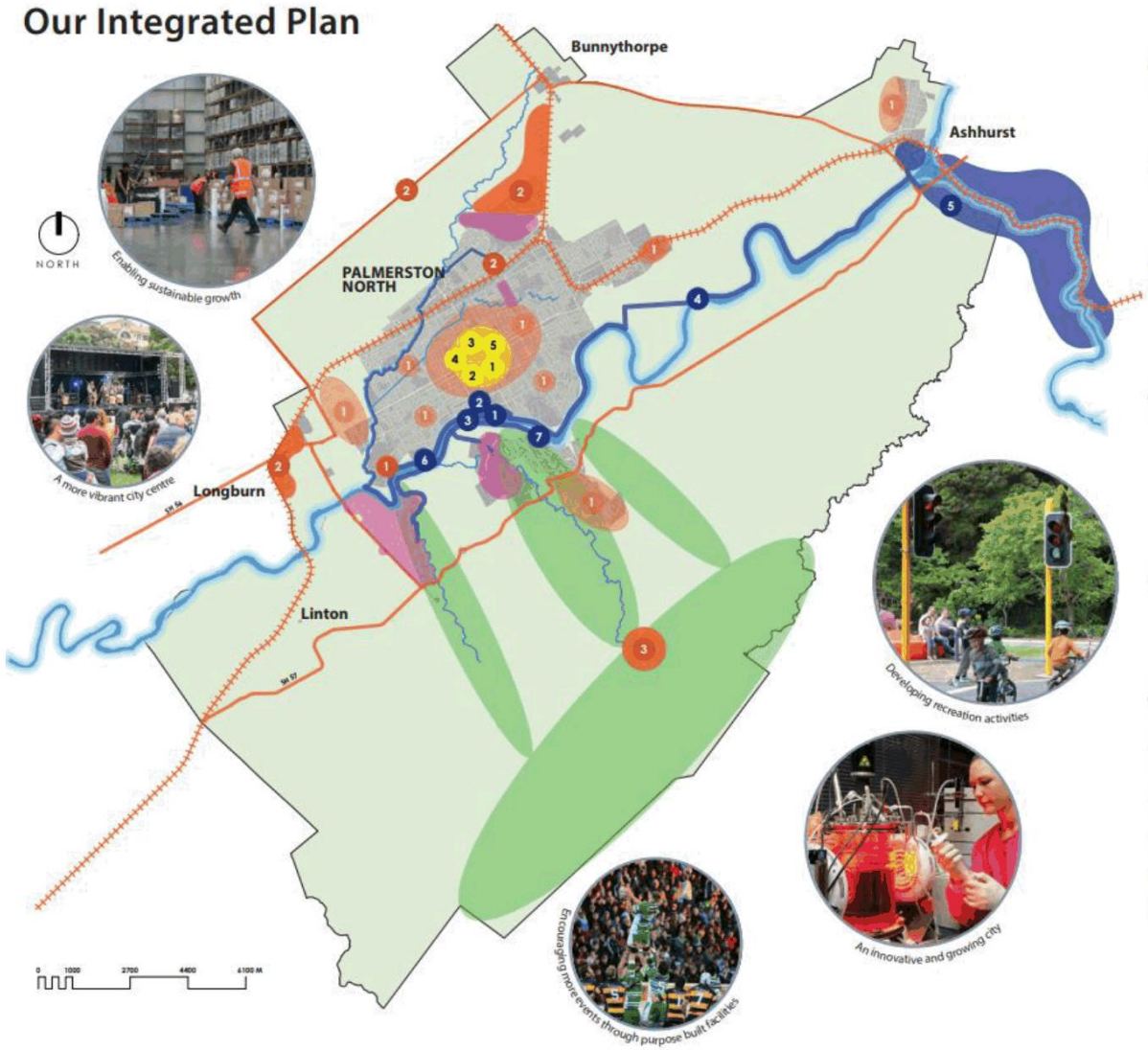
Ahunga rautaki



Strategic direction



Our Integrated Plan



Mapping the Future

Sustainable Growth (Industrial)

1. **Nature Calls:** Wastewater Treatment Plant Upgrade
2. **Central NZ Distribution Hub:** Regional Freight Ring Road, Regional Freight Hub, Airport, North East Industrial Zone Longburn

Sustainable Growth (Residential)

1. Whakarongo, Aokautere, Kakatangiata, Ashhurst and Urban Intensification (minor dwellings, infill, multi-unit and apartments)

City Centre Transformation

1. **Streets for People:** City Centre Streetscape Plan
2. **Civic & Cultural Precinct Masterplan** (Te Manawa & Library)
3. **Central Energy Trust Arena**
4. **Heritage Protection Package***
5. **City Centre Business Improvemnet District** (BID)*

Manawatū River Network

1. Central Energy Trust Wildbase Recovery Centre
2. Victoria Esplanade Masterplan & Projects
3. He Ara Kotahi Bridge & Shared Pathway
4. Manawatū River Shared Pathway (Ashhurst to City)
5. Te Apiti Biodiversity & Recreation
6. Ahimate Park (Waitoetoe Park)
7. Te Motu o Poutoa (Anzac Park)

City-wide Partners:

Rangitāne, Central Economic Development Agency (CEDA), Central & Local Government, Massey University, Research & Food HQ, NZ Defence, Mid Central DHB, PN Airport

Manawatū River & Tributaries

Biodiversity Corridors

Urban Areas

Rail

Regional Freight Ring Road

City Boundary

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Summary of Financial Strategy

The Council provides the full range of territorial local government services to its community. It has believed it to be important to fund new infrastructure and facilities just in advance of when required as a means of providing for and encouraging city growth. As a significant regional centre it has invested in community facilities to serve the wider region. From a policy perspective it has committed to maintaining and renewing those assets in a prudent manner.

With assets with a replacement value of about $2 billion and debt projected to be $164m as at 1 July 2021 the Council is conservatively geared. It has a S&P Global AA credit rating enabling it to borrow at the best rates available to local government and is currently operating well within its own prudent debt ratios and those of the NZ Local Government Funding Agency. The Council has been prepared to set rates and fees and charges at levels necessary to fund the delivery of these services and facilities and currently these rates and charges are comparable with other like Councils.

Key elements of the Financial Strategy:

For some years the Council's strategy has had the following elements:

- to ensure the Council's long-term financial position is sustainable
- to recognise inter-generational funding requirements
- to manage debt within defined levels
- to maintain the infrastructure provided for the City by previous generations, for the use by current and future generations
- to ensure financial capacity for future generations so they are able to fund high-priority programmes
- timely provision of new infrastructure that builds capacity and enables the City to harness new development opportunities while avoiding the financial risks associated with over provision.

However, in determining the way forward the Council faces a number of challenges which make developing a sustainable financial strategy more difficult than usual. Most of them introduce a very high level of uncertainty to the planning process. They include:

- recognition of underinvestment in costs of maintaining services and assets
- uncertainty about the level of funding required for the Nature Calls (wastewater treatment & disposal) project
- the nature and timing of proposed water reforms
- the impact of Covid-19
- climate change
- earthquake prone buildings
- stretched contractor resources putting upward pressure on contract prices and ability to deliver.

The combination of these uncertainties and in particular the level of borrowing assumed for the Nature Calls project mean the Council has not been able to develop a credible, sustainable long-term financial strategy. The Council has decided that it needs to proceed to invest in renewals and new infrastructure in the short term and to address the longer-term issues once there is more certainty about the 3 waters proposals and the favoured option for the Nature Calls project.

Financial Overview

- Council has assets with a replacement value of about $2 billion that are big enough to cope with significant city growth.
- Council has been increasing its investment in asset management planning and is progressively obtaining better condition assessments of its infrastructure assets. This information has led the Council to conclude it needs to increase its investment in both asset maintenance and asset renewal.
- The Council's current debt levels are moderate for a regional New Zealand city (especially given the range and quality of services provided).
- Rates levels are comparable with other districts of our size.
- Council is planning for medium population and household growth as forecast by Infometrics plus a margin as required by the National Policy Statement for Urban Development.
- The City has adequate appropriately zoned land or land identified for rezoning to cope with the first 10 years of growth.
- Council believes it needs to invest in new and better catalyst projects to meet its Vision and Goals for the City.
- The requirement to update the City's wastewater treatment and disposal system (Nature Calls) provides the greatest single challenge to long-term financial sustainability of the Council. At the present time it has been assumed that an acceptable option can be obtained for $391.7 million ($350 million plus inflation) but there is a high level of risk it could be more or less than this.
- In order to fund existing Council services and key projects being proposed in the 10 Year Plan, including new capital expenditure of $1,179 million, Council's rates and debt levels will need to increase – rates increasing from $101 million in 2020/21 to $191 million in 2030/31 and debt increasing from a forecast $164 million to $883 million.
- These projected levels of debt would mean Council's own prudent borrowing ratios would be significantly exceeded and it is highly unlikely lenders will be prepared to lend to the Council in such circumstances.
- The government is proposing major reform which would include the transfer of 3 waters functions (or at least water and wastewater) to a small number of regional water entities within the next three years. Like all Councils our Council is required to plan on the assumption this change will not occur. However, the forecast borrowing required for the Nature Calls project is such as significant component of the Council's debt projections that the Council is not in a position to develop a credible, sustainable long-term financial strategy.
- It is proposed that once there is more certainty about the 3 waters proposals and the favoured option for the Nature Calls project an updated strategy will be prepared.
- Based on these assumptions total rates will need to increase by 8.2%[1] in 2021/22, 8.1% in 2022/23, 8.3% in 2023/24, 9.5% in 2024/25, 11.7% in 2025/26 and increases of between 2.6% and 5.9% in each of the following five years.

A full copy of the Strategy can be found in section ***

[1] The Council proposes to fund a central city Palmy BID group and to set targeted rates to collect the $250k plus GST to fund the programme. Excluding this new programme would mean total rates income for 2021/22 would increase by 8% over the budget for 2020/21.

Summary of Infrastructure Strategy

One of the Council's major roles is providing the city's infrastructure. This covers transport, stormwater, wastewater, property and recreational assets. These all underpin economic, social, cultural and environmental well-being.

Our Annual Residents' Survey shows people are generally satisfied with the standard of our infrastructure. See link pncc.govt.nz/survey

The total replacement cost of this infrastructure is about $2 billion.

It is also expensive to look after. We currently spend around $XXM to renew and maintain it. We recognise we need to spend more on maintaining and renewing it so it can keep providing the day-to-day services people expect. We propose to step-up our renewal and maintenance over the next few years.

There are some gaps in what we know about the condition of our assets. This means we have based the increased investment in renewals and maintenance on the age of the asset and industry best practice, rather than specific knowledge of the assets. We are putting more emphasis on getting a better understanding of its condition.

Council needs to submit a resource consent application for a new wastewater treatment plant by June 2022. The 10 Year Plan includes $350m (plus inflation) for this. It is the biggest financial and environmental decision that the City faces.

Currently, drinking water, wastewater and urban stormwater are run by Councils. Under a three year programme to reform Local Government three waters service delivery arrangements to improve outcomes, the Government is proposing that water and wastewater are managed by a small number of multi-region entities (the approach to stormwater is yet to be decided). This would affect who develops, funds and operates the new wastewater treatment plant – as well as who is responsible for renewing and maintaining waters infrastructure.

The Infrastructure Strategy also looks at the other issues we face in looking after our infrastructure:

- Provision of a regional freight ring road including an additional river crossing
- Developing new infrastructure for growth
- Stormwater quality and capacity
- Applying urban design
- Facilities to encourage alternative transport modes
- Security of water supply
- Increasing the resilience of infrastructure
- The impact of climate change
- Modernising Central Energy Trust Arena
- Using Council land for housing
- Earthquake strengthening
- Construction Industry Capacity

The full Strategy is in pages XX-XX of this Plan.



Wāhanga 2
Section 2

Te Whakamahere i te Ahunga Whakamua
How we are planning to get there

2

This shows what we're planning to do over the next 10 years. It shows how these things will make Palmerston North a better place to live, and how much they are expected to cost.

2

Goals, strategies and plans

Goal 1 - Innovative and Growing City 31

- City Growth (includes Housing and Future Development, Urban Design) 32
- Economic Development 37
- Strategic Transport (Roading) 42

Goal 2 - Creative and Exciting City 53

- Active Communities (includes Sport and Recreation, Parks, Sportsfields and Reserves) 54
- Arts, Culture and Heritage (includes Arts and Cultural Organisations/Groups) 62
- City Shaping (includes City Making, City Centre and Placemaking) 68

Goal 3 - Connected and Safe Community 72

- Connected Communities (includes Libraries, Community Centres, Community Groups and Social Housing) 73
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Goal 4 - Eco-City 88

- Climate Change 89
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Goal 5 - Driven and Enabling Council 128

- Good Governance and Active Citizenship (includes Organisational Performance and Strategic Investments) 129
- Council's Performance Framework and Rationale for KPIs 140

Groups of Activities and Goals – Introduction

Council implements the Vison, Goals, Strategies and Plans through its 10 Year Plan Activities. (Activities are groups of services and projects like Active Communities, Economic Development and Transport. They are key chapters in the 10 Year Plan.)

Council has aligned its Activity Structure to its Plans. This gives residents a direct "line of sight" from the Vision and Goals to our services and projects:

This section of the Plan summarises what we are aiming to achieve through our Plans and then shows tables showing the KPIs and targets we will use to measure our progress towards the Plans. Because these KPIs are more aligned to Council's strategic direction some of them are new.

The Tables also summarise progress from our 2019/ Annual Report. For more information see the full Annual Reports (link)

The budgets associated with these Activities are shown after the performance information.

Council's Strategies and Plans are on its website: **Website link

Vision and Goals

↓

Strategies

↓

Plans/Activities

↓

Services and Projects

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	Activity Financial Statements										
Budget	**Whole of Council**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
	Innovative & Growing City										
4,088	City Growth	6,049	6,200	6,343	6,483	6,626	6,771	6,920	7,073	7,228	7,387
727	Economic Development	1,136	1,164	1,191	1,217	1,244	1,272	1,300	1,328	1,357	1,387
	Creative & Exciting City										
1,332	Active Communities	2,813	3,197	3,277	3,356	3,440	3,522	3,610	3,704	3,800	3,892
98	Arts and Heritage	96	98	100	103	105	107	110	112	115	118
	City Shaping										
	Connected & Safe Community										
4,494	Connected Communities	4,789	4,911	5,105	5,220	5,341	5,461	5,587	5,716	5,849	5,981
781	Safe Communities	866	887	908	928	948	969	990	1,012	1,034	1,057
	Eco-City										
-	Climate change mitigation and adaption	-	-	-	-	-	-	-	-	-	-
-	Environmental sustainability	-	-	-	-	-	-	-	-	-	-
	Manawatu River	10	10	11	11	11	11	12	12	12	13
2,697	Resource Recovery	3,105	3,232	3,409	3,558	3,661	3,764	3,884	4,012	4,148	4,277
	Transport										
6,840	Roading	8,825	9,139	9,613	10,164	10,042	10,501	10,789	11,085	11,389	11,702
204	Active and Public Transport	1,197	1,181	1,164	1,197	1,232	1,268	1,305	1,342	1,381	1,421
37	Water	95	98	101	374	106	109	113	117	121	124
1,336	Wastewater	1,431	1,243	1,276	1,528	1,797	2,078	2,621	2,707	2,799	2,886
2	Stormwater	6	6	6	7	7	7	7	7	8	8
	Driven & Enabling Council										
1,186	Governance and Active Citizenship	220	360	231	236	385	246	252	411	263	269
427	Organisational performance	401	410	419	428	437	446	456	465	475	485

	Activity Financial Statements										
Budget	**Whole of Council**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
3,897	Strategic Investments	4,051	4,298	4,558	4,828	5,120	5,438	5,785	5,912	6,042	6,175
28,146	Total Revenue	35,088	36,436	37,711	39,638	40,502	41,973	43,740	45,016	46,023	47,182
	Expenses										
	Innovative & Growing City										
8,791	City Growth	9,847	10,181	10,146	10,427	10,394	10,627	10,802	11,077	11,254	11,535
4,547	Economic Development	5,477	5,660	5,924	6,059	6,165	6,307	6,447	6,581	6,721	6,863
	Creative & Exciting City										
21,500	Active Communities	20,466	21,243	22,252	23,212	23,815	24,651	25,680	26,494	26,567	27,432
8,482	Arts and Heritage	8,914	9,191	9,757	10,230	10,581	11,018	11,646	12,529	14,140	15,724
370	City Shaping	618	993	1,320	1,638	2,034	2,264	2,473	2,732	2,884	2,900
	Connected & Safe Community										
22,154	Connected Communities	23,022	23,676	24,822	25,845	26,126	26,942	27,502	28,035	28,625	29,223
2,115	Safe Communities	2,274	2,506	2,722	2,741	2,774	2,830	2,890	2,946	3,006	3,066
	Eco-City										
	Climate change mitigation and adaption	222	287	385	406	406	409	411	414	417	420
701	Environmental sustainability	1,006	1,061	1,001	1,023	1,073	1,102	1,134	1,173	1,212	1,246
	Manawatu River	142	403	700	662	701	720	765	800	809	853
7,801	Resource Recovery	8,416	9,156	9,349	9,945	10,891	11,201	11,669	12,443	12,769	13,261
	Transport										
24,978	Roading	26,151	27,814	30,168	31,776	32,614	35,168	36,370	37,708	40,221	42,048
5,187	Active and Public Transport	5,817	6,391	7,115	7,681	8,447	9,368	9,847	10,356	11,128	11,659
8,164	Water	8,938	9,487	10,103	11,083	11,303	12,493	13,022	13,636	13,739	13,817
10,623	Wastewater	11,940	12,268	13,455	19,010	30,666	35,632	40,102	39,843	40,201	40,536
4,015	Stormwater	4,435	4,870	5,478	5,778	5,994	7,261	7,467	7,593	9,117	9,224

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	Activity Financial Statements										
Budget	**Whole of Council**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Driven & Enabling Council										
10,562	Governance and Active Citizenship	9,214	9,083	9,263	9,431	9,678	9,758	9,908	10,261	10,319	10,463
3,092	Organisational performance	3,110	3,602	3,353	4,559	1,364	1,337	1,295	1,366	1,366	1,372
4,662	Strategic Investments	4,791	5,053	5,495	5,734	6,025	6,358	6,571	6,733	6,852	7,001
147,742	Total Expenses	154,797	162,924	172,808	187,238	201,051	215,446	226,002	232,722	241,348	248,643
119,596	**NET OPERATING COST OF ACTIVITY GROUPS**	**119,709**	**126,489**	**135,097**	**147,601**	**160,549**	**173,473**	**182,262**	**187,706**	**195,325**	**201,461**
	Rating Requirement										
(40,430)	Less Depreciation	(38,210)	(40,368)	(43,155)	(45,880)	(50,781)	(57,967)	(62,639)	(64,353)	(69,655)	(72,129)
(4,087)	Less Transfers To/(From) Reserves	(3,324)	(3,472)	(2,293)	(2,764)	2,052	2,044	1,527	1,229	855	323
19,955	Plus Net Capital Renewal (3 Year Average)	25,440	28,565	29,797	30,709	29,402	28,280	28,593	30,144	30,809	30,916
5,748	Plus Debt Repayment	5,443	6,673	8,171	10,112	14,895	19,496	24,115	26,082	28,125	30,356
100,782	**RATES REQUIREMENT**	**109,059**	**117,887**	**127,617**	**139,778**	**156,116**	**165,326**	**173,858**	**180,807**	**185,458**	**190,926**
2.5%		8.2%	8.1%	8.3%	9.5%	11.7%	5.9%	5.2%	4.0%	2.6%	2.9%
	Capital Expenditure										
	Capital Renewals										
	Innovative & Growing City										
-	City Growth	-	-	-	-	-	-	-	-	-	-
300	Economic Development	661	221	1,018	178	851	408	463	215	576	1,138
	Creative & Exciting City										
3,260	Active Communities	4,144	4,791	4,612	4,004	5,249	4,249	4,330	3,633	3,985	4,122
555	Arts and Heritage	885	627	437	539	536	413	395	304	397	188

PALMERSTON NORTH CITY COUNCIL

	Activity Financial Statements										
Budget	**Whole of Council**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	City Shaping										
	Connected & Safe Community										
2,245	Connected Communities	2,874	2,715	2,545	3,257	3,003	2,314	3,159	2,850	2,929	2,608
31	Safe Communities	131	513	94	118	99	101	126	105	108	110
	Eco-City										
-	Climate change mitigation and adaption	-	-	-	-	-	-	-	-	-	-
-	Environmental sustainability	-	-	-	-	-	-	-	-	-	-
-	Manawatu River	2	6	28	3	10	27	7	22	25	12
176	Resource Recovery	421	432	432	850	844	643	1,028	842	1,076	1,857
	Transport										
4,579	Roading	5,336	4,831	5,262	6,268	7,387	8,381	8,892	9,176	9,470	9,781
1,034	Active and Public Transport	872	899	925	1,412	1,453	1,495	1,542	1,599	1,645	2,017
3,277	Water	4,376	4,925	5,257	7,579	6,134	4,708	4,302	4,096	3,887	4,295
3,642	Wastewater	5,040	4,459	4,065	6,683	4,548	5,777	4,810	5,921	5,669	7,221
860	Stormwater	875	818	1,136	960	887	808	833	861	890	918
	Driven & Enabling Council										
	Governance and Active Citizenship										
2,009	Organisational performance	2,581	2,079	1,773	1,853	1,329	1,813	1,683	1,214	1,379	1,434
1,743	Strategic Investments	2,320	2,882	2,538	3,045	3,166	3,603	3,299	2,238	4,193	3,973
23,711	Total Capital Renewals	30,518	30,196	30,123	36,749	35,494	34,740	34,868	33,077	36,228	39,672

	Capital New										
	Innovative & Growing City										
-	City Growth	-	-	-	-	-	-	-	-	-	-
-	Economic Development	15	7	77	16	-	-	17	-	-	-

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	Activity Financial Statements										
Budget	**Whole of Council**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Creative & Exciting City										
17,925	Active Communities	3,768	5,197	5,812	6,935	10,409	9,639	2,410	1,419	2,817	2,180
2,078	Arts and Heritage	2,618	6,162	9,474	6,468	4,420	9,109	8,177	35,700	37,237	2,625
71	City Shaping	3,992	4,411	4,684	4,943	1,915	3,223	4,303	787	-	-
	Connected & Safe Community										
6,151	Connected Communities	4,569	3,779	1,427	8,749	5,572	181	336	544	2,632	200
300	Safe Communities	2,320	2,125	-	-	-	-	-	-	-	-
	Eco-City										
	Climate change mitigation and adaption	1,000	1,025	1,049	-	-	-	-	-	-	-
82	Environmental sustainability	145	149	572	488	116	119	122	457	128	131
	Manawatu River	2,671	3,342	1,035	582	530	170	665	119	122	125
246	Resource Recovery	770	459	529	1,430	1,984	228	8,028	207	315	214
	Transport										
5,870	Roading	17,938	20,228	20,425	37,420	27,243	27,877	32,657	33,205	44,076	10,188
3,195	Active and Public Transport	5,631	6,070	10,804	12,095	12,105	7,627	10,389	10,447	7,595	8,536
5,906	Water	7,724	8,352	10,710	13,491	18,538	13,623	6,414	557	550	332
2,813	Wastewater	5,826	6,024	22,592	124,384	126,636	132,421	1,083	2,902	1,157	3,356
1,761	Stormwater	7,062	6,003	4,755	3,235	2,143	2,702	5,851	1,537	1,653	918
	Driven & Enabling Council										
155	Governance and Active Citizenship	80	-	-	-	-	-	-	-	-	-
16	Organisational performance	836	570	583	1,025	1,376	284	288	119	119	122
185	Strategic Investments	511	296	827	846	755	771	674	689	345	353
46,754	Total Capital New	67,476	74,200	95,356	222,108	213,742	207,973	81,414	88,689	98,749	29,280

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	Activity Financial Statements										
Budget	**Whole of Council**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
70,466	**Total Capital Expenditure**	**97,994**	**104,396**	**125,478**	**258,857**	**249,237**	**242,713**	**116,282**	**121,766**	**134,977**	**68,952**
	Funded By										
2,705	External Revenue Renewal	4,719	2,742	3,033	3,787	4,366	4,938	5,221	5,392	5,562	5,907
4,616	External Revenue New	9,443	10,890	18,319	25,361	23,907	20,559	26,045	27,308	27,036	7,844
1,891	Development Contributions	2,090	2,588	3,249	5,327	7,463	9,903	10,214	10,449	10,863	10,998
19,955	Rates	25,440	28,565	29,797	30,709	29,402	28,280	28,593	30,144	30,809	30,916
41,299	New Borrowing / (Repayment)	51,302	56,537	63,255	186,171	184,098	179,034	46,210	48,473	60,707	13,288
70,466	Total	97,994	104,396	125,478	258,857	249,237	242,713	116,282	121,766	134,977	68,952

PALMERSTON NORTH CITY COUNCIL

ITEM 6 - ATTACHMENT 1

Goal 1 : An Innovative and Growing City - He tāone auaha, he tāone tiputipu

Palmerston North is a growing city, and we need to plan for this growth. We need to make it easy to get around, and to make sure we cater for everyone's needs as the city expands.

Our goal is for a productive local economy that supports community wellbeing. We want new industries to create employment to expand our city's opportunities. We want to drive innovation by providing support and infrastructure to enable diversification. Palmerston North will stand out by becoming a low carbon economy.

The nature of work is changing and there will be many different types of work in the future. We must work with enterprises, small and large, to enable traditional industries to evolve and new industries to emerge. The natural advantages of Palmerston North will support innovation and the development of new industries. We will position Palmerston North to take advantage of new jobs in research, development and creative industries. Palmerston North will take advantage of change to encourage sustainable growth and wellbeing.

Target: 12,000 more jobs in Palmerston North by 2031 - Paetae: Kia piki ake ngā tūranga mahi i Papaioea mā te 12,000, i mua i te tau 2031

Priorities - Ngā tino o te whāinga

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

1. He whakaū i ngā ara whiwhi mahi, ara tiputipu hoki.
   Create and enable opportunities for employment and growth
2. He tautoko i te whanaketanga whare noho e hāngai ana ki ng ā hiahia o te hapori
   Provide infrastructure to enable growth and a transport system that links people and opportunities
3. He whakarato pūnahahanga e pai
   ai te tipu o te tāone me te pūnaha arawaka, hei tūhonohono i ngā iwi ki ngā nekeneke o roto i te hapori
   Support the development of more housing that meets community needs
4. He tautoko i te whakakanorautanga o te ōhanga hei whakaiti i te whirinakitanga ki ngā ahumahi o mua
   Support the diversification of the economy to reduce reliance on traditional industries
5. He hāpai i te 'ōhanga auaha', koia hei tūāpapa whakatiputipu haere ake nei.
   Support an 'innovation economy' to underpin growth into the future
6. He whakaumu i te ōhanga kia tahuri ai tātou ki te ōhanga waro iti.
   Transform the economy to a low carbon economy

Within Goal 1 Council has the following Plans and Activities

- City Growth
- Economic Development
- Transport

City Growth -
Te tipu o te tāone nui:

City Growth covers Housing and Future Development and Urban Design.

Housing and Future Development: 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. Housing and Future Development provides direction on where and how the City will develop to meet strong projected growth.

Urban Design: 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. Council intends good design to be a fundamental consideration in all elements of city growth.

Purpose of the plan - Te take o te mahere

The 10 Year Plan levels of service for this Plan and Activity 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

These levels of service are monitored through the following measures and targets:

Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
Provide enough development capacity to meet expected demand for housing and business in the short, medium and long term.	Enough land is zoned, infrastructure enabled and feasible to develop, to meet growth demand. (new)	At least three years of housing and business land with services is immediately available.	At least three years of housing and business land with services is immediately available.	At least three years of housing and business land with services is immediately available.	At least three years of housing and business land with services is immediately available.

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Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
Perform the regulatory planning role under the Local Government Act and Resource Management Act.	Resource consent applications are processed within statutory frameworks. (65% not met due to workload)	At least 95%. (See note)	At least 95%. (See note)	At least 95%. (See note)	At least 95%. (See note)
	Building consent applications are processed within statutory frameworks. (met – 95%)	At least 95%. (See note)	At least 95%. (See note)	At least 95%. (See note)	At least 95%. (See note)
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.	City-wide urban design principles are reflected in planning advice and decision-making. (met)	Narrative measure outlining how urban design principles are being implemented.	Narrative measure outlining how urban design principles are being implemented.	Narrative measure outlining how urban design principles are being implemented.	Narrative measure outlining how urban design principles are being implemented.
	There is an increase in range of building types being built in the city centre and local neighbourhoods (eg different densities, co-housing, CBD residential, green buildings). (new)	Narrative measure outlining the range of building types.	Narrative measure outlining the range of building types.	Narrative measure outlining the range of building types.	Narrative measure outlining the range of building types.

Note: in setting these targets the Council acknowledges that a small number of applications will not be processed in statutory timeframes. This is because some complex consent issues cannot be resolved within statutory timeframes. Also consent applications come in peaks and troughs and, although the Council continually monitors resourcing needs and works with other Councils to help manage peak demands, it is not always possible to meet these peaks without over-resourcing for more normal demand.

These are monitored every three months through the Quarterly Reports and through the Annual Report.

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Council will also monitor the Plan through one-off measures that are reported annually though the City Dashboard, including:

- Improving housing affordability
- City-wide urban design principles are reflected in planning advice and decision-making
- Increase in variety of residential housing typologies being consented and built
- Increase in city centre residential living options being consented and built
- More 'Green Star' rated buildings (Green Building Council) are constructed throughout the city
- There are more people living and working in and around the city centre.

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	City Growth - Activity Financial Statements	-									
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
3,256	Building Services	4,747	4,866	4,978	5,088	5,200	5,314	5,431	5,551	5,673	5,798
833	Planning Services - Private	1,302	1,334	1,365	1,395	1,426	1,457	1,489	1,522	1,555	1,590
4,088	**Total Revenue**	6,049	6,200	6,343	6,483	6,626	6,771	6,920	7,073	7,228	7,387
	Expenses										
4,876	Building Services	6,406	6,609	6,884	7,091	7,197	7,369	7,479	7,683	7,790	7,999
1,964	Housing and Future development	524	586	189	193	197	201	206	210	215	220
719	Planning Services - Private	1,381	1,412	1,444	1,473	1,506	1,535	1,565	1,600	1,636	1,671
880	Planning Services - Public	1,058	1,087	1,133	1,164	1,188	1,210	1,234	1,260	1,282	1,308
353	Urban Design	478	487	497	506	517	526	537	548	560	572
8,791	Total Expenses	9,847	10,181	10,146	10,427	10,604	10,842	11,021	11,302	11,483	11,769
4,702	**NET OPERATING COST OF ACTIVITY**	**3,798**	**3,981**	**3,803**	**3,944**	**3,978**	**4,070**	**4,101**	**4,229**	**4,255**	**4,382**
	Rating Requirement										
(1)	Less Depreciation	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
4,702	**RATES REQUIREMENT**	**3,797**	**3,980**	**3,802**	**3,944**	**3,977**	**4,070**	**4,100**	**4,228**	**4,254**	**4,381**
	Funded By										
-	Asset Sales	5,000	3,075	7,340	7,502	-	-	-	-	-	-
-	New Borrowing / (Repayment)	(5,000)	(3,075)	(7,340)	(7,502)	-	-	-	-	-	-
-	Total	-	-	-	-	-	-	-	-	-	-

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City Growth - Operational												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
130-Earthquake Prone Buildings - Assessment of Compliance with the Building Act	0%	100%	14	14	93	95	97	99	101	104	106	108
762-City-wide - Urban Design - Delivering Change	0%	100%	50	51	53	54	55	56	57	59	60	61
1264-Development Contributions Fees - Support for Community Groups	0%	100%	22	22	23	23	24	24	25	25	26	26
1485-Property Development - Whakarongo Council Subdivision Development	0%	100%		-	-	-	-	-	-	-	-	-
1750-Property Development - Summerhays Street Residential Subdivision	0%	100%	303	318	19	20	20	20	21	21	22	22
1751-Property Development - Huia Street Redevelopment	0%	100%		-	-	-	-	-	-	-	-	-
1914-Electronic District Plan	0%	100%	-	144	42	43	44	45	46	47	48	49
1918-Compliance with new RMA requirements	0%	100%	100	103	105	107	110	112	114	117	119	122
2040-Property Development - Albert Street Depot Residential Subdivision Investigation	0%	100%	100	-	-	-	-	-	-	-	-	-
TOTAL			**589**	**652**	**334**	**341**	**349**	**357**	**364**	**372**	**381**	**389**
Funded by Council (Rates and Borrowing)			589	652	334	341	349	357	364	372	381	389

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Economic Development - Te whakawhanake ōhanga

Economic development includes International Relations.

Economic Development: 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 economic development is to support local industries and encourage investment in our city. Many of the actions for this Plan and Activity will be implemented through contractual relationships. These are currently with the Central Economic Development Agency (CEDA).

International Relations: 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. Its purpose 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.

Purpose of the plan - Te take o te mahere

The 10 Year Plan levels of service for this Plan and Activity are:

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

These levels of service are monitored through the following measures and targets:

Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
Support economic wellbeing through funding of external organisations.	Funding is distributed and the key objectives achieved. (met)	Narrative measure outlining outcomes achieved by the funded organisations.	Narrative measure outlining outcomes achieved by the funded organisations.	Narrative measure outlining outcomes achieved by the funded organisations.	Narrative measure outlining outcomes achieved by the funded organisations.
Achieve a positive city reputation.	Measure of success and targets to be determined.	To be determined.	To be determined.	To be determined.	To be determined.

These are monitored every three months through the Quarterly Reports and through the Annual Report.

Council will also monitor the Plan through one-off measures that are reported annually though the City Dashboard, including:

- Growing GDP
- More businesses in the city
- Improving survival rate of new local businesses
- More building consents
- Increasing number of jobs
- Increasing median household income
- Greater housing affordability
- Improving local, national and international reputation of the city

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	Economic Development - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
563	Conference & Function Centre	910	933	954	975	997	1,019	1,041	1,064	1,087	1,111
132	Economic Development	126	129	132	135	138	141	144	147	151	154
31	City Marketing	100	103	105	107	110	112	114	117	119	122
727	Total Revenue	1,136	1,164	1,191	1,217	1,244	1,272	1,300	1,328	1,357	1,387
	Expenses										
1,483	Conference & Function Centre	1,875	1,932	2,003	2,051	2,101	2,151	2,203	2,250	2,298	2,346
2,403	Economic Development	2,345	2,405	2,467	2,521	2,574	2,631	2,687	2,740	2,797	2,856
301	International Relations	466	511	527	539	553	565	577	590	602	614
153	City Marketing	590	607	639	653	667	682	697	712	728	743
206	Economic Events	200	205	288	295	301	308	315	322	329	336
4,547	Total Expenses	5,477	5,660	5,924	6,059	6,195	6,337	6,478	6,613	6,753	6,896
3,820	**NET OPERATING COST OF ACTIVITY**	**4,341**	**4,496**	**4,733**	**4,842**	**4,951**	**5,065**	**5,179**	**5,285**	**5,396**	**5,509**
	Rating Requirement										
(470)	Less Depreciation	(470)	(492)	(506)	(519)	(533)	(548)	(562)	(571)	(580)	(589)
325	Plus Net Capital Renewal (3 Year Average)	618	472	682	479	574	362	418	643	684	586
14	Plus Debt Repayment	7	9	9	11	11	12	12	12	13	13
3,690	**RATES REQUIREMENT**	**4,497**	**4,485**	**4,918**	**4,813**	**5,003**	**4,891**	**5,047**	**5,369**	**5,512**	**5,519**
	Capital Expenditure										
300	Renewal	661	221	1,018	178	851	408	463	215	576	1,138

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	Economic Development - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
-	New	15	7	77	16	-	-	17	-	-	-
300	Total Capital Expenditure	676	228	1,094	194	851	408	480	215	576	1,138
	Funded By										
325	Rates	618	472	682	479	574	362	418	643	684	586
(25)	New Borrowing / (Repayment)	58	(244)	412	(285)	277	46	62	(427)	(108)	552
300	Total	676	228	1,094	194	851	408	480	215	576	1,138

Economic Development - Operational											
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1344-Major Events Fund	0%	100%	200	205	288	295	301	308	315	322	329	336
1480-Sponsorship Opportunities for Council with economic benefits	0%	100%	52	53	55	56	57	58	60	61	62	64
1842-Information Centre - Building Maintenance	0%	100%	30	31	49	50	51	53	54	55	56	57
1983-Conference & Function Centre - Building Maintenance	0%	100%	20	21	43	44	45	46	47	48	49	50
TOTAL			**302**	**310**	**435**	**445**	**455**	**465**	**475**	**485**	**496**	**507**
Funded by Council (Rates and Borrowing)			302	310	435	445	455	465	475	485	496	507

Economic Development - Capital Renewal											
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
251-Conference & Function Centre - Replacement of Equipment	0%	100%	36	37	37	38	39	39	39	40	38	39
270-Holiday Park - Renewals	0%	100%	400	-	262	-	131	224	-	23	24	85

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Economic Development - Capital Renewal												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
664-Conference & Function Centre - Renewals	0%	100%	50	103	629	54	602	56	286	58	418	916
1166-Conference & Function Centre - Equipment Purchases	0%	100%	70	72	73	75	77	78	80	82	84	85
1730-Information Centre - Building Renewals	0%	100%	10	10	16	11	1	11	57	12	12	12
1943-Information Centre Refurbishment	0%	100%	50	-	-	-	-	-	-	-	-	-
2092-C/fwd - Holiday Park - Renewals	0%	100%	45	-	-	-	-	-	-	-	-	-
TOTAL			**661**	**221**	**1,018**	**178**	**851**	**408**	**463**	**215**	**576**	**1,138**
Funded by Council (Rates and Borrowing)			661	221	1,018	178	851	408	463	215	576	1,138

Economic Development - Capital New												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1535-City-wide - Campervan Dump Stations	0%	100%	-	7	77	-	-	-	-	-	-	-
1933-Brand and Marketing Critical Equipment	0%	100%	15	-	-	16	-	-	17	-	-	-
TOTAL			**15**	**7**	**77**	**16**	**-**	**-**	**17**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			15	7	77	16	-	-	17	-	-	-

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Transport

Transport includes Strategic Transport and Active and Public Transport.

For Local Government Act purposes this is the Roads and Footpaths Group of Activities.

Strategic transport: 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 Strategic Transport is to provide transport infrastructure that supports day-to-day city activity and city growth in ways that integrate active and public transport.

Active and public transport: 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 Active Transport is to increase the availability and uptake of active and public transport options.

Note: Horizons Regional Council provides the bus services. The City Council is responsible for bus stops and shelters, and works with the Horizons to ensure services meet residents' needs.

Purpose of the plan - Te take o te mahere

The 10 Year Plan level of service for this Plan and Activity 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

These levels of service are monitored through the following measures and targets:

Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
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.	The change in the number of fatal and serious injury crashes from the previous year on the city's local road network (mandatory measure). (Not met - increase from 24 to 43)	Fewer than the previous year. Narrative measure outlining long-term accident trends and causes.	Fewer than the previous year. Narrative measure outlining long-term accident trends and causes.	Fewer than the previous year. Narrative measure outlining long-term accident trends and causes.	Fewer than the previous year. Narrative measure outlining long-term accident trends and causes.
	The average quality of ride on the sealed local road network, measured by smooth travel exposure	Greater than 80%.	Greater than 80%.	Greater than 80%.	Greater than 80%.

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Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
	(mandatory measure).(met – 84%)				
	The percentage of the sealed local road network that is resurfaced (mandatory measure).(Not met: 3%)	More than 3.5%.	More than 3.5%.	More than 3.5%.	More than 3.5%.
	The percentage of footpaths that meet Council standard (mandatory measure). (met – 95%)	Greater than 93% rated 3 or above (see note)	Greater than 93% rated 3 or above (see note)	Greater than 93% rated 3 or above (see note)	Greater than 93% rated 3 or above (see note)
	Percentage of requests for service relating to roads and footpaths responded to (with at least an initial response) within three working days (mandatory measure). Not met (82.7% of all requests)	Greater than 95% of safety and critical requests.	Greater than 95% of safety and critical requests.	Greater than 95% of safety and critical requests.	Greater than 95% of safety and critical requests.

Note: Council uses the Institute of Public Works Engineering Australasia Footpath Condition Rating Standard where 1 = Very Good, 2 = Good, 3 = Fair, 4 = Poor and 5 = Very Poor. Footpaths are independently graded.

These are monitored every three months through the Quarterly Reports and through the Annual Report.

Council will also monitor the Plan through one-off measures that are reported annually though the City Dashboard, including:

- Less freight traffic using the urban transport network
- Increasing walking and cycling
- Increasing passenger numbers and service satisfaction
- Decreasing carbon emissions
- Decreasing reliance on private motor vehicles

Significant Negative Effects

- Transport related deaths and Injuries have a large negative impact on those involved in any crash, including their family and friends, communities and workplaces. Accidents involving pedestrians or cyclists have a negative impact on Council's goal of getting more people using active transport
- Transport emissions and their long-term negative impact of climate change
- Travel disruption and congestion mean longer travel times, which can be frustrating and inefficient especially for businesses
- Impact of vehicles on communities. This includes community severance due to high traffic volumes on strategic and arterial roads. It also includes traffic noise and vibration. High volumes

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of traffic, and especially heavy vehicles, can cause increased noise, vibration and other disturbance to adjacent land use.

- These negative effects are mitigated through a range of projects and improvements to the transport network, including:

- Encouraging means of transport such as cycling, walking and public transport
- Safety improvements, education and enforcement programmes and speed management, especially around high risk areas such as schools
- Designing the network to traffic flow more smoothly and to make it clearer which sorts of vehicles should be using which roads. In particular , this means:
  - getting heavy vehicles out of suburban areas and travelling on roads built to carry them
  - introducing pedestrian and cycle friendly features and making it clearer where they have more priority
- Designing the road environment to include traffic calming facilities
- Planting street trees
- Good local urban design, and city planning to reduce urban sprawl.

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	Roading - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
3,295	Parking	4,854	5,004	5,154	5,304	5,457	5,616	5,779	5,946	6,119	6,296
2,317	Roads	2,961	3,094	3,388	3,582	3,269	3,532	3,617	3,705	3,795	3,888
135	Street Facilities	110	118	127	163	168	173	178	183	188	194
421	Street Lighting	394	400	405	417	429	441	454	467	481	495
671	Traffic Services	506	522	538	698	719	740	761	783	806	829
6,840	Total Revenue	8,825	9,139	9,613	10,164	10,042	10,501	10,789	11,085	11,389	11,702
	Expenses										
2,815	Parking	2,728	2,856	2,993	3,106	3,247	3,320	3,397	3,476	3,562	3,645
14,907	Roads	15,429	16,682	18,481	19,383	19,694	21,923	22,834	23,801	26,009	27,212
2,513	Street Facilities	3,512	3,686	3,968	4,154	4,375	4,514	4,649	4,791	4,935	5,397
2,021	Street Lighting	1,851	1,915	1,978	2,058	2,160	2,216	2,238	2,327	2,350	2,377
2,721	Traffic Services	2,631	2,674	2,749	3,074	3,138	3,196	3,252	3,313	3,365	3,417
24,978	Total Expenses	26,151	27,814	30,168	31,776	32,614	35,168	36,370	37,708	40,221	42,048
18,138	**NET OPERATING COST OF ACTIVITY**	**17,326**	**18,675**	**20,555**	**21,612**	**22,572**	**24,666**	**25,580**	**26,623**	**28,833**	**30,346**
	Rating Requirement										
(10,142)	Less Depreciation	(10,008)	(10,391)	(11,161)	(11,557)	(12,177)	(13,546)	(13,957)	(14,398)	(16,122)	(16,691)
3,630	Plus Net Capital Renewal (3 Year Average)	2,480	2,791	3,225	3,730	4,149	4,429	4,610	4,759	4,906	5,053
1,398	Plus Debt Repayment	972	1,368	1,782	2,111	2,639	3,030	3,454	3,865	4,215	4,818
13,023	**RATES REQUIREMENT**	**10,771**	**12,442**	**14,400**	**15,896**	**17,184**	**18,580**	**19,688**	**20,848**	**21,832**	**23,526**
	Capital Expenditure										

	Roading - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
4,579	Renewal	5,336	4,831	5,262	6,268	7,387	8,381	8,892	9,176	9,470	9,781
5,870	New	17,938	20,228	20,425	37,420	27,243	27,877	32,657	33,205	44,076	10,188
10,449	Total Capital Expenditure	23,274	25,059	25,688	43,689	34,630	36,257	41,549	42,381	53,545	19,969
	Funded By										
2,183	External Revenue Renewal	2,149	2,364	2,565	3,060	3,618	4,168	4,426	4,567	4,714	4,869
2,036	External Revenue New	3,779	5,026	9,377	16,633	11,876	11,861	18,307	21,407	21,706	3,572
657	Development Contributions	726	814	1,022	1,675	2,347	3,114	3,212	3,286	3,416	3,458
3,630	Rates	2,480	2,791	3,225	3,730	4,149	4,429	4,610	4,759	4,906	5,053
1,944	New Borrowing / (Repayment)	14,140	14,064	9,500	18,591	12,639	12,685	10,994	8,362	18,803	3,017
10,449	Total	23,274	25,059	25,688	43,689	34,630	36,257	41,549	42,381	53,545	19,969

Roading - Operational												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1472-Business Case work for strategic roads (PNITI)	0%	100%	240	247	510	524	-	-	-	-	-	-
1858-Tree Maintenance	0%	100%	100	103	106	109	112	116	119	123	126	130
1932-Urban Transport Improvements - Enabling PNITI - Business Case	0%	100%	101	104	217	294	-	-	-	-	-	-
1977-City-wide – Transport - Operation and maintenance of vested assets	0%	100%	-	-	-	-	79	81	83	86	88	623
2001-Transport Network & Asset Management - Operating Cost	0%	100%	230	237	244	251	259	266	274	282	290	298
2007-Road Sealed Pavement Maintenance	0%	100%	250	258	265	273	281	289	298	306	315	324
2009-Transport Advanced Investigation	0%	100%	90	93	191	197	202	208	214	221	227	233
2010-Transport & three waters subdivision public good	0%	100%	150	155	212	219	225	231	238	245	252	259
2018-Transport Bridge Maintenance	0%	0%	127	131	210	216	223	229	236	243	250	257

Roading - Operational												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
2028-Street Tree Removals	0%	100%	160	165	308	317	327	336	346	356	366	377
2032-Transport Maintenance - new contract prices	0%	100%	-	-	-	459	585	949	977	1,005	1,034	1,064
2052- Implement Corridor Access Request Fees	0%	100%		-	-	-	-	-	-	-	-	-
TOTAL			**1,448**	**1,493**	**2,265**	**2,861**	**2,293**	**2,706**	**2,785**	**2,866**	**2,949**	**3,566**
Funded by Council (Rates and Borrowing)			965	995	1,528	1,813	1,615	1,823	1,876	1,930	1,986	2,576

Roading - Capital Renewal												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
74-City-wide - Street Light Renewals	0%	100%	90	103	117	120	124	168	179	184	189	201
82-Off-street Parking Renewals	0%	100%	65	77	80	126	135	17	18	18	19	19
115-City-wide - Sealed Pavement Renewals (Waka Kotahi Subsidies)	0%	100%	1,650	1,804	1,965	2,404	2,811	3,471	3,572	3,675	3,782	3,892
122-City-wide - Road Drainage Renewals	0%	100%	365	382	399	417	449	484	522	564	608	655
139-City-wide - Sealed Road Resurfacing	0%	100%	2,000	2,217	2,389	2,786	3,429	3,760	4,108	4,227	4,349	4,475
162-City-wide - Vehicle Crossing Renewals	0%	100%	103	119	127	142	157	191	196	202	208	214
1805-City-wide - Transport structure component renewal	0%	100%	100	129	159	273	281	289	298	306	315	324
2074-C/fwd - City-wide - Road Drainage Renewals	0%	100%	8	-	-	-	-	-	-	-	-	-
2104-C/fwd - City-wide - Sealed Pavement Renewals	0%	100%	841	-	-	-	-	-	-	-	-	-
2105-C/fwd - City-wide - Road Drainage Replacements (Unsubsidised)	0%	100%	65	-	-	-	-	-	-	-	-	-
2109-City-wide - Sealed Pavement Renewals (No Subsidy)	0%	100%	49	-	26	-	-	-	-	-	-	-
TOTAL			**5,336**	**4,831**	**5,262**	**6,268**	**7,387**	**8,381**	**8,892**	**9,176**	**9,470**	**9,781**
Funded by Council (Rates and Borrowing)			3,187	2,467	2,697	3,208	3,769	4,213	4,466	4,609	4,756	4,912

Roading - Capital New												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	Growth	LOS	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
159-Kelvin Grove Road - Safety Improvements	0%	100%	-	-	-	5,573	-	-	-	-	-	-
167-James Line (Schnell Dr to Kelvin Grove Rd) - Improvements	25%	75%	-	-	-	273	1,574	-	-	-	-	-
201-Urban Growth - Development Contributions - Transport	100%	0%	200	206	212	219	225	231	238	245	252	259
279-City-wide - Minor transport improvements	0%	100%	1,633	1,315	1,407	1,557	1,715	1,620	1,667	1,715	1,765	1,816
684-Longburn Rongotea Road/No. 1 Line - Intersection Safety Upgrade	0%	100%	250	-	-	437	2,024	2,314	-	-	-	-
839-Rangitikei St / Featherston St - Intersection Improvements	0%	100%	-	-	-	-	-	-	1,191	(613)	441	5,189
900-C/fwd - The Square East Side - Streetscape Upgrade	0%	100%	351	-	-	-	-	-	-	-	-	-
1094-Milson Line Overbridge Improvement	0%	100%	-	-	-	-	-	-	-	245	378	-
1134-City Entrance Corridors - Streetscape Improvements	0%	100%	-	103	-	-	-	-	-	-	-	-
1367-City-wide - Street Light Infill	0%	100%	846	896	923	676	-	-	-	-	-	-
1595-C/fwd - Roberts/Railway Road North Intersection Safety Realignment	0%	100%	223	-	-	-	-	-	-	-	-	-
1603-C/fwd - Industrial Growth - NEIZ - Richardsons Line Upgrade	0%	100%	15	-	-	-	-	-	-	-	-	-
1615-City-wide - Parking and Traffic Signs and Marking	0%	100%	50	52	53	66	67	69	89	-	-	-
1641-C/fwd - Urban Growth - Whakarongo - Intersection Upgrades	0%	100%	100	-	-	-	-	-	-	-	-	-
1643-C/fwd - Cuba Street urban streetscape improvements - Rangitikei to George Street (Stage 2)	0%	100%	478	-	-	-	-	-	-	-	-	-
1656-C/fwd - City-wide - Minor Road Projects	0%	100%	16	-	-	-	-	-	-	-	-	-
1681-Urban Growth - Kakatangiata - Transport	90%	10%	400	5,671	319	2,732	-	231	536	551	756	778
1682-Pioneer Highway - Improvements	75%	25%	-	-	-	-	-	-	238	490	4,034	843
1684-Urban Growth - Ashhurst - Transport	75%	25%	250	2,784	1,699	1,093	-	-	-	-	-	-
1691-Road to Zero - Transport Safety Improvements	0%	100%	1,170	1,902	2,368	1,508	2,474	1,770	2,917	3,369	2,899	-
1695-PNITI – Intersection & bridge improvements	25%	75%	918	5,260	5,561	8,920	-	-	-	-	-	-
1804-Road drainage improvements	0%	100%	80	82	85	87	90	93	95	98	101	104
1806-City-wide - Street light LED lighting improvements	0%	100%	-	-	-	650	618	-	-	-	-	-
1807-City-wide - Car park infrastructure improvements	0%	100%	475	490	425	-	-	-	-	-	-	-
1808-City-wide - Street amenity improvements	0%	100%	274	282	291	299	308	317	326	336	345	355

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Roading - Capital New												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1944-Village Road upgrades to urban standard	0%	100%	-	-	234	1,858	270	289	2,143	306	2,395	324
2013-PNITI – Strategic Transport Corridor Improvements	25%	75%	-	258	5,310	8,742	10,120	10,992	20,240	24,502	25,212	-
2058-Urban Growth - NEIZ - Transport	80%	20%	7,650	-	265	1,639	2,249	-	-	-	-	-
2059-Urban Transport Improvements - Enabling PNITI	0%	100%	1,950	103	319	437	1,574	1,388	357	1,225	-	-
2061-Rural Road Safety & Accessibility Improvements	0%	100%	-	-	-	328	3,373	1,388	2,381	490	5,244	259
2065-Urban Growth - Whakarongo - Transport	100%	0%	200	206	212	328	562	7,173	238	245	252	259
2075-C/fwd - Park Road / Cook Street - Intersection Improvements	0%	100%	200	-	-	-	-	-	-	-	-	-
2076-C/fwd - Ferguson Street (Linton Street to Pitt Street) - Road Widening and Traffic Signal Installation	0%	100%	9	-	-	-	-	-	-	-	-	-
2078-C/fwd - Monrad Pencarrow Roundabout installation	0%	100%	196	-	-	-	-	-	-	-	-	-
2079-C/fwd - City-wide - Parking and Traffic Signs and Marking	0%	100%	5	-	-	-	-	-	-	-	-	-
2111-Kelvin Grove Road - Safety Improvements to intersections	0%	100%	-	619	743	-	-	-	-	-	-	-
TOTAL			**17,938**	**20,228**	**20,425**	**37,420**	**27,243**	**27,877**	**32,657**	**33,205**	**44,076**	**10,188**
Funded by Council (Rates and Borrowing)			14,159	15,202	11,049	20,788	15,367	16,016	14,350	11,798	22,370	6,616

	Active and Public Transport - Activity Financial Statements	-									
Budget	-	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP
2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000s		$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
	Revenue										
15	Active Transport	827	853	879	905	931	958	986	1,014	1,044	1,074
104	Footpaths	139	143	148	152	156	161	166	170	175	180
85	Public Transport	231	185	137	141	145	149	153	158	162	167
204	Total Revenue	1,197	1,181	1,164	1,197	1,232	1,268	1,305	1,342	1,381	1,421
	Expenses										

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	Active and Public Transport - Activity Financial Statements	-									
Budget	-	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP
2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000s		$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
1,688	Active Transport	2,480	2,904	3,574	3,943	4,375	4,883	5,290	5,724	6,367	6,813
3,286	Footpaths	2,967	3,019	3,138	3,180	3,224	3,318	3,379	3,427	3,497	3,567
213	Public Transport	370	468	402	558	855	1,174	1,186	1,212	1,272	1,286
5,187	Total Expenses	5,817	6,391	7,115	7,681	8,454	9,375	9,854	10,364	11,135	11,666
4,982	**NET OPERATING COST OF ACTIVITY**	**4,620**	**5,209**	**5,951**	**6,483**	**7,222**	**8,107**	**8,550**	**9,022**	**9,754**	**10,245**
	Rating Requirement										
(3,335)	Less Depreciation	(2,931)	(3,152)	(3,406)	(3,729)	(4,224)	(4,882)	(5,142)	(5,400)	(5,970)	(6,278)
525	Plus Net Capital Renewal (3 Year Average)	520	581	642	705	726	749	773	850	926	1,004
450	Plus Debt Repayment	387	426	530	697	905	1,120	1,264	1,440	1,627	1,788
2,623	**RATES REQUIREMENT**	**2,597**	**3,064**	**3,717**	**4,157**	**4,629**	**5,094**	**5,444**	**5,912**	**6,337**	**6,758**
	Capital Expenditure										
1,034	Renewal	872	899	925	1,412	1,453	1,495	1,542	1,599	1,645	2,017
3,195	New	5,631	6,070	10,804	12,095	12,105	7,627	10,389	10,447	7,595	8,536
4,229	Total Capital Expenditure	6,503	6,969	11,729	13,507	13,558	9,123	11,931	12,045	9,240	10,554
	Funded By										
522	External Revenue Renewal	367	378	390	727	748	770	795	824	848	1,038
1,470	External Revenue New	2,595	2,925	5,402	5,988	5,984	3,698	5,177	5,250	3,874	4,271
525	Rates	520	581	642	705	726	749	773	850	926	1,004
1,713	New Borrowing / (Repayment)	3,020	3,085	5,296	6,087	6,100	3,906	5,186	5,121	3,592	4,241
4,229	Total	6,503	6,969	11,729	13,507	13,558	9,123	11,931	12,045	9,240	10,554

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Active and Public Transport - Operational												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1442-Active Transport Behaviour Change Programmes	0%	100%	201	207	240	247	254	261	269	277	285	293
1494-Active and Public Transport Planning & Investigation	0%	100%	150	155	159	164	169	174	179	184	189	195
1878-Active Transport Innovation	0%	100%	-	52	106	109	112	116	119	123	126	130
1978-City-wide – Active Transport - Operation and maintenance of vested assets	0%	100%	-	-	-	-	-	-	-	-	-	21
1994-Cycle Path Maintenance	0%	100%	98	101	211	217	224	230	237	244	251	258
1995-Footpath Maintenance	0%	100%	69	71	73	75	78	80	82	85	87	90
2021-Innovating Streets	0%	100%	563	580	597	615	633	651	670	689	709	730
2025-Urban Bus Terminal Redevelopment Business Case	0%	100%	200	103	-	-	-	-	-	-	-	-
2037-Additional cycle path sweeping	0%	100%	100	103	212	219	225	231	238	245	252	259
TOTAL			**1,381**	**1,372**	**1,600**	**1,646**	**1,694**	**1,743**	**1,794**	**1,846**	**1,899**	**1,975**
Funded by Council (Rates and Borrowing)			440	454	600	617	635	654	673	692	712	754

Active and Public Transport - Capital Renewal												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
64-City-wide - Footpath Renewals (Waka Kotahi Subsidies)	0%	100%	650	670	690	1,366	1,406	1,446	1,488	1,531	1,576	1,946
181-City-wide - Public Transport Infrastructure Renewals	0%	100%	30	31	32	33	34	35	36	49	50	52
648-City-wide - Supporting Cycle Infrastructure Renewals	0%	100%	20	21	21	14	14	14	18	18	19	19
2110-City-wide - Footpath Renewals (No Subsidy)	0%	100%	172	177	182	-	-	-	-	-	-	-
TOTAL			**872**	**899**	**925**	**1,412**	**1,453**	**1,495**	**1,542**	**1,599**	**1,645**	**2,017**
Funded by Council (Rates and Borrowing)			505	520	536	685	705	726	747	774	797	979

Active and Public Transport - Capital New												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
243-Urban Bus Terminal Redevelopment	0%	100%	75	158	2,166	4,999	5,348	-	-	-	-	-
1121-Tennent Drive Improvements - Food HQ & Massey	0%	100%	-	268	2,761	-	40	787	3,834	2,475	-	-
1225-C/fwd - Manawatu River Shared Path Extension	0%	100%	45	-	-	-	-	-	-	-	-	-
1559-City-wide - Urban Cycle Infrastructure Network improvements	0%	100%	816	2,217	2,283	2,349	2,417	2,488	2,560	2,634	2,710	2,789
1605-C/fwd - City-wide - Footpath extensions	0%	100%	38	-	-	-	-	-	-	-	-	-
1631-C/fwd - Aokautere Drive Pedestrian Cycle Improvements	0%	100%		-	-	-	-	-	-	-	-	-
1633-C/fwd - Urban Cycle Network Development	0%	100%	843	-	-	-	-	-	-	-	-	-
1648-C/fwd - Shared path resilience improvements - Limestone to concrete	0%	100%	125	-	-	-	-	-	-	-	-	-
1653-C/fwd - City-wide - Cycle Phases at Intersections	0%	100%	42	-	-	-	-	-	-	-	-	-
1657-C/fwd - Summerhill Drive - Pedestrian and Cycle Improvements	0%	100%	103	-	-	-	-	-	-	-	-	-
1678-City-wide - Off Road Shared Path Network Improvements	0%	100%	415	453	441	453	467	480	494	508	523	538
1679-City-wide - Footpath Improvements	0%	100%	518	513	529	544	560	576	593	610	628	646
1680-City-wide - Public Transport Infrastructure Improvements	0%	100%	-	93	-	98	-	104	-	110	-	117
1803-Neighborhood Streetscape Improvements	0%	100%	330	-	32	328	34	347	36	368	38	389
1925-Urban Growth - Development Contributions - Active Transport	20%	80%	-	134	-	142	146	150	-	159	-	169
2026-Active Transport Measurement	0%	100%	200	206	212	219	225	231	238	-	-	-
2056-City-wide - Supporting Cycle Infrastructure Improvements	0%	100%	76	103	59	50	44	108	37	25	35	121
2057-Regional Shared Path Network Improvements	0%	100%	1,832	1,926	2,320	2,912	2,824	2,355	2,597	3,558	3,661	3,767
2067-C/fwd - Shared Path Connection - Riverside Drive to Railway Road	0%	100%	33	-	-	-	-	-	-	-	-	-
2068-C/fwd - Palmerston North to Bunnythorpe Shared Path	0%	100%	90	-	-	-	-	-	-	-	-	-
2108-C/fwd - Summerhill Drive - On-Street Parking Infrastructure	0%	100%	50	-	-	-	-	-	-	-	-	-
TOTAL			**5,631**	**6,070**	**10,804**	**12,095**	**12,105**	**7,627**	**10,389**	**10,447**	**7,595**	**8,536**
Funded by Council (Rates and Borrowing)			3,036	3,145	5,402	6,108	6,121	3,929	5,212	5,197	3,722	4,265

PALMERSTON NORTH CITY COUNCIL

ITEM 6 - ATTACHMENT 1

Goal 2: A Creative and Exciting City – He tāone whakaihiihi, tapatapahi ana

Our goal is for Palmerston North to be a creative and exciting place to live. We want to offer a great lifestyle in a city that reflects the diversity of city communities.

We want to support the arts to flourish and our cultural institutions to thrive as they respond to our communities' needs and interests. We want everyone to have opportunities to be active and to experience the advantages of a big city without hassle and cost. We understand that we will need to work with our partners to achieve our shared goals.

Target: Palmerston North scores above 65 in the Creative Cities Index by 2031

Paetae: Kia eke a Papaioea ki te 65 neke atu i Te Tauine Tāone Auaha, i mua i te tau 2031

Priorities - Ngā tino o te whāinga

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

1. He waihanga i te tāone me ōna wāhi papai mō te katoa
   Create a city that has great places for all people
2. He whakanui i te hītori me te kanorautanga o te tāone, me te whakapakari i tōna pai hei kāinga mō ngā ahurea me n gā reo maha
   Celebrate the city's history and diversity, and build on the strength of being a city of many cultures and languages
3. He waihanga i te tāone auaha, he poipoi, he whakanui anō i ngā toi
   Be a creative city that nurtures and celebrates the arts
4. He whakaū i te rongonui o te tāone hei tāone whakihiihi, he nui ōna mahi ā-rēhia i ngā pō, i ngā mutunga wiki hoki
   Develop a national reputation as an exciting city with plenty to do at night and on weekends
5. He whakatenatena i te kori tinana kia eke ki tua atu i hapori kē i Aotearoa
   Be one of the most active communities in New Zealand

Within Goal 2 Council has the following Plans and Activities

- Active communities
- Arts and heritage
- City shaping.

Active Communities - He hapori whakahohe

Active communities - He hapori whakahohe

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.

Purpose of the plan - Te take o te mahere

The 10 Year Plan levels of service for this Plan and Activity 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

These levels of service are monitored through the following measures and targets:

Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
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).	Increase in use of parks, sports fields and playgrounds. (new)	Narrative measure outlining Parks Check Survey results.	Narrative measure outlining Parks Check Survey results.	Narrative measure outlining Parks Check Survey results.	Narrative measure outlining Parks Check Survey results.
	Increase in use of aquatic facilities. (Not met due to covid – 25% decrease)	Usage numbers at Lido, Freyberg and Ashhurst Pools.	Usage numbers at Lido, Freyberg and Ashhurst Pools.	Usage numbers at Lido, Freyberg and Ashhurst Pools.	Usage numbers at Lido, Freyberg and Ashhurst Pools.
	Increase in use of Central Energy Trust Arena for community sport and active recreation. (new)	Narrative measure outlining number of community events and hours.	Narrative measure outlining number of community events and hours.	Narrative measure outlining number of community events and hours.	Narrative measure outlining number of community events and hours.
	Increase in satisfaction of Council's sport and recreation facilities. (new)	Narrative measure outlining results of user and	Narrative measure outlining results of user and	Narrative measure outlining results of user and	Narrative measure outlining results of user and

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Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
		resident feedback and surveys.	resident feedback and surveys.	resident feedback and surveys.	resident feedback and surveys.
Work in partnership with external recreation organisations, and facility providers, to help increase levels of participation in play, active recreation and sport.	Council works in partnership with external organisations. (Met)	Narrative measure outlining partnership initiatives designed to increase participation and their outcomes.	Narrative measure outlining partnership initiatives designed to increase participation and their outcomes.	Narrative measure outlining partnership initiatives designed to increase participation and their outcomes.	Narrative measure outlining partnership initiatives designed to increase participation and their outcomes.

These are monitored every three months through the Quarterly Reports and through the Annual Report.

Council will also monitor the Plan through the one-off measures that are reported annually though the City Dashboard, including:

Increase in participation rates for all adults in sport and recreation

Significant Negative Effects

Some leisure and community assets may become the gathering place for antisocial behaviour. Council manages this by crime prevention through environmental design (CEPTED) including well managed environments, sightlines/ surveillance (i.e. CCTV), lighting – only where night activity is encouraged.

Chemicals and building materials used in the maintenance of these assets may have an overall negative impact on the environment. To minimise this effect Council uses chemicals sparingly and handles them with care.

Budget 2020/21 $'000s	Active Communities - Activity Financial Statements	10YP 2021/22 $'000s	10YP 2022/23 $'000s	10YP 2023/24 $'000s	10YP 2024/25 $'000s	10YP 2025/26 $'000s	10YP 2026/27 $'000s	10YP 2027/28 $'000s	10YP 2028/29 $'000s	10YP 2029/30 $'000s	10YP 2030/31 $'000s
	Revenue										
1,018	Central Energy Trust Arena	1,925	1,977	2,026	2,075	2,127	2,178	2,233	2,291	2,350	2,407
40	City Reserves	557	880	902	923	946	969	993	1,019	1,046	1,071
116	Local Reserves	131	135	138	141	145	149	152	156	160	164
57	Sportsfields	120	123	126	129	133	136	139	143	147	150
100	Swimming Pools	80	82	84	86	88	91	93	95	98	100
1,332	Total Revenue	2,813	3,197	3,277	3,356	3,440	3,522	3,610	3,704	3,800	3,892
	Expenses										
6,289	Central Energy Trust Arena	6,614	6,698	6,852	6,976	7,105	7,542	7,938	8,014	8,090	8,301
3,884	City Reserves	3,798	4,043	4,300	4,530	4,846	4,991	5,162	5,315	5,411	5,541
4,070	Local Reserves	3,421	3,812	4,167	4,500	4,627	4,766	5,090	5,218	5,298	5,679
3,309	Sportsfields	3,174	3,245	3,388	3,645	3,669	3,717	3,777	4,157	3,899	3,960
1,294	Support to recreation groups	1,037	994	1,051	1,021	984	1,007	1,029	1,055	1,080	1,104
2,655	Swimming Pools	2,424	2,451	2,493	2,540	2,584	2,629	2,685	2,736	2,787	2,847
21,500	Total Expenses	20,466	21,243	22,252	23,212	23,815	24,651	25,680	26,494	26,567	27,432
20,168	**NET OPERATING COST OF ACTIVITY**	**17,654**	**18,046**	**18,976**	**19,857**	**20,376**	**21,129**	**22,070**	**22,790**	**22,766**	**23,540**
	Rating Requirement										
(6,889)	Less Depreciation	(5,820)	(5,937)	(6,128)	(6,573)	(6,745)	(7,035)	(7,634)	(7,696)	(7,717)	(8,141)
2,400	Plus Net Capital Renewal (3 Year Average)	4,492	4,469	4,622	4,501	4,609	4,071	3,983	3,913	3,956	3,864
870	Plus Debt Repayment	1,027	1,149	1,326	1,522	1,714	1,881	2,082	2,176	2,262	2,384
16,550	**RATES REQUIREMENT**	**17,352**	**17,728**	**18,795**	**19,307**	**19,954**	**20,046**	**20,500**	**21,184**	**21,267**	**21,646**
	Capital Expenditure										
3,260	Renewal	4,144	4,791	4,612	4,004	5,249	4,249	4,330	3,633	3,985	4,122
17,925	New	3,768	5,197	5,812	6,935	10,409	9,639	2,410	1,419	2,817	2,180
21,185	Total Capital Expenditure	7,912	9,988	10,424	10,939	15,657	13,888	6,740	5,052	6,802	6,302
	Funded By										
529	External Revenue New	20	95	1,139	824	5,182	3,366	366	-	-	-
294	Development Contributions	325	283	355	582	814	1,081	1,114	1,140	1,185	1,200
2,400	Rates	4,492	4,469	4,622	4,501	4,609	4,071	3,983	3,913	3,956	3,864
17,962	New Borrowing / (Repayment)	3,075	5,141	4,309	5,033	5,052	5,371	1,278	(1)	1,661	1,238
1,185	Total	7,912	9,988	10,424	10,939	15,657	13,888	6,740	5,052	6,802	6,302

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Active Communities - Operational												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	Growth	LOS	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
355-Arapuke Forest Management	0%	100%	60	53	38	40	55	45	46	48	53	95
799-Events - Major School Sports Events funding (part of Sports Events Partnership Fund)	0%	100%	89	92	94	96	98	100	102	104	107	109
1073-City-wide - Reserve Management Planning	0%	100%	64	66	67	69	71	72	74	76	78	80
1249-Arapuke Forest Park - Contribution to Manawatu Mountain Bike Club for Trail Development	0%	100%	60	62	63	65	66	68	70	71	73	75
1356-Sportsfields and Outdoor Courts - Hockey Turf Renewal Grant - Massey University	0%	100%	-	-	-	-	-	-	-	309	-	-
1422-Regional Sports Facilities Plan - Investment Process Management (Sport Manawatu)	0%	100%	20	21	21	22	22	23	23	24	24	25
1424-Active Community Access Fund - Low Income Opportunities	0%	100%	10	10	11	11	11	11	12	12	12	12
1431-Walkways and Shared Paths - Art and Heritage Trails	0%	100%	6	6	6	6	7	7	7	7	7	8
1438-Asset Management Planning - Parks underground services investigations	0%	100%	-	-	21	22	22	23	23	24	24	25
1611-Free Swimming for Under 5 Year Olds	0%	100%	147	151	155	158	162	166	170	175	179	184
1726-Property - Condition Assessments	0%	100%	20	21	21	22	22	23	23	24	24	25
1728-Property - Underground Services Investigations	0%	100%	25	26	53	54	55	57	58	60	61	63
1885-Asset Management Improvement Plan Task Programme	0%	100%	150	411	105	-	-	-	-	-	-	-
1891-Covered Bowling Green - Feasibility Study	0%	0%	50	-	-	-	-	-	-	-	-	-
1899-Aquatic facilities and water recreation preliminary feasibility study/needs assessment	0%	100%	-	51	52	-	-	-	-	-	-	-
1906-Sportsfields/artificial turf detailed feasibility assessment	0%	0%	35	-	-	-	-	-	-	-	-	-
1912-Indoor courts preliminary feasibility study/needs assessment	0%	0%	-	-	52	54	-	-	-	-	-	-
1913-Review of the Manawatu-Whanganui Regional Sport Facility Plan (PNCC contribution)	0%	0%	50	21	-	-	-	-	-	-	-	-
1973-Arena - Building Maintenance	0%	100%	190	195	236	241	248	253	260	267	273	280
1981-City-wide Reserves - Building Maintenance	0%	100%	80	82	122	125	129	132	135	138	142	145
1985-Swimming Pools - Splashhurst Pool Maintenance Costs	0%	100%	29	30	31	31	32	33	34	35	35	36
1992-Sportsfields - Building Maintenance	0%	100%	45	46	72	73	75	77	79	81	83	85
1997-City Reserves- Memorial Park - Operate New Splashpad	0%	100%	22	23	23	24	24	25	26	26	27	28

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Active Communities - Operational												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
2000-City Reserves - Walkways - Maintain existing network	0%	100%	29	30	78	80	82	84	86	88	91	93
2005-Local Reserves - Operation and Maintenance of new assets	0%	100%	95	98	183	188	192	197	202	207	212	218
2011-City Reserves - Victoria Esplanade - Operating Costs	0%	100%	45	46	94	96	98	101	103	106	109	111
2114-Sports Event Partnership Increased Funding	0%	100%	40	41	42	43	44	45	46	47	48	49
TOTAL			**1,363**	**1,581**	**1,641**	**1,519**	**1,516**	**1,541**	**1,579**	**1,929**	**1,664**	**1,745**
Funded by Council (Rates and Borrowing)			1,363	1,581	1,641	1,519	1,516	1,541	1,579	1,929	1,664	1,745

Active Communities - Capital Renewal												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
819-Central Energy Trust Arena - Replacement of Equipment	0%	100%	45	46	46	46	47	47	47	49	49	50
1051-CET Arena - Arena Renewals	0%	100%	1,490	1,407	1,442	1,930	1,978	1,460	916	1,535	965	988
1242-Central Energy Trust Arena - Replacement for Arena Big Screen	0%	100%	-	-	-	-	866	-	-	-	-	-
1759-CET Arena - Grounds Renewals	0%	100%	45	46	47	49	50	51	52	54	55	56
1786-Recreational Buildings - Sports Pavilion and Changing Room Renewals	0%	100%	200	205	211	216	221	226	232	238	244	250
1827-Local Reserves - Renewals	0%	100%	715	756	721	714	732	749	721	823	759	828
1829-Sportsfields and Artificial Turfs - Renewals	0%	100%	285	258	143	93	141	165	668	126	703	379
1830-City Reserves - Memorial Park - Renewals	0%	100%	163	267	279	57	42	24	46	6	54	99
1831-City Reserves - Te Marae o Hine - The Square - Renewals	0%	100%	52	73	93	62	31	71	31	11	4	62
1832-City Reserves - Ashhurst Domain - Renewals	0%	100%	51	36	272	3	3	65	6	7	12	4
1834-City Reserves - Walkways - Renewals	0%	100%	101	99	114	115	118	121	125	127	130	133
1835-City Reserves - Linklater Reserve - Renewals	0%	100%	3	62	19	13	3	3	3	7	10	66
1836-Kahuterawa Outdoor Recreation Park - Renewals	0%	100%	-	-	-	8	28	49	2	7	13	20
1837-Swimming Pools - Pool Renewals	0%	100%	453	638	664	614	663	866	1,293	608	851	849
1840-City Reserves - Victoria Esplanade- Renewals	0%	100%	305	332	140	85	327	352	186	36	135	336

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Active Communities - Capital Renewal												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1960-Central Energy Trust Arena- Arena 1 Sound System Replacement-oval	0%	100%	-	205	-	-	-	-	-	-	-	-
1962-Arena Security Card System	0%	100%	15	51	53	-	-	-	-	-	-	-
1963-Central Energy Trust Arena- Score clock Replacment Arena2	0%	100%	-	-	368	-	-	-	-	-	-	-
1964-Arena Indoor Stadium Sound System Replacement	0%	100%	150	154	-	-	-	-	-	-	-	-
1965-Arena Kitchen Equipment Replacement	0%	100%	-	154	-	-	-	-	-	-	-	-
2087-C/fwd - Citywide Reserves - Renewals (Victoria Esplanade, Memorial Park, Ashhurst Domain and Te Marae o Hine)	0%	100%	54	-	-	-	-	-	-	-	-	-
2088-C/fwd - City-wide - Refurbishment and Replacement of Boundary Fences on Reserves	0%	100%	18	-	-	-	-	-	-	-	-	-
TOTAL			**4,144**	**4,791**	**4,612**	**4,004**	**5,249**	**4,249**	**4,330**	**3,633**	**3,985**	**4,122**
Funded by Council (Rates and Borrowing)			4,144	4,791	4,612	4,004	5,249	4,249	4,330	3,633	3,985	4,122

Active Communities - Capital New												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
111-Local Reserves - Roslyn - Edwards Pit Park Development	0%	100%	35	36	37	38	39	40	41	-	-	-
165-Outdoor Adventure Reserves - Arapuke Forest Park/Kahuterawa Development	0%	100%	7	7	5	6	6	6	6	6	6	6
558-Urban Growth - Local Reserves - Takaro - Oriana Reserve Development	0%	100%	-	101	-	-	-	-	-	-	-	-
761-C/fwd - Clearview Reserve Development	0%	100%	31	-	-	-	-	-	-	-	-	-
967-City-wide - Edibles Planting	0%	100%	5	5	5	6	6	6	6	6	-	6
990-Central Energy Trust Arena - Southern Grandstand (subject to part external funding)	0%	100%	-	-	105	647	7,735	4,979	-	-	-	-
1099-Parks and Reserves - Shade Development	0%	100%	30	31	32	11	11	11	12	12	12	13
1127-City Reserves - Victoria Esplanade - Bonsai & Shade House	0%	100%	-	-	-	571	-	-	-	-	-	-
1133-Sportsfields - Artificial Football Field (subject to part external funding)	0%	100%	-	190	2,058	-	-	-	-	-	-	-

Active Communities - Capital New												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	Growth	LOS	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
1194-CET Arena - Future Masterplan Items	0%	100%	-	-	-	-	332	1,471	-	-	-	625
1487-Walkways and Shared Paths - Mangaone Stream Shared Path enhancement - Harness Racing Club planting strip purchase and development	0%	100%	-	-	373	-	-	-	-	-	-	-
1560-Sportsfields - Bill Brown Park - Additional Carparking	0%	100%	-	231	-	-	-	-	-	-	-	-
1584-C/fwd - Walkways and Shared Path - Purchase of Land to Extend Network	0%	100%	349	-	-	-	-	-	-	-	-	-
1634-C/fwd - Local Reserves - Takaro - Oriana Reserve Development	0%	100%	80	-	-	-	-	-	-	-	-	-
1763-CET Arena - Property Purchase	0%	100%	450	-	-	916	-	-	-	-	-	-
1838-City Growth - City Reserves - Victoria Esplanade - Exotic Aviaries	34%	66%	-	-	132	1,302	-	-	-	-	-	-
1845-City Growth - City Reserves - Te Marae o Hine - The Square - Capital New	0%	100%	138	162	82	-	113	75	-	-	-	-
1846-City Growth - City Reserves - Walkway Extensions - Capital New	34%	66%	229	324	241	247	253	259	266	273	280	286
1847-City Growth - City Reserves - Victoria Esplanade - Capital New	34%	66%	111	-	608	-	466	488	508	-	-	990
1848-City Growth - City Reserves - Linklater Reserve - Capital New	34%	66%	68	103	-	-	-	-	-	-	-	-
1849-City Growth - City Reserves - Ashhurst Domain - Capital New	34%	66%	-	-	-	-	94	294	307	-	-	-
1850-City Growth - City Reserves - Memorial Park - Capital New	34%	66%	548	225	8	84	64	-	-	-	-	-
1851-Sportsfield Improvements - Capital New	0%	100%	-	12	223	-	-	7	259	-	-	-
1852-Local Reserves - Improvements to existing reserves to close identified level of service gaps	0%	100%	150	154	147	75	66	68	-	-	-	-
1853-Local Reserves - Development of Existing Reserves - Capital New	0%	100%	25	27	293	-	-	-	-	-	-	-
1854-Swimming Pools - Splashhurst Pool Enhancements	0%	100%	60	-	-	-	-	-	-	-	-	-
1855-Urban Growth - Aokautere - Reserves - Purchase and Development	100%	0%	-	-	-	1,578	106	210	3	77	91	112
1856-Urban Growth - Hokowhitu - Reserves - Purchase and Development	100%	0%	41	444	-	22	-	-	-	-	-	-
1857-Urban Growth - Kakatangita - Kikiwhenua - Reserves - Purchase and Development	0%	100%	-	2,091	303	890	-	-	-	-	-	-
1859-Urban Growth - Whakarongo - Reserves Purchase and Development	100%	0%	-	28	37	-	336	14	332	-	1,516	18

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Active Communities - Capital New												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1860-Urban Growth - Ashhurst - Reserves Purchase and Development	100%	0%	-	466	11	266	-	-	-	893	27	-
1861-Urban Growth - Flygers Line - Reserves Purchase and Development	100%	0%	-	-	796	10	591	-	-	-	-	-
1862-Urban Growth - Kakatangiata - Reserves Purchase and Development	100%	0%	-	-	-	-	-	1,471	-	35	765	-
1884-Local Reserves - Accessibility and Safety Improvements	0%	100%	99	102	104	107	109	112	115	118	121	124
1890-City Growth - City Reserves - Victoria Esplanade Master Plan Developments - Stage Two	34%	66%	-	-	25	-	6	5	2	-	-	-
1966-Arena 4 Powerlock Install for Emergency Connection	0%	100%	50	-	-	-	-	-	-	-	-	-
2006-City Centre Play - Fixed Play Development	0%	100%	70	72	74	75	77	79	-	-	-	-
2012-City Reserves - Victoria Esplanade - Exotic Aviaries Stage Two	34%	66%	-	-	-	-	-	45	555	-	-	-
2038-Urban Growth - Aokautere - Reserves - Development of Adderstone Reserve	0%	100%	-	-	-	85	-	-	-	-	-	-
2043-Urban Growth - Napier Road Extension - Reserve and walkways purchase and development	100%	0%	-	388	114	-	-	-	-	-	-	-
2069-C/fwd - Neighbourhood Reserves- Aokautere - Peace Tree Reserve Development	0%	100%	60	-	-	-	-	-	-	-	-	-
2070-C/fwd - Urban Growth - Whakarongo - Reserves Land Purchases	0%	100%	639	-	-	-	-	-	-	-	-	-
2071-C/fwd - Urban Growth - Whakarongo - Walkways Land Purchases	0%	100%	148	-	-	-	-	-	-	-	-	-
2072-C/fwd - City Reserves -Victoria Esplanade - Park Road Entrance and Parking Reconfiguration	0%	100%	159	-	-	-	-	-	-	-	-	-
2073-C/fwd - City Reserves - Victoria Esplanade - Bonsai House	0%	100%	66	-	-	-	-	-	-	-	-	-
2112-Arapuke Forest Park - Manawatu Mountain Bike Club Co-Funding building of shelter	0%	100%	100	-	-	-	-	-	-	-	-	-
2113-Mobility Scooters for Public Use	0%	100%	20	-	-	-	-	-	-	-	-	-
TOTAL			**3,768**	**5,197**	**5,812**	**6,935**	**10,409**	**9,639**	**2,410**	**1,419**	**2,817**	**2,180**
Funded by Council (Rates and Borrowing)			3,748	5,102	4,673	6,111	5,226	6,273	2,044	1,419	2,817	2,180

Arts and Heritage - Te toi me te taonga tuku iho

'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 reply 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.

Purpose of the plan - Te take o te mahere

The 10 Year Plan levels of service for this Plan and Activity 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 ther 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.

These levels of service are monitored through the following measures and targets:

Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
Provide support to community organisations, cultural Council-Controlled Organisations and individuals to help make Palmerston North a creative and exciting city.	Increase in patronage of Council-owned cultural facilities (Te Manawa, Globe Theatre, Regent Theatre, and Square Edge), as measured by reports provided by operators. (new)	Annual patronage numbers for the CCOs increase	Annual patronage numbers for the CCOs increase	Annual patronage numbers for the CCOs increase	Annual patronage numbers for the CCOs increase

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Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
Maintain and enhance cultural facilities that provide a range of opportunities for people to access and participate in the arts.	Funding is distributed and the key objectives achieved. (met)	Narrative measure outlining outcomes achieved by the CCOs.	Narrative measure outlining outcomes achieved by the CCOs.	Narrative measure outlining outcomes achieved by the CCOs.	Narrative measure outlining outcomes achieved by the CCOs.
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.	Sites of significance to Rangitāne o Manawatu are identified, protected or acknowledged. (met)	Narrative measure outlining the number and description of sites.	Narrative measure outlining the number and description of sites.	Narrative measure outlining the number and description of sites.	Narrative measure outlining the number and description of sites.
Invest in cultural heritage buildings and places to give the community the opportunity to use and appreciate their heritage values.	Increase in investment of earthquake-prone heritage buildings. (new)	Narrative measure outlining investment in buildings and its outcomes.	Narrative measure outlining investment in buildings and its outcomes.	Narrative measure outlining investment in buildings and its outcomes.	Narrative measure outlining investment in buildings and its outcomes.
Promote and celebrate local history.	Heritage is part of the multi-disciplinary approach to working on Council projects. (new)	Narrative measure outlining the projects and their multi-disciplinary nature.	Narrative measure outlining the projects and their multi-disciplinary nature.	Narrative measure outlining the projects and their multi-disciplinary nature.	Narrative measure outlining the projects and their multi-disciplinary nature.

These are monitored every three months through the Quarterly Reports and through the Annual Report.

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

- Increase in arts participation and attendance rates of residents
- Increased representation of emerging, local and Māori artists in public art commissioned by Council
- More community engagement in involvement in the development of heritage initiatives
- Heritage is more prominent within the City
- Increase in the number of scheduled heritage features contained in the District Plan
- Decrease in vacancy rates in earthquake-prone heritage buildings

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	Arts and Heritage - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
-	Heritage Management	-	-	-	-	-	-	-	-	-	-
-	Other Cultural Facilities	1	1	1	1	1	1	1	1	1	1
64	Support to arts, culture & heritage groups	64	66	67	69	70	72	73	75	76	78
34	Te Manawa	31	32	33	33	34	35	36	37	38	39
98	Total Revenue	96	98	100	103	105	107	110	112	115	118
	Expenses										
195	Heritage Management	195	200	205	209	214	218	223	228	233	238
2,097	Other Cultural Facilities	2,160	2,345	2,702	3,031	3,263	3,503	3,988	4,689	6,120	7,544
1,843	Support to arts, culture & heritage groups	2,213	2,203	2,286	2,338	2,400	2,497	2,535	2,606	2,672	2,723
4,348	Te Manawa	4,346	4,444	4,564	4,652	4,748	4,843	4,944	5,052	5,162	5,267
8,482	Total Expenses	8,914	9,191	9,757	10,230	10,624	11,062	11,691	12,575	14,187	15,772
8,384	**NET OPERATING COST OF ACTIVITY**	**8,818**	**9,093**	**9,656**	**10,127**	**10,519**	**10,954**	**11,581**	**12,463**	**14,072**	**15,654**
	Rating Requirement										
(2,049)	Less Depreciation	(2,049)	(2,100)	(2,178)	(2,342)	(2,430)	(2,486)	(2,741)	(2,856)	(3,303)	(4,225)
326	Plus Net Capital Renewal (3 Year Average)	650	534	504	496	448	370	365	296	225	144
67	Plus Debt Repayment	181	243	383	600	757	874	1,100	1,312	2,123	2,991
6,728	**RATES REQUIREMENT**	**7,600**	**7,770**	**8,366**	**8,881**	**9,294**	**9,713**	**10,305**	**11,215**	**13,116**	**14,564**
	Capital Expenditure										
555	Renewal	885	627	437	539	536	413	395	304	397	188
2,078	New	2,618	6,162	9,474	6,468	4,420	9,109	8,177	35,700	37,237	2,625

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	Arts and Heritage - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
2,633	Total Capital Expenditure	3,503	6,789	9,911	7,007	4,956	9,522	8,571	36,004	37,634	2,813
	Funded By										
326	Rates	650	534	504	496	448	370	365	296	225	144
2,308	New Borrowing / (Repayment)	2,853	6,254	9,407	6,511	4,508	9,151	8,206	35,708	37,410	2,669
2,633	Total	3,503	6,789	9,911	7,007	4,956	9,522	8,571	36,004	37,634	2,813

Arts and Heritage - Operational											
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
778-Arts Initiatives	0%	100%	34	35	36	37	37	38	39	40	41	42
1323-Heritage Digitization Programme (City Library)	0%	100%	50	51	52	54	55	56	57	58	60	61
1447-Earthquake prone heritage building fund	0%	100%	151	155	158	162	165	169	173	177	180	184
1464-Massey Arts Funding	0%	100%	10	10	10	11	11	11	11	12	12	12
1469-Local Heritage Programmes	0%	100%	15	16	16	16	17	17	18	18	18	19
1501-Public Sculptures Trust Funding	0%	100%	50	51	52	54	55	56	57	58	60	61
1536-Regent Theatre - Trustee Meeting Fee Grant	0%	100%	6	6	7	7	7	7	7	7	7	8
1537-Caccia Birch - Trustee Meeting Fee Grant	0%	100%	6	6	7	7	7	7	7	7	7	8
1538-Globe Theatre - Trustee Meeting Fee Grant	0%	100%	5	5	5	6	6	6	6	6	6	6
1554-Military Heritage Commemorations	0%	100%	8	8	8	9	9	9	9	9	10	10
1573-Arts Event Fund	0%	100%	50	51	52	54	55	56	57	58	60	61
1824-Care and Maintenance of Public Art and Historic Objects	0%	100%	63	24	30	30	35	50	30	31	38	36
1950-Caccia Birch - Development of a Site Masterplan	0%	100%	-	-	53	-	-	-	-	-	-	-
1988-Creative Sounds - Building Maintenance	0%	100%	10	10	16	16	17	17	17	18	18	19

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Arts and Heritage - Operational												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1989-Te Manawa - Building Maintenance	0%	100%	-	-	32	32	33	34	35	36	37	38
2118-Contribution towards the New Zealand World Wars Memorial in Le Quesnoy, France	0%	100%	5	-	-	-	-	-	-	-	-	-
TOTAL			**464**	**430**	**535**	**493**	**508**	**534**	**524**	**536**	**555**	**564**
Funded by Council (Rates and Borrowing)			464	430	535	493	508	534	524	536	555	564

Arts and Heritage - Capital Renewal												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
213-Cultural Facilities - Renewals	0%	100%	850	616	426	501	525	402	354	292	385	144
777-Heritage Genealogy Equipment	0%	100%	25	-	-	27	-	-	29	-	-	31
1144-Manawatu Heritage (Archives Digital Repository) Renewal	0%	100%	10	10	11	11	11	12	12	12	12	13
TOTAL			**885**	**627**	**437**	**539**	**536**	**413**	**395**	**304**	**397**	**188**
Funded by Council (Rates and Borrowing)			885	627	437	539	536	413	395	304	397	188

Arts and Heritage - Capital New												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
902-Property - Seismic Strengthening of Council Properties	0%	100%	1,000	6,162	9,474	6,468	4,420	9,052	8,119	35,700	37,237	2,625
1016-C/fwd - Seismic Strengthening of Council Owned Buildings	0%	100%	1,618	-	-	-	-	-	-	-	-	-
1468-Heritage Archive Shelving	0%	100%	-	-	-	-	-	57	58	-	-	-
TOTAL			**2,618**	**6,162**	**9,474**	**6,468**	**4,420**	**9,109**	**8,177**	**35,700**	**37,237**	**2,625**
Funded by Council (Rates and Borrowing)			2,618	6,162	9,474	6,468	4,420	9,109	8,177	35,700	37,237	2,625

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City Shaping - Te hanga o te tāone nui

City Shaping covers:

Citymaking 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.

City centre 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.

Placemaking 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 Placemaking is to involve communities and reinforce our unique city identity in creating public spaces.

Purpose of the plan - Te take o te mahere

The 10 Year Plan levels of service for this Plan and Activity 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

These levels of service are monitored through the following measures and targets:

Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
Implement the City Centre Streetscape Plan to increase city centre vibrancy and improve the perception of the city.	City Centre Streetscape Plan is successfully implemented. (Not met due to covid delays)	Narrative measure outlining progress on implementing the Plan	Narrative measure outlining progress on implementing the Plan	Narrative measure outlining progress on implementing the Plan	Narrative measure outlining progress on implementing the Plan

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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. Promote multidisciplinary working on Council and community projects to drive outcomes that deliver on multiple Council objectives.	A wide range of public space projects are implemented. (Met)	Narrative measure outlining the public space projects, their multi stakeholder / multidisciplinary nature, and their outcomes	Narrative measure outlining the public space projects, their multi stakeholder / multidisciplinary nature, and their outcomes	Narrative measure outlining the public space projects, their multi stakeholder / multidisciplinary nature, and their outcomes	Narrative measure outlining the public space projects, their multi stakeholder / multidisciplinary nature, and their outcomes

These are monitored every three months through the Quarterly Reports and through the Annual Report.

Council will also monitor the Plan through the one-off measures that are reported annually though the City Dashboard, including:

- More city centre businesses engage with the street environment
- 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
- Increase in co-contribution for placemaking activities

	City Shaping - Activity Financial Statements	-									
Budget	-	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
-	City Centre	-	-	-	-	-	-	-	-	-	-
-	Total Revenue	-	-	-	-	-	-	-	-	-	-
	Expenses										
11	City Centre	122	485	800	1,106	1,491	1,709	1,905	2,085	2,220	2,221
231	Place activation	362	372	381	390	399	408	418	494	507	519
127	Placemaking	133	136	139	142	146	149	152	155	159	163
370	Total Expenses	618	993	1,320	1,638	2,036	2,266	2,476	2,735	2,886	2,903
370	**NET OPERATING COST OF ACTIVITY**	**618**	**993**	**1,320**	**1,638**	**2,036**	**2,266**	**2,476**	**2,735**	**2,886**	**2,903**
	Rating Requirement										
(5)	Less Depreciation	(5)	(188)	(353)	(525)	(798)	(924)	(1,009)	(1,152)	(1,281)	(1,281)
47	Plus Debt Repayment	39	143	195	277	457	482	504	563	584	593
412	**RATES REQUIREMENT**	**652**	**949**	**1,162**	**1,391**	**1,695**	**1,823**	**1,971**	**2,146**	**2,189**	**2,215**
	Capital Expenditure										
71	New	3,992	4,411	4,684	4,943	1,915	3,223	4,303	787	-	-
71	Total Capital Expenditure	3,992	4,411	4,684	4,943	1,915	3,223	4,303	787	-	-
	Funded By										
-	External Revenue New	1,509	2,231	2,121	1,665	864	1,635	2,195	401	-	-
71	New Borrowing / (Repayment)	2,483	2,180	2,563	3,277	1,050	1,588	2,109	385	-	-
71	Total	3,992	4,411	4,684	4,943	1,915	3,223	4,303	787	-	-

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City Shaping - Operational												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1167-Placemaking Co-created Project (operational)	0%	100%	35	36	37	38	39	40	42	43	44	45
1273-Palmy Unleashed	0%	100%	75	77	79	81	83	85	87	155	159	163
2017-Citycentre Pop Up Play	0%	100%	30	31	32	32	33	34	35	36	37	38
2054-Funding Palmy BID group	0%	100%	250	257	263	270	276	283	290	298	305	313
TOTAL			**390**	**401**	**411**	**421**	**432**	**442**	**453**	**531**	**545**	**558**
Funded by Council (Rates and Borrowing)			390	401	411	421	432	442	453	531	545	558

City Shaping - Capital Renewal												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
TOTAL			**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			-	-	-	-	-	-	-	-	-	-

City Shaping - Capital New												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1330-Placemaking Co-created Project (capital)	0%	100%	15	16	16	17	17	18	-	-	-	-
1440-Cuba Street urban streetscape improvements - Rangitikei to George Street (Stage 2)	0%	100%	900	-	-	-	-	-	-	-	-	-
1476-City Centre Laneways Programme	0%	100%	-	21	191	22	202	-	-	-	-	-
1638-C/fwd - City Centre Lighting and Projection Demonstration Project	0%	100%	118	-	-	-	-	-	-	-	-	-
1686-CBD Streets for People	0%	100%	2,959	4,375	4,158	3,265	1,695	3,206	4,303	787	-	-
2077-Cuba Street urban streetscape improvements - Rangitikei to George Street (Stage 3)	0%	100%	-	-	319	1,639	-	-	-	-	-	-
TOTAL			**3,992**	**4,411**	**4,684**	**4,943**	**1,915**	**3,223**	**4,303**	**787**	**-**	**-**
Funded by Council (Rates and Borrowing)			2,483	2,180	2,563	3,277	1,050	1,588	2,109	385	-	-

PALMERSTON NORTH CITY COUNCIL

Goal 3 - A Connected and Safe Community - He hapori tūhonohono, he hapori haumaru

Our goal is for Palmerston North to be a city where everyone feels connected and included. We want to be a safe city, where people have access to the housing they need and opportunities to connect with others. We want communities to have access to accessible and appropriate social support.

We understand that we need to work with our partners towards achieving our shared goals. We can achieve better outcomes with our communities by working effectively together.

Target: More than 75% of people consider Palmerston North is a welcoming and inclusive city with a good standard of living

Paetae: Kia eke ki tua atu i te 75% o te marea e kī ana he tāone whakahei, he tāone whakauruuru a Papaioea, ā, e papai ana te paerewa noho

Priorities - Ngā tino o te whāinga

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

1. He whakawhanake, he whakarato, he tautoko, he hapahapai i ngā ratonga, i ngā taiwhanga, i ngā takunetanga, e tuia ai he hapori tūhonohono, hapori whakahei, whakauruuru anō hoki. Develop, provide, support or advocate for services, facilities, and events that create a connected, welcoming and inclusive community
2. He whakaū i te hauora o te hapori, e whai wāhi ai te katoa ki te whare noho me te paenoho kiritata a hauora, haumaru anō hoki. Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhoods
3. He tautoko i ngā hapori ki te whakatutuki i ō rātou awhero. Support communities to achieve their aspirations
4. He whakaū i te tāone e mauritau ai, e noho haumaru ai ōna tāngata Be a city where people feel safe and are safe

Within Goal 3 Council has the following Plans and Activities

- Connected communities
- Safe communities.

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Connected communities - He hapori tūhonohono

Connected Communities covers:

Community facilities: 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.

Community development: 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".[4] Empowered and well-connected communities, served by sustainable for-purpose organisations[5], 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.

Social housing: 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.[6] The provision of social housing is one of the responses Council can make to contribute to an improvement in social outcomes for the community. The purpose of this chapter is to provide warm, safe and affordable social housing and to have a strong social housing sector.

Healthy communities: 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.

Events and festivals: 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.

Council classifies 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.

Purpose of the plan - Te take o te mahere

The 10 Year Plan levels of service for this Plan and Activity 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

These levels of service are monitored through the following measures and targets:

Levels of service	**Measures of Success (with results from 2019-20)**	**Targets Year 1 2021-22**	**Targets Year 2 2022-23**	**Targets Year 3 2023-24**	**Targets 4-10**
Provide city libraries that collect, curate and provide 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.	Library users are satisfied with the services and programmes provided (physical and online).(met – 773,450 visits (covid affected), items used 4.12 times)	More than 800,000 visits a year. Average use per item per year is at least 4 (physical items). Narrative measure outlining the development and use of digital collections. Narrative measure outlining the results of user and residents' satisfaction surveys.	More than 800,000 visits a year. Average use per item per year is at least 4 (physical items). Narrative measure outlining the development and use of digital collections. Narrative measure outlining the results of user and residents' satisfaction surveys.	More than 800,000 visits a year. Average use per item per year is at least 4 (physical items). Narrative measure outlining the development and use of digital collections. Narrative measure outlining the results of user and residents' satisfaction surveys.	More than 800,000 visits a year. Average use per item per year is at least 4 (physical items). Narrative measure outlining the development and use of digital collections. Narrative measure outlining the results of user and residents' satisfaction surveys.

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Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
	Library programmes reflect the changing needs of communities. (met – 2350 programmes)	Narrative measure number and description of programmes and their outcomes.	Narrative measure number and description of programmes and their outcomes.	Narrative measure number and description of programmes and their outcomes.	Narrative measure number and description of programmes and their outcomes.
Provide public toilets throughout the city, to a standard that meets public expectations.	Accessible and gender-neutral toilets are provided throughout the city, and especially in places where there is the most community activity. (met)	Narrative measure outlining number, type and location of toilets, plus annual satisfaction survey results)	Narrative measure outlining number, type and location of toilets, plus annual satisfaction survey results)	Narrative measure outlining number, type and location of toilets, plus annual satisfaction survey results)	Narrative measure outlining number, type and location of toilets, plus annual satisfaction survey results)
Support community centre management groups to provide community centres that are responsive to the needs of their communities.	Community centres are well used. (not met due to covid)	Narrative measure outlining use of centres and range of use with them).	Narrative measure outlining use of centres and range of use with them).	Narrative measure outlining use of centres and range of use with them).	Narrative measure outlining use of centres and range of use with them).
Provide cemetery services that are responsive to community needs.	Visitors to cemeteries are satisfied with the services provided. (new)	Narrative measure outlining user and residents survey results.	Narrative measure outlining user and residents survey results.	Narrative measure outlining user and residents survey results.	Narrative measure outlining user and residents survey results.
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.	Council's social housing tenants are satisfied with the social housing service they receive (two yearly survey – 96% satisfied).	Narrative measure outlining survey results and tenant feedback.	Narrative measure outlining survey results and tenant feedback.	Narrative measure outlining survey results and tenant feedback.	Narrative measure outlining survey results and tenant feedback.

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Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
	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).	Standards met.	Standards met.	Standards met.	Standards met.
Support and fund communities and for-purpose organisations to build community, neighbourhood and organisational capacity and capability.	More community-led projects are supported by Council.	Narrative measure outlining description of activities funded and their outcomes.	Narrative measure outlining description of activities funded and their outcomes.	Narrative measure outlining description of activities funded and their outcomes.	Narrative measure outlining description of activities funded and their outcomes.
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. (Footnote: this includes economic events that create and enable opportunities for employment and growth.)	There are increases in: • participation in community and city centre events • satisfaction with the annual programme of events • the range and diversity of community-led events in the city. (new)	Narrative measure outlining number and range of events, plus participation and satisfaction with events.	Narrative measure outlining number and range of events, plus participation and satisfaction with events.	Narrative measure outlining number and range of events, plus participation and satisfaction with events.	Narrative measure outlining number and range of events, plus participation and satisfaction with events.

These are monitored every three months through the Quarterly Reports and through the Annual Report.

Council will also monitor the Plan through the one-off measures that are reported annually though the City Dashboard, including:

- Community centre users are satisfied with the community centre facilities and services
- Visitors to CET Wildbase Recovery are satisfied with the service provided
- Visitors to cemeteries are satisfied with the services provided
- Users of public toilets are satisfied with the services provided

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- There is significantly more social housing in Palmerston North
- There is an increase in community volunteering by people age under 65 years
- 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
- Increase in occupancy rate for bookable public spaces and Council-owned facilities
- Reduction in waste generated by events
- Increased community participation in events
- Increase in local volunteers involved in events in the city
- Increase in the range and diversity of community-led events in the city
- Engagement and consultation methods match the significance of the issue and the preferences and needs of interested and affected people
- 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

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	Connected Communities - Activity Financial Statements										
Budget	_	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
706	Cemeteries	735	755	774	792	812	832	852	875	897	919
141	Community Centres	139	142	146	150	153	157	161	165	169	173
215	Libraries	275	282	289	296	303	311	318	327	335	343
2,822	Social Housing	2,939	3,012	3,159	3,229	3,300	3,373	3,447	3,523	3,600	3,680
52	Central Energy Trust Wildbase	52	53	55	56	57	59	60	62	63	65
47	Community & Commemorative Events	40	41	43	44	47	48	50	52	55	56
511	Public Health	610	625	639	653	668	682	697	713	728	744
4,494	Total Revenue	4,789	4,911	5,105	5,220	5,341	5,461	5,587	5,716	5,849	5,981
	Expenses										
1,159	Cemeteries	1,350	1,368	1,420	1,428	1,465	1,518	1,552	1,592	1,623	1,665
766	Community Centres	1,065	903	944	952	962	973	988	1,002	1,031	1,108
9,832	Libraries	9,956	10,205	10,689	11,238	11,134	11,322	11,600	11,816	12,051	12,290
434	Public toilets	482	589	664	718	737	765	782	813	833	861
3,667	Social Housing	3,525	3,742	3,936	4,132	4,709	5,112	5,151	5,195	5,323	5,365
2,793	Support to community groups	2,394	2,459	2,531	2,594	2,637	2,696	2,755	2,830	2,876	2,938
990	Central Energy Trust Wildbase	928	954	1,000	1,032	1,052	1,075	1,099	1,124	1,148	1,172
1,220	Community & Commemorative Events	1,318	1,375	1,425	1,463	1,521	1,535	1,573	1,617	1,660	1,692
1,294	Public Health	2,004	2,081	2,214	2,281	2,337	2,386	2,441	2,494	2,540	2,591
22,154	Total Expenses	23,022	23,676	24,822	25,839	26,555	27,380	27,940	28,484	29,084	29,682
17,661	**NET OPERATING COST OF ACTIVITY**	**18,233**	**18,765**	**19,717**	**20,619**	**21,213**	**21,918**	**22,354**	**22,768**	**23,235**	**23,701**

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	Connected Communities - Activity Financial Statements										
Budget	_	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Rating Requirement										
(3,979)	Less Depreciation	(3,661)	(3,802)	(3,972)	(4,058)	(4,380)	(4,644)	(4,678)	(4,714)	(4,826)	(4,922)
1,764	Plus Net Capital Renewal (3 Year Average)	1,989	2,209	2,312	2,269	2,034	2,008	2,239	2,234	2,375	2,521
424	Plus Debt Repayment	489	577	662	708	918	1,065	1,099	1,137	1,175	1,233
15,870	**RATES REQUIREMENT**	**17,051**	**17,750**	**18,719**	**19,538**	**19,785**	**20,347**	**21,013**	**21,425**	**21,960**	**22,533**
	Capital Expenditure										
2,245	Renewal	2,874	2,715	2,545	3,257	3,003	2,314	3,159	2,850	2,929	2,608
6,151	New	4,569	3,779	1,427	8,749	5,572	181	336	544	2,632	200
8,396	Total Capital Expenditure	7,443	6,494	3,972	12,006	8,575	2,495	3,495	3,395	5,561	2,808
	Funded By										
-	External Revenue Renewal	-	-	79	-	-	-	-	-	-	-
582	External Revenue New	253	613	-	-	-	-	-	251	1,457	-
1,764	Rates	1,989	2,209	2,312	2,269	2,034	2,008	2,239	2,234	2,375	2,521
6,050	New Borrowing / (Repayment)	5,201	3,672	1,581	9,737	6,541	486	1,256	910	1,729	287
8,396	Total	7,443	6,494	3,972	12,006	8,575	2,495	3,495	3,395	5,561	2,808

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Connected Communities - Operational												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
812-Youth Council Grants and Scholarships	0%	100%	8	9	9	11	11	11	11	12	12	12
1157-Military Heritage Commemorations (Events)	0%	100%	28	28	30	31	36	32	33	36	35	38
1262-Ashhurst Christmas Lights	0%	100%	2	2	3	3	3	3	3	4	4	4
1448-Welcoming Communities	0%	100%	100	103	105	107	110	112	114	117	119	122
1463-Play Palmy	0%	100%	5	5	5	5	6	6	6	6	6	6
1465-Contestable Community Events Fund	0%	100%	26	26	27	27	28	29	30	30	31	32
1506-Community Events	0%	100%	433	444	463	474	486	498	510	533	546	559
1564-Funding for Strategic Priority Grants (increased amount from 2018/29)	0%	100%	53	54	55	56	58	59	60	62	63	64
1565-Community Development Small Grants funding (increased amount from 2018/29)	0%	100%	31	31	32	33	34	34	35	36	37	37
1574-Hancock Community House Management Fund	0%	100%	61	63	64	66	67	69	70	72	73	75
1898-City-wide community facilities needs assessment	0%	100%	100	-	-	-	-	-	-	-	-	-
1935-Cats - Public Education & Colonies Management	0%	0%	10	15	16	16	16	17	17	18	18	18
1941-City Library (all sites) - Removal of overdue fines (Youth and Childrens)	0%	100%		-	-	-	-	-	-	-	-	-
1945-City Library (all sites)- Library Management System replacement or upgrade	0%	100%	-	-	63	323	44	-	-	-	-	-
1952-Companion Card	0%	0%	10	10	10	-	-	-	-	-	-	-
1980-CET Wildbase Recovery Centre - Building Maintenance	0%	100%	36	37	57	58	60	61	63	64	66	68
1982-Library - Building Maintenance	0%	100%	51	52	101	103	106	108	111	114	117	120
1987-Community Centres - Building Maintenance	0%	100%	19	20	31	32	32	33	34	35	36	37
1991-Public Toilets - Building Maintenance	0%	100%	92	94	125	128	131	135	138	142	145	149
2020-Cemeteries - Digitisation of historical cemetery records	0%	100%	20	21	-	-	-	-	-	-	-	-
2023-Increase to Community Development Small Grants Fund #2	0%	100%	30	31	31	32	33	34	34	35	36	37
2041-Property - Accessibility of Council Facilities Assessment	0%	100%	100	-	-	-	-	-	-	-	-	-
2116-Funding for Strategic Priority Grants (increased funding)	0%	100%	80	82	84	86	88	90	92	94	96	98
TOTAL			**1,293**	**1,128**	**1,312**	**1,592**	**1,348**	**1,329**	**1,361**	**1,407**	**1,440**	**1,475**
Funded by Council (Rates and Borrowing)			1,293	1,128	1,312	1,592	1,348	1,329	1,361	1,407	1,440	1,475

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Connected Communities - Capital Renewal												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	Growth	LOS	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
40-Noise Measuring Equipment for Noise Complaints - Rolling Replacement	0%	100%	-	46	-	-	49	-	-	51	-	-
178-City Library (all sites) Replacement of Shelving, Furniture and Equipment	0%	100%	36	104	38	39	41	41	42	43	73	44
180-Social Housing - Renewals	0%	100%	500	513	524	472	482	493	503	514	526	537
186-Public Toilets - Renewals	0%	100%	160	164	168	216	221	226	186	190	195	250
188-City Library Replacement and Purchase of Library Materials	0%	100%	750	796	842	862	884	905	928	952	977	1,000
202-Central Library Interior Design Renewals	0%	100%	20	103	21	22	22	23	23	24	24	25
203-Community Libraries, Youth Space, Blueprint and Mobile Library Interior Design Renewals	0%	100%	31	31	33	33	34	35	36	37	37	38
265-Community Centres - Renewals	0%	100%	220	308	84	313	287	102	151	464	293	125
563-Cemeteries - Kelvin Grove - Crematorium Office reconfiguration to address health and safety issues	0%	100%	266	-	-	-	-	-	-	-	-	-
1120-Community Libraries - Renewals	0%	100%	50	51	53	237	243	34	151	36	281	38
1136-CET Wildbase Recovery Centre - Renewals	0%	100%	100	103	105	108	111	113	116	119	122	125
1138-Digital Technology to Support 21st Century Citizens and Service (Renewal)	0%	100%	51	73	54	55	79	58	60	85	61	63
1139-Radio Frequency Identification (RFID) Materials Management	0%	100%	25	-	53	-	28	-	58	-	31	-
1269-Bylaw Signage - Replacement	0%	100%	6	6	7	7	7	7	7	7	7	7
1452-Community Stage - repair	0%	100%	50	-	-	-	-	-	-	-	-	-
1742-Social Housing - Grounds Renewals	0%	100%	130	31	31	32	33	34	606	35	36	37
1744-Social Housing - Hard Surface Renewals	0%	100%	-	103	105	-	110	112	-	-	-	-
1769-Community Agency Facilities - Renewals	0%	100%	120	51	21	345	133	23	64	24	24	75
1775-Central Library - Renewals	0%	100%	100	103	105	108	111	-	116	119	122	125
1796-Cemeteries - Building Renewals	0%	100%	20	41	42	43	44	45	46	48	49	50
1828-Cemeteries - Non-Building Asset Renewals	0%	100%	87	88	100	204	86	63	66	102	71	70
1968-Community Mobile Big Screen Replacement	0%	100%	-	-	-	162	-	-	-	-	-	-
1971-CET Wildbase Recovery Signage	0%	100%	-	-	79	-	-	-	-	-	-	-
1972-CET Wildbase Recovery Digital Capacity	0%	100%	-	-	79	-	-	-	-	-	-	-

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Connected Communities - Capital Renewal												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
2089-C/fwd - Cemeteries - Kelvin Grove - Roading and Footpath Refurbishment	0%	100%	13	-	-	-	-	-	-	-	-	-
2090-C/fwd - Public Toilets - Renewals	0%	100%	67	-	-	-	-	-	-	-	-	-
2091-C/fwd - Cemeteries - Crematorium Chapel Interior Renewals	0%	100%	66	-	-	-	-	-	-	-	-	-
2103-C/fwd - Bylaw Signage - Replacement	0%	100%	6	-	-	-	-	-	-	-	-	-
TOTAL			**2,874**	**2,715**	**2,545**	**3,257**	**3,003**	**2,314**	**3,159**	**2,850**	**2,929**	**2,608**
Funded by Council (Rates and Borrowing)			2,874	2,715	2,466	3,257	3,003	2,314	3,159	2,850	2,929	2,608

Connected Communities - Capital New												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
161-Public Toilets - New City-wide Toilets	0%	100%	250	-	263	-	276	-	290	-	305	-
1130-Urban Growth - City West - New Community Centre	59%	41%	-	866	-	-	-	-	-	354	2,058	-
1196-Cemeteries - Kelvin Grove - Renewal of staff facilities	0%	100%	-	252	-	-	-	-	-	-	-	-
1459-Social Housing - Additional Social Housing Units	0%	100%	-	-	1,049	8,574	4,381	-	-	-	-	-
1561-Community Centres - Kelvin Grove Community Centre Carpark	0%	100%	240	-	-	-	-	-	-	-	-	-
1581-C/fwd - Bunnythorpe Community Facility	0%	100%	344	-	-	-	-	-	-	-	-	-
1585-C/fwd - City-wide - Public Toilets	0%	100%	96	-	-	-	-	-	-	-	-	-
1639-C/fwd - Social Housing - Papaioea Stage 2	0%	100%	686	-	-	-	-	-	-	-	-	-
1667-C/fwd - Seismically brace the HVAC piping	0%	100%	260	-	-	-	-	-	-	-	-	-
1743-Social Housing - Papaioea Place Redevelopment - Stage 3	0%	100%	1,689	2,050	-	-	-	-	-	-	-	-
1833-City Growth - Cemeteries - Extensions to burial and ashes areas to meet demand	0%	100%	48	200	115	176	517	181	46	190	269	200
1882-City Growth - Cemeteries - Expansion of Kelvin Grove Cemetery Roading network	0%	100%	-	-	-	-	398	-	-	-	-	-
1896-Social Housing - Healthy Homes Compliance Items Purchase	0%	100%	900	410	-	-	-	-	-	-	-	-
1948-Events and Festival Equipment Purchase	0%	100%	55	2	-	-	-	-	-	-	-	-

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Connected Communities - Capital New												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	Growth	LOS	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
TOTAL			**4,569**	**3,779**	**1,427**	**8,749**	**5,572**	**181**	**336**	**544**	**2,632**	**200**
Funded by Council (Rates and Borrowing)			4,316	3,167	1,427	8,749	5,572	181	336	294	1,176	200

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Safe Communities - He hapori haumaru

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

Purpose of the plan - Te take o te mahere

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 goal 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 commerical premises, gambling, and excessive noise

These levels of service are monitored through the following measures and targets:

Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
Coordinate and facilitate the work of the Safety Advisory Board to enable the fulfilment of its strategic plan.	The SAB carries out a range of successful initiatives. (met)	Narrative measure (outlining description of SAB initiatives and their outcomes).	Narrative measure (outlining description of SAB initiatives and their outcomes).	Narrative measure (outlining description of SAB initiatives and their outcomes).	Narrative measure (outlining description of SAB initiatives and their outcomes).
Achieve the Manawatū Whanganui Civil Defence Emergency Management Group goals to build resilience and disaster preparedness for civil defence and emergency situations.	Increasing preparedness for emergencies in Palmerston North. (new)	Narrative measure outlining Manawatū-Wanganui CDEM preparedness survey results and description of initiatives.	Narrative measure outlining Manawatū-Wanganui CDEM preparedness survey results and description of initiatives.	Narrative measure outlining Manawatū-Wanganui CDEM preparedness survey results and description of initiatives.	Narrative measure outlining Manawatū-Wanganui CDEM preparedness survey results and description of initiatives.

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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.	Bylaws are up to date and enforced.(new)	Narrative measure outlining description of programme to develop and review bylaws and their outcomes.	Narrative measure outlining description of programme to develop and review bylaws and their outcomes.	Narrative measure outlining description of programme to develop and review bylaws and their outcomes.	Narrative measure outlining description of programme to develop and review bylaws and their outcomes.

These are monitored every three months through the Quarterly Reports and through the Annual Report.

Council will also monitor the Plan through the one-off measures that are reported annually though the City Dashboard, including:

- Increasing perception of safety in Palmerston North
- More residents are satisfied with dog control outcomes
- Decreasing problem-gambling
- Decreasing alcohol-related harm
- Decrease in crime in Palmerston North

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Budget	Safe Communities - Activity Financial Statements	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP
2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000s		$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
	Revenue										
781	Animal Control	866	887	908	928	948	969	990	1,012	1,034	1,057
781	Total Revenue	866	887	908	928	948	969	990	1,012	1,034	1,057
	Expenses										
908	Animal Control	957	1,178	1,301	1,320	1,348	1,364	1,385	1,410	1,428	1,450
818	Civil Defence	892	915	934	953	972	992	1,013	1,025	1,047	1,078
388	Safer Community Initiatives	424	413	486	468	487	506	526	546	567	575
2,115	Total Expenses	2,274	2,506	2,722	2,741	2,807	2,863	2,925	2,981	3,042	3,103
1,334	**NET OPERATING COST OF ACTIVITY**	**1,408**	**1,619**	**1,814**	**1,813**	**1,859**	**1,894**	**1,934**	**1,969**	**2,008**	**2,046**
	Rating Requirement										
(24)	Less Depreciation	(24)	(115)	(250)	(260)	(274)	(285)	(296)	(302)	(311)	(318)
42	Plus Net Capital Renewal (3 Year Average)	236	242	104	106	109	111	113	108	110	112
83	Plus Debt Repayment	75	127	177	178	183	188	194	199	194	122
1,435	**RATES REQUIREMENT**	**1,695**	**1,873**	**1,845**	**1,837**	**1,877**	**1,908**	**1,945**	**1,974**	**2,001**	**1,962**
	Capital Expenditure										
31	Renewal	131	513	94	118	99	101	126	105	108	110
300	New	2,320	2,125	-	-	-	-	-	-	-	-
331	Total Capital Expenditure	2,451	2,638	94	118	99	101	126	105	108	110
	Funded By										
42	Rates	236	242	104	106	109	111	113	108	110	112

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289	New Borrowing / (Repayment)		2,216	2,396	(9)	12	(10)	(10)	13	(2)	(2)	(2)
331	Total		2,451	2,638	94	118	99	101	126	105	108	110

Safe Communities - Operational												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1458-New MPI Code of Welfare compliance	0%	100%	57	58	60	61	62	64	65	67	68	70
1539-City Ambassadors	0%	100%	70	36	37	-	-	-	-	-	-	-
TOTAL			**127**	**94**	**96**	**61**	**62**	**64**	**65**	**67**	**68**	**70**
Funded by Council (Rates and Borrowing)			127	94	96	61	62	64	65	67	68	70

Safe Communities - Capital Renewal												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1512-CCTV replacements	0%	100%	80	513	84	86	88	90	92	94	96	98
1569-Replacement of wearable cameras for parking and animal control officers	0%	100%	20	-	-	22	-	-	23	-	-	-
1737-Animal Shelter - Renewals	0%	100%	-	-	10	11	11	11	11	12	12	12
2097-C/fwd - CCTV replacements	0%	100%	31	-	-	-	-	-	-	-	-	-
TOTAL			**131**	**513**	**94**	**118**	**99**	**101**	**126**	**105**	**108**	**110**
Funded by Council (Rates and Borrowing)			131	513	94	118	99	101	126	105	108	110

Safe Communities - Capital New												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1552-Animal Shelter - New Building	0%	100%	2,100	2,125	-	-	-	-	-	-	-	-
2080-C/fwd - Animal Shelter - New Building	0%	100%	220	-	-	-	-	-	-	-	-	-
TOTAL			**2,320**	**2,125**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			2,320	2,125	-	-	-	-	-	-	-	-

Goal 4 An Eco city - Te tāone tautaiao

We understand that Palmerston North has a responsibility to respond to climate change for the benefit of everyone. Our goal is for Palmerston North to decrease carbon emissions and reduce our ecological footprint. We want to protect and enhance our natural and built environments, accommodate growth through intensification, and support active transport. We will work with our partners towards achieving our shared goals.

Paetae: Kia 30% te hekenga o te tuku hauhā (CO2) i Papaioea, i mua i te tau 2031

Target: 30% reduction in CO2e emissions in Palmerston North by 2031

Priorities - Ngā tino o te whāinga

The priorities of Goal 4: An eco city are:

1. He kauanuanu, he hapahapai i te mauri o te awa o Manawatū.
   Respect and Enhance the mauri of the Manawatū River
2. He mahitahi ki te hapori ki te whakaiti i te tukutanga o te waro.
   Work with the community to reduce carbon emissions
3. He whakahaumanu i te kanorau koiora māori.
   Regenerate native biodiversity
4. He whakapau pūtea ki ngā momo pūnahahanga e whakamar ohitia ai, e whakapūmautia ai te taiao.
   Invest in infrastructure that services to protect, enhance and preserve the environment
5. He whakamahi i te mana ā-ture o te Kaunihera me ana kaupapahere kia toitū ai te whanaketanga o te tāone i te wātonu, ā, haere ake nei.
   Use Council's legislative powers and policies to ensure urban development is sustainable now and into the future
6. He whakaako i te hapori, mātua rā ko ngā kaipupuri whare, ki te whaihua o te whakapau moni kia hoahoaina ai he whare toitū, whare kākāriki hoki.
   Educate the community, in particular, property owners, on the benefits of investing in sustainable building design and green buildings
7. He whakaatu i te hautūtanga me te mahi tika, mā te whakawhanake me te whakatinana i tētahi mahere taiao toitū mō te Kaunihera me ōna takunetanga, taiwhanga anō hoki.
   Demonstrate leadership and best practice by developing and implementing an environmental sustainability plan for the Council, Council-run events, and facilities

Within Goal 4 Council has the following Plans and Activities:

- Climate change
- Environmental sustainability
- Manawatū River
- Resource recovery
- Waters.

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Climate change - Te āhuarangi hurihuri

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.

Purpose of the plan - Te take o te mahere

The 10 Year Plan levels of service for this Plan and Activity 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 25% reduction in greenhouse gas emissions by 2028 and continue to reduce greenhouse gas emissions from Council's own activities

These levels of service are monitored through the following measures and targets (note, the same KPIs are deliberately used for the next Activity):

Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
Foster sustainable practices and behaviours so that city residents and organisations become more sustainable.	Increase in sustainable practices.(met)	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.
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.	Decrease in Council's total organisational emissions. (new)	Narrative measure outlining greenhouse gas reduction initiatives and their impacts.	Narrative measure outlining greenhouse gas reduction initiatives and their impacts.	Narrative measure outlining greenhouse gas reduction initiatives and their impacts.	Narrative measure outlining greenhouse gas reduction initiatives and their impacts.

Work with iwi and community groups to re-establish bush, particularly along waterways, and to control introduced predators.	Measured through Manawatū River level of service (see next Activity).(new)	(see next Activity)	(see next Activity)	(see next Activity)	(see next Activity)

These are monitored every three months through the Quarterly Reports and through the Annual Report.

Council will also monitor the Plan through one-off measures that are reported annually though the City Dashboard, including:

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

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	Climate change mitigation and adaption - Activity Financial Statements	-									
Budget	_	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
-	Climate change mitigation and adaption	-	-	-	-	-	-	-	-	-	-
-	Total Revenue	-	-	-	-	-	-	-	-	-	-
	Expenses										
	Climate change mitigation and adaption	222	287	385	406	409	411	414	417	420	423
-	Total Expenses	222	287	385	406	409	411	414	417	420	423
-	**NET OPERATING COST OF ACTIVITY**	**222**	**287**	**385**	**406**	**409**	**411**	**414**	**417**	**420**	**423**
	Rating Requirement										
-	Less Depreciation	-	(33)	(68)	(102)	(102)	(102)	(102)	(102)	(102)	(102)
-	Plus Debt Repayment		22	45	69	71	72	75	77	79	81
-	**RATES REQUIREMENT**	**222**	**276**	**362**	**372**	**377**	**381**	**386**	**391**	**396**	**401**
	Capital Expenditure										
-	New	1,000	1,025	1,049	-	-	-	-	-	-	-
	Total Capital Expenditure	1,000	1,025	1,049	-	-	-	-	-	-	-
	Funded By										
-	New Borrowing / (Repayment)	1,000	1,025	1,049	-	-	-	-	-	-	-
-	Total	1,000	1,025	1,049	-	-	-	-	-	-	-

Climate change mitigation and adaption - Operational												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1920-Climate Change and Sustainability Resource	0%	0%	100	103	105	107	110	112	114	117	119	122
2019-PNCC zero-carbon feasibility study	0%	100%	-	-	31	-	-	-	-	-	-	-
TOTAL			**100**	**103**	**136**	**107**	**110**	**112**	**114**	**117**	**119**	**122**
Funded by Council (Rates and Borrowing)			100	103	136	107	110	112	114	117	119	122

Climate change mitigation and adaption - Capital Renewal												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
TOTAL			**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			-	-	-	-	-	-	-	-	-	-

Climate change mitigation and adaption - Capital New												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1888-Low Carbon Fund	0%	100%	1,000	1,025	1,049	-	-	-	-	-	-	-
TOTAL			**1,000**	**1,025**	**1,049**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			1,000	1,025	1,049	-	-	-	-	-	-	-

PALMERSTON NORTH CITY COUNCIL

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Environmental Sustainability - Te toitūtanga taiao

Sustainable practices: 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.

Biodiversity: 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.

Purpose of the plan - Te take o te mahere

The 10 Year Plan levels of service for this Plan and Activity 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.

These levels of service are monitored through the following measures and targets (note, the same KPIs are deliberately used for the previous Activity):

Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
Foster sustainable practices and behaviours so that city residents and organisations become more sustainable.	Increase in sustainable practices.(met)	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.	Narrative measure outlining projects and initiatives that foster sustainable practices / behaviours and their impacts.

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.	Decrease in Council's total organisational emissions. (new)	Narrative measure outlining greenhouse gas reduction initiatives and their impacts.	Narrative measure outlining greenhouse gas reduction initiatives and their impacts.	Narrative measure outlining greenhouse gas reduction initiatives and their impacts.	Narrative measure outlining greenhouse gas reduction initiatives and their impacts.
Work with iwi and community groups to re-establish bush, particularly along waterways, and to control introduced predators.	Measured through Manawatū River level of service (see next Activity).(new)	(see next Activity)	(see next Activity)	(see next Activity)	(see next Activity)

These are monitored every three months through the Quarterly Reports and through the Annual Report.

Council will also monitor the Plan through one-off measures that are reported annually though the City Dashboard, including:

- Increase in schools and learning centres participating in Enviroschools Programme
- Improvement in Council's environmental performance (e.g. per capita / average basis) in terms of:
- Energy Efficiency
- Water Consumption
- Waste Generation
- Waste Diversion
- Carbon emissions from transportation
- Increase in native birds
- Decrease in predators
- Improvement in water quality

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	Environmental sustainability - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
-	Biodiversity	-	-	-	-	-	-	-	-	-	-
-	Total Revenue	-	-	-	-	-	-	-	-	-	-
	Expenses										
314	Biodiversity	409	373	383	394	406	418	431	450	470	484
160	Support to environmental groups	161	165	169	174	178	182	187	192	197	201
227	Sustainable Practices	435	523	449	456	507	520	534	549	564	579
701	Total Expenses	1,006	1,061	1,001	1,023	1,090	1,119	1,152	1,191	1,231	1,265
701	**NET OPERATING COST OF ACTIVITY**	**1,006**	**1,061**	**1,001**	**1,023**	**1,090**	**1,119**	**1,152**	**1,191**	**1,231**	**1,265**
	Rating Requirement										
-	Less Depreciation	-	(4)	(8)	(32)	(55)	(59)	(64)	(68)	(72)	(77)
13	Plus Debt Repayment	18	23	28	39	49	54	59	65	78	67
714	**RATES REQUIREMENT**	**1,024**	**1,081**	**1,022**	**1,029**	**1,083**	**1,114**	**1,147**	**1,188**	**1,237**	**1,255**
	Capital Expenditure										
82	New	145	149	572	488	116	119	122	457	128	131
82	Total Capital Expenditure	145	149	572	488	116	119	122	457	128	131
	Funded By										
-	External Revenue New	-	-	281	251	-	-	-	-	-	-
82	New Borrowing / (Repayment)	145	149	291	237	116	119	122	457	128	131
82	Total	145	149	572	488	116	119	122	457	128	131

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Environmental sustainability - Operational												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
268-Arapuke Forest Park/Kahuterawa Pest Control and Biodiversity Protection and Enhancement	0%	100%	60	62	64	65	67	69	71	74	76	79
764-City-wide - Council Facility Energy Use Monitoring	0%	100%	57	59	60	62	63	64	66	67	69	70
835-Ashhurst Domain - Biodiversity Improvements as Part of Manawatu Gorge Project	0%	100%	44	46	47	48	49	51	52	54	56	58
1080-City-wide -Biodiversity Increased Plant and Animal Pest Control	0%	100%	30	31	32	33	34	35	36	37	38	39
1145-Green Corridors Project - Continued Development	0%	100%	90	93	96	98	101	104	107	111	114	118
1450-Predator Free Palmerston North	0%	100%	25	26	27	27	28	29	30	31	32	33
1453-Freshwater Body Improvements	0%	100%	41	42	44	45	46	47	49	50	52	54
1916-Delivery of sustainable education outcomes	0%	100%	-	-	42	43	44	45	46	47	48	49
2055-Investigate Envirohub and Resource Recovery Centre	0%	100%	-	103	-	-	-	-	-	-	-	-
2117-Massey Botanical Gardens Masterplan - Funding towards	0%	100%	50	-	-	-	-	-	-	-	-	-
TOTAL			**397**	**462**	**410**	**421**	**432**	**444**	**457**	**471**	**485**	**499**
Funded by Council (Rates and Borrowing)			397	462	410	421	432	444	457	471	485	499

Environmental sustainability - Capital Renewal												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
TOTAL			**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			-	-	-	-	-	-	-	-	-	-

Environmental sustainability - Capital New												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1077-Citywide - Biodiversity Enhancement Through Native Planting	0%	100%	30	31	32	33	34	35	36	369	38	39
1451-Property - LED Lighting Upgrades	0%	100%	75	77	79	80	82	84	86	88	90	92
1924-Improving remote monitoring capabilities	0%	100%	40	41	42	-	-	-	-	-	-	-

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			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1959-Envirohub and Resource Recovery Centre (subject to external funding)	0%	100%	-	-	419	375	-	-	-	-	-	-
TOTAL			**145**	**149**	**572**	**488**	**116**	**119**	**122**	**457**	**128**	**131**
Funded by Council (Rates and Borrowing)			145	149	291	237	116	119	122	457	128	131

PALMERSTON NORTH CITY COUNCIL

Manawatū River - Te Awa o Manawatū

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.

Purpose of the plan - Te take o te mahere

The 10 Year Plan levels of service for this Plan and Activity 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

These levels of service are monitored through the following measures and targets:

Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
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.	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. (new)	Narrative measure outlining public use the river, biodiversity and native plantings, and connectivity of features.	Narrative measure outlining public use the river, biodiversity and native plantings, and connectivity of features.	Narrative measure outlining public use the river, biodiversity and native plantings, and connectivity of features.	Narrative measure outlining public use the river, biodiversity and native plantings, and connectivity of features.

These are monitored every three months through the Quarterly Reports and through the Annual Report.

Council will also monitor the Plan through one-off measures that are reported annually though the City Dashboard, including:

- 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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	Manawatu River - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
-	Manawatu River	10	10	11	11	11	11	12	12	12	13
-	Total Revenue	10	10	11	11	11	11	12	12	12	13
	Expenses										
	Manawatu River	142	403	700	662	701	720	765	800	809	853
-	Total Expenses	142	403	700	662	701	720	765	800	809	853
-	**NET OPERATING COST OF ACTIVITY**	**132**	**393**	**690**	**651**	**690**	**709**	**754**	**789**	**797**	**841**
	Rating Requirement										
-	Less Depreciation	-	(105)	(230)	(275)	(285)	(291)	(320)	(339)	(339)	(375)
	Plus Net Capital Renewal (3 Year Average)	12	12	14	13	15	19	18	20	27	27
-	Plus Debt Repayment		75	165	193	211	229	239	261	271	281
-	**RATES REQUIREMENT**	**144**	**375**	**639**	**583**	**631**	**666**	**692**	**730**	**755**	**774**
	Capital Expenditure										
	Renewal	2	6	28	3	10	27	7	22	25	12
-	New	2,671	3,342	1,035	582	530	170	665	119	122	125
	Total Capital Expenditure	2,673	3,348	1,063	585	540	197	672	141	147	137
	Funded By										
	Rates	12	12	14	13	15	19	18	20	27	27
-	New Borrowing / (Repayment)	2,661	3,336	1,050	571	525	178	654	122	121	109

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	Manawatu River - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
-	Total	2,673	3,348	1,063	585	540	197	672	141	147	137

Manawatu River - Operational											
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1486-City Reserves - Te Apiti Manawatu Gorge Development	0%	100%	-	51	105	-	-	-	-	-	-	-
1998-City Reserves - Manawatu River Park - Operation and Maintenance	0%	100%	38	39	82	84	86	88	90	93	95	98
TOTAL			**38**	**90**	**187**	**84**	**86**	**88**	**90**	**93**	**95**	**98**
Funded by Council (Rates and Borrowing)			38	90	187	84	86	88	90	93	95	98

Manawatu River - Capital Renewal											
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1825-City Reserves - Manawatu River Park - Renewals	0%	100%	2	6	28	3	10	27	7	22	25	12
TOTAL			**2**	**6**	**28**	**3**	**10**	**27**	**7**	**22**	**25**	**12**
Funded by Council (Rates and Borrowing)			2	6	28	3	10	27	7	22	25	12

Manawatu River - Capital New											
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1435-City Reserves - Manawatu River Park - Water Front Precinct Lighting	34%	66%	928	924	-	-	-	-	-	-	-	-
1844-City Growth - City Reserves - Manawatu River Park - Capital New	34%	66%	1,538	703	744	199	143	-	549	-	-	-
1892-City Growth - City Reserves - Manawatu River Park - Hokowhitu Lagoon Development Plan	34%	66%	-	10	76	108	-	-	-	-	-	-
1894-City Growth - City Reserves - Manawatu River Park - Marae Tarata Development Plan - Implementation	34%	66%	55	103	216	275	387	170	116	119	122	125

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Manawatu River - Capital New												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1895-City Growth - City Reserves - Manawatu River Park - Te Motu o Poutoa Development Plan - Implementation	34%	66%	150	1,602	-	-	-	-	-	-	-	-
TOTAL			**2,671**	**3,342**	**1,035**	**582**	**530**	**170**	**665**	**119**	**122**	**125**
Funded by Council (Rates and Borrowing)			2,671	3,342	1,035	582	530	170	665	119	122	125

PALMERSTON NORTH CITY COUNCIL

Resource Recovery - Te whakaaraara rawa

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.

Purpose of the plan - Te take o te mahere

The 10 Year Plan levels of service for this Plan and Activity 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.

These levels of service are monitored through the following measures and targets:

Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
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.	Compliance with resource consents for the Resource Recovery Activity measured by the number of abatement notices, infringement notices, enforcement orders and convictions.(met – 100%)	100% compliance.	100% compliance.	100% compliance.	100% compliance.
	Decrease in per capita volume of waste sent to landfill. (new)	Narrative measure outlining Council initiatives to decrease waste sent to landfill.	Narrative measure outlining Council initiatives to decrease waste sent to landfill.	Narrative measure outlining Council initiatives to decrease waste sent to landfill.	Narrative measure outlining Council initiatives to decrease waste sent to landfill.

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These are monitored every three months through the Quarterly Reports and through the Annual Report.

Council will also monitor the Plan through one-off measures that are reported annually though the City Dashboard, including:

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

Significant Negative Effects

- Waste to Landfill: Landfilling of rubbish presents an adverse effect on the receiving environment - Council has set goals through its Waste Management and Minimisation Plan 2019 to increase the proportion of waste diverted from landfill from 38% to 48% by 2025.

- Gas Emissions from the Awapuni Closed Landfill: Decomposition of organic material placed into landfill over time generates various gases including methane, ammonia, hydrogen sulphide and nitrogen, which are released into the atmosphere. To mitigate this, a grid of collection wells has been established on the closed Awapuni landfill, with the collected gas being used for energy generation. This reduces the release of emissions. An odour control programme is in place at the Awapuni site to combat the impacts of malodour transgressing the site boundaries.

- Leachate: Leachates discharging and sediment eroding from the landfill can result in degradation of the environment if not contained. Mitigation of these effects is undertaken through a system of leachate and stormwater collection which is returned to the wastewater treatment plant. Groundwater monitoring for potentially toxic substances is required in accordance with the operative resource consent.

- Odour and noise from composting operations: Composting equipment creates noise and the decomposition of organic waste also produces odour. To reduce this, odour and noise are managed and monitored through the day to day operations. Some processing operations, for example, turning are required to comply with the conditions set out within the resource consent.

- Windblown Recycling Materials: Paper and other lightweight recycling material are prone to wind displacement, particularly at the exposed Awapuni site. Mitigation is through the presence of a perimeter fence which intercepts windblown materials which is periodically cleaned, ensuring visual presentation of the site.

	Resource Recovery - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
247	Landfill Management	223	231	237	243	250	257	265	274	284	292
1,213	Waste Management	1,261	1,359	1,488	1,585	1,631	1,677	1,730	1,788	1,848	1,906
1,237	Waste Minimisation	1,621	1,641	1,684	1,730	1,780	1,829	1,888	1,950	2,017	2,079
2,697	Total Revenue	3,105	3,232	3,409	3,558	3,661	3,764	3,884	4,012	4,148	4,277
	Expenses										
233	Landfill Management	425	510	540	563	597	642	675	731	762	790
1,781	Waste Management	1,741	1,879	2,043	2,171	2,232	2,299	2,376	2,460	2,548	2,631
5,788	Waste Minimisation	6,250	6,766	6,765	7,211	8,062	8,260	8,618	9,253	9,459	9,839
7,801	Total Expenses	8,416	9,156	9,349	9,945	10,891	11,201	11,669	12,443	12,769	13,261
5,104	**NET OPERATING COST OF ACTIVITY**	**5,311**	**5,924**	**5,940**	**6,387**	**7,230**	**7,438**	**7,785**	**8,431**	**8,621**	**8,984**
	Rating Requirement										
(923)	Less Depreciation	(923)	(957)	(989)	(1,017)	(1,076)	(1,186)	(1,212)	(1,548)	(1,640)	(1,687)
305	Plus Net Capital Renewal (3 Year Average)	423	571	709	779	839	838	982	1,258	1,382	1,498
811	Plus Debt Repayment	709	419	443	292	332	379	379	604	621	644
5,297	**RATES REQUIREMENT**	**5,520**	**5,958**	**6,102**	**6,441**	**7,325**	**7,469**	**7,935**	**8,745**	**8,983**	**9,438**
	Capital Expenditure										
176	Renewal	421	432	432	850	844	643	1,028	842	1,076	1,857
246	New	770	459	529	1,430	1,984	228	8,028	207	315	214
422	Total Capital Expenditure	1,191	891	961	2,280	2,829	872	9,056	1,048	1,392	2,071

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	Resource Recovery - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Funded By										
305	Rates	423	571	709	779	839	838	982	1,258	1,382	1,498
117	New Borrowing / (Repayment)	768	320	252	1,501	1,990	34	8,074	(210)	10	572
422	Total	1,191	891	961	2,280	2,829	872	9,056	1,048	1,392	2,071

Resource Recovery - Operational												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
974-City-wide - Rubbish & Recycling - Communication, Education and Resource Materials	0%	100%	30	31	32	33	34	35	36	37	38	39
1425-Awapuni Closed Landfill - Waste Mixed Colour Glass Stockpile Processing	0%	100%	-	48	49	51	52	54	55	57	59	61
1724-City-wide - Diversion of Waste from Landfill - Investigation Studies	0%	100%	125	207	80	82	84	87	89	92	95	98
1811-City-Wide - Bi-Annual Hazardous Waste Day	0%	100%	-	-	53	-	-	58	-	61	-	66
1886-City-wide - Rubbish & Recycling - Resource Consent Application Renewals	0%	100%	-	-	13	107	-	-	34	31	-	-
1908-City-Wide - Rubbish & Recycling - Asset Condition Assessments	0%	100%	50	52	53	33	34	35	36	37	38	39
1909-Waste Minimisation Levy - Contestable Fund	0%	100%	40	41	42	44	45	46	48	49	51	52
2044-City-Wide - Kerbside Food Waste - Investigations and Trial	0%	100%	-	197	74	-	-	-	-	-	-	-
2063-Waste Minimisation Education	0%	100%	35	-	-	-	-	-	-	-	-	-
TOTAL			**280**	**576**	**397**	**348**	**249**	**313**	**298**	**365**	**282**	**356**
Funded by Council (Rates and Borrowing)			280	576	397	348	249	313	298	365	282	356

Resource Recovery - Capital Renewal												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
185-Closed Landfills and Transfer Stations - Site Renewals	0%	100%	35	36	37	360	62	40	42	43	64	66
612-Recycling - City-wide Wheelie Bin and Crate Renewals	0%	100%	78	120	162	217	269	316	379	518	678	939
649-Recycling - Materials Recovery Facility Renewals	0%	100%	160	140	90	129	95	156	117	121	184	246
1368-City-wide - Public Space Rubbish & Recycling Bins Renewals	0%	100%	45	47	48	49	50	52	54	55	57	59
1374-City-wide - Recycling Drop Off Facilities - Renewals	0%	100%	9	9	11	10	22	12	11	11	19	12
1721-Composting Activity Site Renewals	0%	100%	8	8	8	9	290	9	367	32	10	10
1784-Rubbish and Recycling Buildings - Renewals	0%	100%	70	72	74	76	56	58	60	61	64	524
2086-C/fwd - Closed Landfills and Transfer Stations - Site Renewals	0%	100%	16	-	-	-	-	-	-	-	-	-
TOTAL			**421**	**432**	**432**	**850**	**844**	**643**	**1,028**	**842**	**1,076**	**1,857**
Funded by Council (Rates and Borrowing)			421	432	432	850	844	643	1,028	842	1,076	1,857

Resource Recovery - Capital New												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
506-City-wide - Public Space Rubbish & Recycling Bins Development	0%	100%	64	66	67	69	56	58	60	61	64	66
657-Urban Growth - Recycling - City-wide Wheelie Bins and Crates	0%	100%	70	72	74	76	79	81	83	86	89	92
721-Awapuni Closed Landfill - Landscaping Development	0%	100%	25	26	27	20	20	21	21	22	23	24
727-Recycling - Materials Recovery Facility Development	0%	100%	-	-	-	-	-	-	7,143	-	-	-
1105-Awapuni Closed Landfill - Weighbridge and Ancilliary Infrastructure Development	0%	100%	-	-	-	-	393	-	685	-	102	-
1371-Closed Landfills and Transfer Stations - Safety, Security and Development	0%	100%	159	181	53	142	67	35	-	-	-	-
1373-City-wide - Recycling Drop Off Facilities - Development	0%	100%	42	72	-	1,091	1,122	-	-	-	-	-
1410-Recycling - City-wide Recycling Services to Commercial/orgnisational Properties Development	0%	100%	40	41	42	33	34	35	36	37	38	33
1783-Rubbish and Recycling Buildings - Staff Welfare and Health and Safety Improvements	0%	100%	300	-	-	-	-	-	-	-	-	-

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Resource Recovery - Capital New												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1810-City-wide - Diversion of Waste from Landfill - New Materials Development	0%	100%	70	-	265	-	213	-	-	-	-	-
TOTAL			**770**	**459**	**529**	**1,430**	**1,984**	**228**	**8,028**	**207**	**315**	**214**
Funded by Council (Rates and Borrowing)			770	459	529	1,430	1,984	228	8,028	207	315	214

PALMERSTON NORTH CITY COUNCIL

Waters Plan and Activity- Te mahere mō ngā wai

(Wastewater, Water, Stormwater)

The Plan covers Wastewater, Water supply and Stormwater. Significant central government 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.

The Waters Plan and Activity primarily contribute to the Council's goal of an Eco city.

For Local Government Act Water Supply; Sewerage and the treatment and disposal of sewerage (wastewater); and Stormwater Drainage are three separate Groups of Activities.

Purpose of the Waters plan

The 10 Year Plan levels of service for this Plan and Activity 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

These levels of service are monitored through the following measures and targets:

Levels of service Stormwater Drainage	**Measures of Success (with results from 2019-20)**	**Targets Year 1 2021-22**	**Targets Year 2 2022-23**	**Targets Year 3 2023-24**	**Targets 4-10**
Provide stormwater services to protect buildings from inundation from flooding in major events.	The number of flood event per year resulting in stormwater from the Council's stormwater system entering a habitable floor in an urban area (mandatory measure).(met - none)	Less than 5.	Less than 5.	Less than 5.	Less than 5.

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	The number of habitable floors per 1,000 properties within urban stormwater service areas affected by a flood event (mandatory measure). (met - none)	Less than 2.	Less than 2.	Less than 2.	Less than 2.
	Median time to attend a flooding event (note: a flooding event is one resulting in stormwater entering a habitable building) (mandatory measure). (met - none)	Less than 2 hours.	Less than 2 hours.	Less than 2 hours.	Less than 2 hours.
	The number of complaints received about the performance of Council's stormwater system per 1,000 properties connected (mandatory measure). (met – 9.6)	Less than 15.	Less than 15.	Less than 15.	Less than 15.
	Compliance with resource consents for discharge from Council's stormwater system as measured by the number of abatement notices, infringement notices, enforcement notices and convictions received by Council in relation to resource consents (mandatory measure). (met – 100%)	100%.	100%.	100%.	100%.

Levels of service Sewerage and the treatment and disposal of sewerage	**Measures of Success (with results from 2019-20)**	**Targets Year 1 2021-22**	**Targets Year 2 2022-23**	**Targets Year 3 2023-24**	**Targets 4-10**
Provide wastewater services for the safe collection, treatment and disposal of the city's wastewater.	Number of dry weather wastewater overflows from Council's wastewater system per 1,000 connections per year (mandatory measure). (met – 0.77)	Less than 1.	Less than 1.	Less than 1.	Less than 1.
	Complaints per 1,000 connections about wastewater odour, system faults, system blockages and Council's response to issues with the wastewater system (mandatory measure). (met – 12.25)	Less than 15.	Less than 15.	Less than 15.	Less than 15.
	Median time for attending to overflows resulting from blockages or other faults (mandatory measure). (met – 0.56)	Less than 1.5 hours.	Less than 1.5 hours.	Less than 1.5 hours.	Less than 1.5 hours.
	Median time for resolution of overflows resulting from blockages or other faults (mandatory measure). (met – 4.27)	Less than 8 hours.	Less than 8 hours.	Less than 8 hours.	Less than 8 hours.
	Compliance with resource consents for discharge from Council's wastewater system as measured by the number of abatement notices, infringement notices, enforcement notices and convictions received by	100%.	100%.	100%.	100%.

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	Council in relation to resource consents. (met – 100%)				
Levels of service Water Supply	**Measures of Success (with results from 2019-20)**	**Targets Year 1 2021-22**	**Targets Year 2 2022-23**	**Targets Year 3 2023-24**	**Targets 4-10**
Provide water services for the provision of safe and readily available water.	Compliance with Part 4 (bacteria compliance criteria) of the Public Health Act 1956 (as amended by the Health (Drinking Water) Amendment Act 2007 (mandatory measure). (met – 100%)	100%.	100%.	100%.	100%.
	Compliance with Part 5 (protozoal compliance criteria) of the Public Health Act 1956 (as amended by the Health (Drinking Water) Amendment Act 2007 (mandatory measure). (met – 100%)	100%.	100%.	100%.	100%.
	The number of complaints per 1,000 connections relating to clarity, taste, odour, continuity of supply, drinking water pressure or flow, and Council's response to any of these (mandatory measure). Not met (43.65)	Less than 40.	Less than 40.	Less than 40.	Less than 40.
	Average consumption of drinking water per day per resident (mandatory measure). (met – 197 litres)	Less than 360 litres.	Less than 360 litres.	Less than 360 litres.	Less than 360 litres.

	Median response time for urgent call out attendance (mandatory measure). (met – 0.225 hours)	Less than 2 hours.	Less than 2 hours.	Less than 2 hours.	Less than 2 hours.
	Median response time for resolution of urgent call outs (mandatory measure). (met – 0.73 hours)	Less than 7 hours.	Less than 7 hours.	Less than 7 hours.	Less than 7 hours.
	Median response time for non-urgent call out attendance (mandatory measure). (met – 2.03 hours)	Less than 10 hours.	Less than 10 hours.	Less than 10 hours.	Less than 10 hours.
	Median response time for resolution of non-urgent call outs (mandatory measure). (met - 4.8 hours)	Less than 75 hours.	Less than 75 hours.	Less than 75 hours.	Less than 75 hours.
	Percentage of real water loss from the water reticulation network (mandatory measure). (met – 18.2%)	Less than 20%.	Less than 20%.	Less than 20%.	Less than 20%.

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These are monitored every three months through the Quarterly Reports and through the Annual Report.

Council will also monitor the Plan through one-off measures that are reported annually though the City Dashboard, including:

- A regional resource consent for wastewater discharge is lodged by June 2022
- 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.

Significant Negative Effects

Stormwater

- Failure of the system resulting in flooding of habitable residential and commercial buildings.
- Stormwater entry to the wastewater network through cross-connections and illegal connections resulting in excess volumes of wastewater to be treated and potential detrimental impacts on the quality of treated effluent discharged.
- Pollution and contamination of the stormwater from runoff and cross-connections with the wastewater network, resulting in contaminants entering the stormwater network and discharging to streams and the Manawatū River.

Council mitigates these in a range of ways:

- Property damage due to flood events is addressed by a range of measures including capital works to address capacity constraints, effective building control to set minimum building floor levels, site specific detention and attenuation of stormwater in new growth and infill sub-divisions.
- Runoff from industrial areas with the potential for adverse stormwater contamination is managed through the building consenting and trade waste regulatory processes.
- The clean-up for any pollution incidents is managed by emergency response plans (with Horizons Regional Council).
- A comprehensive programme of monitoring, inspection and corrective work to reduce the volume of stormwater infiltration and inflow into the wastewater system.
- Identifying and targeting sites that are at high risk of discharging significant contaminants.
- Behaviour change initiatives within the community focus on reducing illegal dumping, littering and discharging of hazardous substances into the stormwater system.

Wastewater:

- Discharge of treated wastewater effluent or overflows of untreated wastewater from the WWTP to the Manawatū River adversely affecting river quality.
- Odours from wastewater infrastructure such as pumping stations, treatment facilities, and pipeline vents adversely affecting local residents.
- The disposal of wastewater treatment by-products, such as bio-solids adversely affecting the receiving environment.

All of these potential negative effects are managed as part of the day-to-day operation of the Wastewater Activity.

The quality of effluent discharged to the Manawatū River is regulated by resource consent. The consent conditions ensure that negative effects associated with the discharge are managed to acceptable levels. The Council is currently undertaking a robust Best Practical Options review of treatment options prior to the application of a new consent.

The entry of stormwater to the wastewater system during heavy rainfall is addressed by reducing the entry of stormwater to the wastewater system on private properties, renewal of pipelines where there is excessive entry of stormwater through defects in the pipes, and providing additional capacity in parts of the wastewater system.

There are no reported odour issues associated with the wastewater reticulation system however a small number of odour complaints are received regarding the operation of the WWTP on Totara Rd. Some of the complaints relate to composting activities at the Council composting operations, however in general the odour suppression system in place and careful management of the disposal of wastewater treatment by-products is effective.

Water:

- The effect on public health and quality of life should the water supply not meet water quality standards.
- Property damage resulting from mains failures.
- The effect on the environment of damming and extraction of water from the Turitea Stream.
- The effect on the environment of discharges of chlorinated water from maintenance activities or pipeline failures.
- The effect on the environment of disposal of water supply treatment by-products.
- Risks from natural events such as large earthquakes and significant floods.

All of these potential negative effects are managed as part of the day to day operation of the Water Activity. Water quality from the Treatment Plant is strictly controlled with a certified Quality Assurance process in place. The Water Safety Plan (Public Health Risk Management Plan) ensures the risks in providing drinking-water have been identified and mitigation measures are in place. Renewal programmes minimise the incidence of infrastructure failures.

The damming and extraction of water from the Turitea Stream is regulated by conditions of resource consents to ensure that potential adverse effects are managed to acceptable levels. Discharges of chlorinated water are of short duration, chlorine levels in the water are low, and any effects are likely to be localised and relatively minor. The discharge of water treatment by-products are covered by the resource consent, and have less than minor impact.

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	Wastewater - Activity Financial Statements	-									
Budget	-	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
955	Wastewater Collection	6	6	6	7	7	7	7	7	8	8
381	Wastewater Treatment and Disposal	1,425	1,237	1,269	1,522	1,790	2,071	2,614	2,700	2,792	2,878
1,336	Total Revenue	1,431	1,243	1,276	1,528	1,797	2,078	2,621	2,707	2,799	2,886
	Expenses										
4,827	Wastewater Collection	5,461	5,681	6,545	6,727	6,837	7,208	7,248	7,289	7,704	7,773
5,796	Wastewater Treatment and Disposal	6,479	6,587	6,941	12,315	23,918	28,646	33,076	32,778	32,883	33,151
10,623	Total Expenses	11,940	12,268	13,487	19,041	30,756	35,854	40,324	40,067	40,587	40,924
9,286	**NET OPERATING COST OF ACTIVITY**	**10,509**	**11,025**	**12,211**	**17,513**	**28,959**	**33,776**	**37,704**	**37,360**	**37,788**	**38,038**
	Rating Requirement										
(4,251)	Less Depreciation	(4,195)	(4,344)	(4,544)	(4,982)	(7,453)	(10,268)	(12,902)	(12,920)	(13,306)	(13,324)
3,028	Plus Net Capital Renewal (3 Year Average)	3,905	5,069	5,099	5,670	5,045	5,503	5,467	6,270	6,394	6,945
466	Plus Debt Repayment	370	510	674	1,183	3,916	6,775	9,840	10,139	10,486	10,804
8,529	**RATES REQUIREMENT**	**10,589**	**12,260**	**13,440**	**19,384**	**30,468**	**35,786**	**40,108**	**40,849**	**41,362**	**42,464**
	Capital Expenditure										
3,642	Renewal	5,040	4,459	4,065	6,683	4,548	5,777	4,810	5,921	5,669	7,221
2,813	New	5,826	6,024	22,592	124,384	126,636	132,421	1,083	2,902	1,157	3,356
6,454	Total Capital Expenditure	10,866	10,482	26,657	131,068	131,185	138,198	5,893	8,824	6,826	10,577
	Funded By										
-	External Revenue Renewal	1,407	-	-	-	-	-	-	-	-	-

	Wastewater - Activity Financial Statements	-									
Budget	-	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
-	External Revenue New	895	-	-	-	-	-	-	-	-	-
482	Development Contributions	533	1,022	1,283	2,104	2,949	3,912	4,035	4,128	4,292	4,345
3,028	Rates	3,905	5,069	5,099	5,670	5,045	5,503	5,467	6,270	6,394	6,945
2,944	New Borrowing / (Repayment)	4,126	4,392	20,275	123,294	123,190	128,783	(3,609)	(1,575)	(3,860)	(713)
6,454	Total	10,866	10,482	26,657	131,068	131,185	138,198	5,893	8,824	6,826	10,577

Wastewater - Operational												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1319-Totara Road Wastewater Treatment Plant - Consent Renewal Upgrade Options Analysis	0%	100%	1,251	1,212	1,096	482	624	670	571	-	-	-
1401-City-wide - Infiltration & Inflow Investigations	0%	100%	250	259	478	491	505	519	536	553	572	590
1614-Stormwater - Open channels and drains - maintenance	0%	100%	-	52	106	109	112	115	119	123	127	131
1683-Totara Rd WWTP - Migrate data collection and plant performance data to cloud based system	0%	100%	50	-	-	-	-	-	-	-	-	-
1687-Project management for delivery programme	0%	100%	80	-	-	-	-	-	-	-	-	-
1690-Condition assessment of critical 3 waters assets	0%	0%	100	-	-	-	-	-	-	-	-	-
1716-City-wide - Wastewater Facility Condition Assessment Programme	0%	100%	50	52	85	87	90	92	95	98	102	105
1717-City-wide - Wastewater Pipeline Condition Assessment Programme	0%	100%	175	181	393	404	415	427	440	455	470	485
1718-City-wide Pressure Wastewater systems operation	0%	100%	2	2	65	67	68	70	73	75	78	80
1719-City-wide - Decommissioning of Redundant Wastewater Mains	0%	100%	200	207	212	218	224	231	238	246	254	262
1720-Operate and Maintain Wastewater Network Model	0%	100%	10	10	53	55	56	58	60	61	64	66
1802-Wastewater Pump Stations - Building Maintenance	0%	100%	10	10	22	23	24	24	25	26	27	28
1814-Wastewater Treatment Pond Sludge Removal	0%	100%	-	-	-	3,381	1,683	-	-	-	-	-
1843-Wastewater Treatment Plant - Building Maintenance	0%	100%	35	36	74	76	79	81	83	86	89	92

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Wastewater - Operational												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1974-City-wide - Wastewater - Operation and maintenance of vested assets	0%	100%	-	-	-	-	-	-	-	-	-	35
1999-Wastewater Reticulation Network Maintenance	0%	100%	68	73	144	148	152	156	161	166	172	177
2004-Wastewater Reticulation Pump Stations Operation & Maintenance	0%	100%	20	21	21	22	22	23	24	25	25	26
TOTAL			**2,301**	**2,115**	**2,750**	**5,561**	**4,055**	**2,467**	**2,425**	**1,915**	**1,980**	**2,077**
Funded by Council (Rates and Borrowing)			2,071	2,115	2,750	5,561	4,055	2,467	2,425	1,915	1,980	2,077

Wastewater - Capital Renewal												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
54-City-wide - Wastewater Pipe Renewal	0%	100%	2,100	2,381	2,655	2,945	3,254	3,576	3,929	4,304	4,705	5,244
65-City-wide - Wastewater Pump Station Renewal	0%	100%	300	311	340	349	421	115	119	123	127	131
179-Totara Road Wastewater Treatment Plant - Minor Equipment Renewals	0%	100%	510	414	425	436	449	461	238	246	254	262
1068-Totara Road Wastewater Treatment Plant - Replacement of Inlet Pumps	0%	100%	160	-	212	1,309	-	-	-	-	-	-
1380-Totara Rd WWTP - Biogas Generator Major Overhauls	0%	100%	300	155	159	273	135	173	208	184	254	459
1589-C/fwd - Totara Road Wastewater Treatment Plant - Minor Equipment Renewals	0%	100%	316	-	-	-	-	-	-	-	-	-
1665-C/fwd - Totara Road Wastewater Treatment Plant - Replacement of Inlet Pumps	0%	100%	217	-	-	-	-	-	-	-	-	-
1714-City-wide Wastewater Trunk Mains Renewal	0%	100%	200	1,139	212	1,309	224	1,384	238	984	254	1,049
1799-Wastewater Treatment Plant - Buildings Renewals	0%	100%	50	52	53	55	56	58	60	61	64	66
1801-Wastewater Pump Stations - Building Renewals	0%	100%	8	8	8	9	9	9	10	10	10	10
1887-Water Operations - Small plant and Equipment - Renewals	0%	100%	3	-	-	-	-	-	8	9	-	-
2094-C/fwd - City-wide - Wastewater Pipe Renewal	0%	100%	240	-	-	-	-	-	-	-	-	-
2095-C/fwd - City-wide - Wastewater Pump Station Renewal	0%	100%	193	-	-	-	-	-	-	-	-	-
2101-C/fwd - Replacement of potable water service in WWTP	0%	100%	220	-	-	-	-	-	-	-	-	-

Wastewater - Capital Renewal												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
2102-C/fwd - PS Telemetry unit compatibilty upgrade	0%	100%	22	-	-	-	-	-	-	-	-	-
2106-C/fwd - Eastern Trunk Main - Hokowhitu Campus Renewal	0%	100%	40	-	-	-	-	-	-	-	-	-
2107-C/fwd - Totara Road Wastewater Treatment Plant - High Voltage Power renewals	0%	100%	162	-	-	-	-	-	-	-	-	-
TOTAL			**5,040**	**4,459**	**4,065**	**6,683**	**4,548**	**5,777**	**4,810**	**5,921**	**5,669**	**7,221**
Funded by Council (Rates and Borrowing)			3,634	4,459	4,065	6,683	4,548	5,777	4,810	5,921	5,669	7,221

Wastewater - Capital New												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
66-Totara Road Wastewater Treatment Plant - Resilience Programme	0%	100%	560	735	828	480	853	877	-	-	-	-
73-Urban Growth - Development Contributions - Wastewater	100%	0%	100	104	106	109	56	58	60	61	64	66
210-Urban Growth - NEIZ - Wastewater	100%	0%	600	155	531	545	561	-	-	-	-	-
628-Totara Road Wastewater Treatment Plant - Consent Renewal Upgrade	20%	80%	-	-	18,507	120,377	123,864	128,995	-	-	-	-
1000-Urban Growth - Whakarongo - Wastewater	100%	0%	200	486	283	-	-	-	-	-	-	-
1055-Urban Growth - Kakatangiata - Wastewater	100%	0%	53	-	-	344	337	-	-	-	-	-
1074-Totara Road Wastewater Treatment Plant - Earthquake Strengthening of Civil Structures	0%	100%	200	1,035	1,062	-	-	-	-	-	-	-
1412-Urban Growth - Ashhurst - Wastewater	50%	50%	-	-	-	327	-	-	-	-	-	-
1597-C/fwd - Urban Growth - Kakatangiata - Installation of Wastewater Systems	0%	100%	315	-	-	-	-	-	-	-	-	-
1616-City-wide - Wastewater Pump Station - Capacity Upgrade	0%	100%	660	714	690	676	685	704	726	750	776	800
1617-Totara Road Wastewater Treatment Plant - Biogas System Improvements	0%	100%	1,400	1,190	-	-	-	-	-	-	-	-
1619-Totara Road Wastewater Treatment Plant - Inlet Screens	0%	100%	40	-	-	-	-	-	-	-	-	-
1625-C/fwd - Urban Growth - Installation of Wastewater Systems for New Industrial Areas - NEIZ Extension Area	0%	100%	75	-	-	-	-	-	-	-	-	-
1677-Upsizing of Kairanga Bunnythorpe Road Sewer and Storage	0%	100%	450	-	-	-	-	-	-	-	-	-

Wastewater - Capital New												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	Growth	LOS	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
1689-Three Waters Data Centre Upgrade	0%	100%	84	-	-	-	-	-	-	-	-	-
1711-Industrial Growth - Longburn Industrial Park - Wastewater	100%	0%	50	621	-	-	-	-	-	-	-	-
1712-City-wide Wastewater wet weather overflow mitigation	0%	100%	200	621	212	763	224	1,384	238	1,845	254	2,229
1821-City-wide Wastewater Pipeline Realignment of at-risk mains	0%	100%	50	259	53	382	56	404	60	246	64	262
2030-Urban Growth - Aokautere - Wastewater	100%	0%	-	104	319	382	-	-	-	-	-	-
2066-C/fwd - Totara Road Wastewater Treatment Plant - New Storage Shed for critical equipment	0%	100%	153	-	-	-	-	-	-	-	-	-
2081-C/fwd - WWTP - Health and Safety Upgrades	0%	100%	152	-	-	-	-	-	-	-	-	-
2082-C/fwd - Totara Road Wastewater Treatment Plant - High Voltage Power resilience upgrades	0%	100%	162	-	-	-	-	-	-	-	-	-
2083-C/fwd - Totara Road Wastewater Treatment Plant - Inlet Screens	0%	100%	252	-	-	-	-	-	-	-	-	-
2084-C/fwd - Three Waters Resilience - Installing Telemetry	0%	100%	69	-	-	-	-	-	-	-	-	-
TOTAL			**5,826**	**6,024**	**22,592**	**124,384**	**126,636**	**132,421**	**1,083**	**2,902**	**1,157**	**3,356**
Funded by Council (Rates and Borrowing)			4,930	6,024	22,592	124,384	126,636	132,421	1,083	2,902	1,157	3,356

	Water - Activity Financial Statements										
Budget	-	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP
2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000s		$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
	Revenue										
29	Water Collection	29	30	31	302	32	33	34	36	37	38
8	Water Distribution	56	58	59	61	63	64	67	69	71	73
-	Water Treatment	10	10	11	11	11	12	12	12	13	13
37	Total Revenue	95	98	101	374	106	109	113	117	121	124
	Expenses										

	Water - Activity Financial Statements										
Budget	_	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
2,001	Water Collection	2,702	2,721	2,958	3,513	3,268	3,697	3,871	4,267	4,291	4,252
3,900	Water Distribution	4,392	4,620	4,830	5,120	5,491	6,175	6,482	6,655	6,710	6,792
2,263	Water Treatment	1,844	2,145	2,315	2,450	2,544	2,622	2,669	2,714	2,738	2,773
8,164	Total Expenses	8,938	9,487	10,103	11,083	11,303	12,493	13,022	13,636	13,739	13,817
8,126	**NET OPERATING COST OF ACTIVITY**	**8,843**	**9,388**	**10,002**	**10,709**	**11,197**	**12,384**	**12,909**	**13,519**	**13,618**	**13,693**
	Rating Requirement										
(3,271)	Less Depreciation	(3,090)	(3,236)	(3,404)	(3,536)	(3,745)	(4,170)	(4,355)	(4,468)	(4,696)	(4,696)
3,807	Plus Net Capital Renewal (3 Year Average)	4,553	5,921	6,323	6,140	5,048	4,369	4,095	4,093	4,064	4,055
601	Plus Debt Repayment	631	823	1,036	1,303	1,638	2,087	2,426	2,634	2,720	2,808
9,265	**RATES REQUIREMENT**	**10,938**	**12,896**	**13,958**	**14,617**	**14,138**	**14,670**	**15,076**	**15,778**	**15,706**	**15,859**
	Capital Expenditure										
3,277	Renewal	4,376	4,925	5,257	7,579	6,134	4,708	4,302	4,096	3,887	4,295
5,906	New	7,724	8,352	10,710	13,491	18,538	13,623	6,414	557	550	332
9,183	Total Capital Expenditure	12,100	13,277	15,967	21,070	24,671	18,331	10,716	4,654	4,437	4,627
	Funded By										
-	External Revenue Renewal	796	-	-	-	-	-	-	-	-	-
-	External Revenue New	391	-	-	-	-	-	-	-	-	-
332	Development Contributions	367	337	423	694	972	1,290	1,331	1,361	1,415	1,433
-	Asset Sales	-	-	486	-	-	-	-	-	-	-
3,807	Rates	4,553	5,921	6,323	6,140	5,048	4,369	4,095	4,093	4,064	4,055
5,044	New Borrowing / (Repayment)	5,992	7,019	8,735	14,236	18,651	12,672	5,290	(800)	(1,042)	(861)

	Water - Activity Financial Statements										
Budget	_	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
9,183	Total	12,100	13,277	15,967	21,070	24,671	18,331	10,716	4,654	4,437	4,627

Water - Operational												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
898-Water Supply Development Planning	0%	100%	50	-	-	131	-	-	-	-	-	-
1052-Turitea Dams - Dam Safety Assurance Programme	0%	100%	-	-	42	-	-	-	-	49	-	-
1246-Three Waters Public Education - Water	0%	100%	40	41	42	44	45	46	48	49	51	52
1798-Water Treatment Plant - Buildings Maintenance	0%	100%	30	31	62	72	74	76	79	81	84	87
1812-City-wide - Water Supply Network Modelling	0%	100%	15	16	16	16	17	17	18	18	19	20
1813-City-wide - Water Supply Condition Assessments	0%	100%	50	52	32	33	34	35	36	37	38	39
1870-Turitea Dams - Consent Renewal - Hydroelectricity	0%	100%	-	-	-	-	-	-	-	246	-	-
1871-Bunnythorpe - Water Safety Plan Update	0%	100%	25	-	-	-	-	-	-	-	-	-
1872-Longburn - Water Safety Plan Update	0%	100%	25	-	-	-	-	-	-	-	-	-
1881-Water Pump Station - Building Maintenance	0%	100%	10	10	16	16	17	17	18	18	19	20
1900-Ashhurst - Water Safety Plan Update	0%	100%	25	-	-	-	-	29	-	-	-	-
1902-Palmerston North - Water Safety Plan Update	0%	100%	-	-	-	55	-	-	-	-	64	-
1905-Turitea Dams - Turitea Forest Harvest	0%	100%	-	-		-	-	-	-	-	-	-
1975-City-wide – Water supply - Operation and maintenance of vested assets	0%	100%	-	-	-	-	-	-	-	-	-	31
1996-Turitea Dams - Catchment Management	0%	100%	100	104	207	213	219	225	232	240	248	256
2053-Implement Commercial Backflow Fee	0%	100%		-	-	-	-	-	-	-	-	-
TOTAL			**370**	**254**	**417**	**579**	**405**	**445**	**430**	**739**	**523**	**505**
Funded by Council (Rates and Borrowing)			370	254	417	579	405	445	430	739	523	505

Water - Capital Renewal												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
88-Turitea WTP - Falling Main Rehabilitation	0%	100%	-	-	106	927	1,347	-	-	-	-	-
199-City-wide - Water Supply Bore and Network Facility Renewals	0%	100%	300	518	891	627	215	105	703	133	94	170
207-Turitea WTP - Equipment and Facility Renewals	0%	100%	299	607	395	273	455	308	362	591	318	524
214-City-wide - Water Toby and Manifold Renewals	0%	100%	325	518	531	545	561	577	595	630	652	672
218-City-wide - Water Main Renewals	0%	100%	2,113	2,394	2,671	3,016	3,271	3,478	2,399	2,478	2,562	2,642
663-Ashhurst - Water Supply Rising Main Renewal - Stage 3	0%	100%	-	-	-	872	-	-	-	-	-	-
1061-City-wide - Water Supply Reservoir Renewals	0%	100%	-	311	-	-	-	-	-	-	-	-
1385-City-wide - Water Supply Resilience - Telemetry Replacement	0%	100%	23	-	-	-	-	-	-	-	-	-
1646-C/fwd - Turitea Water Treatment Plant - Equipment and Facility Renewals	0%	100%	579	-	-	-	-	-	-	-	-	-
1700-City-wide - Water Meter Renewals	0%	100%	200	333	342	351	17	23	19	33	22	41
1701-City-wide - Water Supply Valve & Hydrant Renewals	0%	100%	200	207	212	218	224	173	179	184	191	197
1797-Water Treatment Plant - Building Renewals	0%	100%	30	31	32	33	34	35	36	37	38	39
1822- Water Pump Stations - Building Renewals	0%	100%	8	8	8	9	9	9	10	10	10	10
2042-Turitea WTP - Raw Water Main Renewal	0%	100%	40	-	69	709	-	-	-	-	-	-
2099-C/fwd - City-wide - Water Toby and Manifold Renewals	0%	100%	71	-	-	-	-	-	-	-	-	-
2100-C/fwd - City-wide - Water Supply Bore and Network Facility Renewals	0%	100%	188	-	-	-	-	-	-	-	-	-
TOTAL			**4,376**	**4,925**	**5,257**	**7,579**	**6,134**	**4,708**	**4,302**	**4,096**	**3,887**	**4,295**
Funded by Council (Rates and Borrowing)			3,580	4,925	5,257	7,579	6,134	4,708	4,302	4,096	3,887	4,295

Water - Capital New												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
124-Turitea WTP - Drinking Water Standards Upgrades	0%	100%	350	1,697	1,524	1,017	-	-	-	-	-	-
132-City-wide - Water Supply Resilience - Trunk Mains	10%	90%	113	1,232	1,588	1,562	1,122	1,154	-	-	-	-
135-Urban Growth - Bunnythorpe Extension - Water Supply	90%	10%	-	-	-	141	1,597	-	-	-	-	-

PALMERSTON NORTH CITY COUNCIL

ITEM 6 - ATTACHMENT 1

Water - Capital New												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	Growth	LOS	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
246-Urban Growth - Development Contributions - Water Supply	100%	0%	250	259	265	273	281	288	298	307	318	328
651-City-wide - Water Supply Resilience - Seismic Strengthening	0%	100%	-	-	-	273	281	288	-	-	-	-
986-Turitea Dams - Aeration Upgrade	0%	100%	35	26	127	-	-	-	-	-	-	-
1004-Urban Growth - Whakarongo - Water Supply	100%	0%	379	572	43	1,173	869	-	-	-	-	-
1005-Urban Growth - NEIZ - Water Supply	100%	0%	585	-	966	-	-	-	-	-	-	-
1054-Ashhurst - Water Quality Improvements	0%	100%	-	207	1,371	-	-	-	-	-	-	-
1170-Urban Growth - Kakatangiata - Water Supply	100%	0%	250	460	-	545	281	3,749	1,598	-	38	-
1285-C/fwd - Urban Growth - Whakarongo - Installation of Water Supply Systems	0%	100%	50	-	-	-	-	-	-	-	-	-
1286-C/fwd - Urban Growth - Installation of Water Supply Systems to an Expanded North East Industrial Zone	0%	100%	58	-	-	-	-	-	-	-	-	-
1289-C/fwd - City-wide - Seismic Strengthening of Water Structures	0%	100%	1,032	-	-	-	-	-	-	-	-	-
1384-City-wide - Water Supply Resilience - Additional Reservoirs	0%	100%	30	186	2,124	1,854	1,908	-	-	-	-	-
1387-Urban Growth - New North-East Water Supply Bore	100%	0%	-	-	-	-	561	1,154	1,786	-	-	-
1388-Palmerston North - District Metering Areas for Water Supply	0%	100%	320	-	-	-	-	-	95	61	191	-
1389-City-wide - Water Supply Resilience - Security of Supply	0%	100%	375	-	-	-	1,962	779	-	-	-	-
1544-C/fwd - Turitea Water Treatment Plant - Construction of Duplicate Water Pipeline from Lower Dam to Harts Road Reservoirs	0%	100%	1,046	-	-	-	-	-	-	-	-	-
1607-City-wide - Health & Safety - Water Treatment Chemical Handling	0%	100%	355	-	-	-	-	-	-	-	-	-
1608-C/fwd - City-wide - New water supply reservoirs to replace an earthquake prone reservoir and enhance supply storage through out the city	0%	100%	391	-	-	-	-	-	-	-	-	-
1663-C/fwd - Palmerston North - District Metering Areas	0%	100%	201	-	-	-	-	-	-	-	-	-
1696-City-wide - Drinking Water Standards Upgrades	0%	100%	150	-	-	1,309	1,347	-	-	-	-	-
1697-Turitea WTP - Water Supply Resilience - Upgrades	0%	100%	1,286	826	-	1,581	729	519	-	184	-	-
1815-Industrial Growth - Longburn Industrial Park - Water Supply	100%	0%	-	-	-	273	3,086	2,884	-	-	-	-
1841-Urban Growth - Ashhurst - Water Supply	50%	50%	-	247	-	-	345	252	-	-	-	-
1863-City-wide - Water Supply Resilience - Generators	0%	100%	200	-	-	-	-	-	-	-	-	-

Water - Capital New												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1864-Longburn Extension - Water Supply	0%	100%	-	-	59	579	-	-	-	-	-	-
1873-City-wide - Water Main Upgrades - Firefighting	0%	100%	-	155	159	164	-	-	-	-	-	-
1874-Turitea Dams - Health & Safety Improvements	0%	100%	15	-	-	-	-	-	-	-	-	-
1880-Urban Growth - Aokautere - Water Supply	100%	0%	-	-	-	218	1,683	-	-	-	-	-
1883-Water Operations -Small Plant & Equipment - New	0%	100%	43	16	8	3	3	3	4	4	4	4
2048-City-wide - Water Toby and Manifold enhancements	0%	100%	-	2,303	2,363	2,413	2,483	2,552	2,634	-	-	-
2060-City-wide - Commercial Water Meters	0%	100%	160	166	112	115	-	-	-	-	-	-
2085-C/fwd - Turitea WTP - Drinking Water Standards Upgrades	0%	100%	50	-	-	-	-	-	-	-	-	-
TOTAL			**7,724**	**8,352**	**10,710**	**13,491**	**18,538**	**13,623**	**6,414**	**557**	**550**	**332**
Funded by Council (Rates and Borrowing)			7,332	8,352	10,710	13,491	18,538	13,623	6,414	557	550	332

	Stormwater - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
2	Stormwater Collection and Disposal	6	6	6	7	7	7	7	7	8	8
2	Total Revenue	6	6	6	7	7	7	7	7	8	8
	Expenses										
4,015	Stormwater Collection and Disposal	4,435	4,870	5,478	5,778	5,994	7,261	7,467	7,593	9,117	9,224
4,015	Total Expenses	4,435	4,870	5,478	5,778	5,994	7,261	7,467	7,593	9,117	9,224
4,012	**NET OPERATING COST OF ACTIVITY**	**4,429**	**4,863**	**5,472**	**5,771**	**5,987**	**7,254**	**7,460**	**7,586**	**9,109**	**9,217**

	Stormwater - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Rating Requirement										
(1,909)	Less Depreciation	(1,909)	(2,018)	(2,196)	(2,272)	(2,329)	(3,390)	(3,414)	(3,474)	(5,152)	(5,167)
861	Plus Net Capital Renewal (3 Year Average)	943	971	994	885	842	834	861	890	885	877
206	Plus Debt Repayment	150	308	449	566	652	716	795	944	1,004	1,068
3,171	**RATES REQUIREMENT**	**3,613**	**4,125**	**4,719**	**4,949**	**5,151**	**5,415**	**5,703**	**5,945**	**5,846**	**5,995**
	Capital Expenditure										
860	Renewal	875	818	1,136	960	887	808	833	861	890	918
1,761	New	7,062	6,003	4,755	3,235	2,143	2,702	5,851	1,537	1,653	918
2,621	Total Capital Expenditure	7,937	6,821	5,891	4,194	3,030	3,509	6,685	2,398	2,543	1,835
	Funded By										
126	Development Contributions	139	132	166	272	381	506	522	534	555	562
861	Rates	943	971	994	885	842	834	861	890	885	877
1,634	New Borrowing / (Repayment)	6,855	5,717	4,731	3,038	1,806	2,169	5,301	975	1,103	396
2,621	Total	7,937	6,821	5,891	4,194	3,030	3,509	6,685	2,398	2,543	1,835

PALMERSTON NORTH CITY COUNCIL

Stormwater - Operational												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1369-City-wide Data Collection and WQ Monitoring	0%	100%	100	104	202	207	213	219	226	234	242	249
1614-Stormwater - Open channels and drains - maintenance	0%	100%	250	290	297	305	314	391	388	373	127	131
1709-City-wide - Stormwater Condition Assessments	0%	100%	110	114	117	120	123	127	131	61	64	66
1710-City-wide - Stormwater Modelling, Consenting and Planning	0%	100%	140	145	198	204	209	215	222	230	237	245
1930-City-wide - Maintenance of Stormwater Treatment Devices	0%	0%	18	18	53	55	56	58	60	61	64	66
1976-City-wide – Stormwater - Operation and Maintenance of vested assets	0%	100%	-	-	-	-	-	-	-	-	-	14
2002-Stormwater Reticulation Network Maintenance	0%	100%	24	25	64	66	68	70	72	74	77	79
2003-Stormwater Pump Station Operation & Maintenance	0%	100%	24	25	25	26	27	28	29	30	31	31
TOTAL			**665**	**720**	**957**	**983**	**1,011**	**1,107**	**1,127**	**1,063**	**841**	**881**
Funded by Council (Rates and Borrowing)			665	720	957	983	1,011	1,107	1,127	1,063	841	881

Stormwater - Capital Renewal												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
20-City-wide - Stormwater Pump Station Renewals	0%	100%	225	176	499	305	213	115	119	123	127	131
1062-City-wide - Stormwater Network Renewal Works	0%	100%	650	642	637	654	673	692	714	738	763	787
TOTAL			**875**	**818**	**1,136**	**960**	**887**	**808**	**833**	**861**	**890**	**918**
Funded by Council (Rates and Borrowing)			875	818	1,136	960	887	808	833	861	890	918

Stormwater - Capital New												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
51-Urban Growth - Development Contributions - Stormwater	100%	0%	200	207	212	218	112	12	12	123	127	131
197-Urban Growth - NEIZ - Stormwater	100%	0%	1,300	1,087	-	-	-	-	-	-	-	-
1001-Urban Growth - Whakarongo - Stormwater	100%	0%	3,950	2,070	106	-	-	-	-	-	-	-

Stormwater - Capital New												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1060-City-wide - Stormwater Network Improvement Works	0%	100%	760	787	1,317	829	853	865	714	738	763	787
1065-Urban Growth - Kakatangiata - Stormwater	100%	0%	-	-	850	382	-	1,384	-	-	636	-
1284-C/fwd - Urban Growth - Whakarongo - Installation of Stormwater Systems	0%	100%	99	-	-	-	-	-	-	-	-	-
1372-City-wide Stormwater Pump Stations Improvement	0%	100%	480	497	499	371	281	358	-	-	127	-
1704-Urban Growth - Aokautere - Stormwater	100%	0%	-	362	-	-	449	-	-	430	-	-
1706-City-wide - Stormwater Network Resilience	0%	100%	130	223	175	-	-	-	-	-	-	-
1707-City-wide - Land purchase associated with streams and channels	0%	100%	-	207	-	-	224	-	-	246	-	-
1708-City-wide - Stormwater Flood Mitigation	0%	100%	143	564	1,036	1,097	224	83	5,125	-	-	-
2034-Urban Growth - Ashhurst - Stormwater	100%	0%	-	-	560	120	-	-	-	-	-	-
2035-Urban Growth - Napier Rd Extention - Stormwater	100%	0%	-	-	-	218	-	-	-	-	-	-
TOTAL			**7,062**	**6,003**	**4,755**	**3,235**	**2,143**	**2,702**	**5,851**	**1,537**	**1,653**	**918**
Funded by Council (Rates and Borrowing)			7,062	6,003	4,755	3,235	2,143	2,702	5,851	1,537	1,653	918

PALMERSTON NORTH CITY COUNCIL

GOAL 5: A Driven and Enabling Council - He Kaunihera ahunui, whakamana i te iwi

To achieve the Vision, we need a Council organisation that can deliver on all Council's strategic goals.

Target: Overall satisfaction with the Council's performance is 70% by 2031.

Paetae: Kia eke ki te 70% o te iwi whānui e whakaaro pai ana ki ngā mahi a te Kaunihera i mua i te tau 2031

(This is measured through the Residents' Survey)

One external Plan plans sits beneath this Goal and describes Council's activities for the first three years of the 2021-2031 10-Year Plan: **Good governance and active citizenship**.

This Goal also covers how the Chief Executive will deliver on the Council's vision through the Council organisation, including:

- Financial services
- Information Management
- Customer Services
- Human Resources.

PALMERSTON NORTH CITY COUNCIL

ITEM 6 - ATTACHMENT 1

Good Governance and Active Citizenship

Purpose of the Good Governance and Active Citizenship plan

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 10 Year Plan levels of service for this Plan and Activity 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

These levels of service are monitored through the following measures and targets:

Levels of service	Measures of Success (with results from 2019-20)	Targets Year 1 2021-22	Targets Year 2 2022-23	Targets Year 3 2023-24	Targets 4-10
Actively engage residents in decision-making and provide a range of opportunities for residents to engage with decision-making processes	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'. New measure. Opportunity to have a say: 44% satisfied, 42% neutral, 13% dissatisfied. Ease of having a say: 36%, 44%, 19% respectively 2020 Results	Narrative measure outlining satisfaction levels	Narrative measure outlining satisfaction levels	Narrative measure outlining satisfaction levels	Narrative measure outlining satisfaction levels

These are monitored every three months through the Quarterly Reports and through the Annual Report.

Council will also monitor the Plan through one-off measures that are reported annually though the City Dashboard, including:

- Engagement and consultation methods match the significance of the issue and the preferences and needs of interested and affected people
- 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
- 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

PALMERSTON NORTH CITY COUNCIL

ITEM 6 - ATTACHMENT 1

	Governance and Active Citizenship - Activity Financial Statements										
Budget	_	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
20	Councillor Meetings and Administration	10	10	11	11	11	11	12	12	12	12
1,160	Direction Setting	210	215	220	225	230	235	240	246	251	256
6	Elections	-	134	-	-	143	-	-	153	-	-
1,186	Total Revenue	220	360	231	236	385	246	252	411	263	269
	Expenses										
2,618	Councillor Meetings and Administration	2,343	2,317	2,375	2,541	2,490	2,527	2,696	2,636	2,675	2,857
6,399	Direction Setting	5,372	4,953	5,286	5,265	5,372	5,657	5,605	5,693	5,973	5,912
43	Elections	27	301	44	29	305	30	31	338	44	33
1,502	Mayoral and Chief Executive's Office	1,472	1,512	1,558	1,595	1,628	1,664	1,700	1,721	1,756	1,794
10,562	Total Expenses	9,214	9,083	9,263	9,431	9,795	9,879	10,032	10,386	10,448	10,595
9,376	**NET OPERATING COST OF ACTIVITY**	**8,994**	**8,723**	**9,032**	**9,195**	**9,411**	**9,632**	**9,780**	**9,976**	**10,185**	**10,326**
	Rating Requirement										
(3)	Less Depreciation	(3)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)
10	Plus Debt Repayment	19	8	8	8	8	8	9	9	9	9
9,383	**RATES REQUIREMENT**	**9,010**	**8,720**	**9,029**	**9,192**	**9,408**	**9,629**	**9,777**	**9,974**	**10,183**	**10,324**
	Capital Expenditure										
155	New	80	-	-	-	-	-	-	-	-	-
155	Total Capital Expenditure	80	-	-	-	-	-	-	-	-	-
	Funded By										

	Governance and Active Citizenship - Activity Financial Statements										
Budget	_	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
155	New Borrowing / (Repayment)	80	-	-	-	-	-	-	-	-	-
155	Total	80	-	-	-	-	-	-	-	-	-

Governance and Active Citizenship - Operational											
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1190-Smokefree Education	0%	100%	5	5	5	5	5	6	6	6	6	6
1911-Strategic monitoring	0%	100%	-	87	89	91	93	95	97	99	102	104
1922-Elections- Representation Review	0%	100%	-	15	16	-	-	-	-	12	12	-
1936-Funding for Section 17a Review	0%	100%	-	31	52	54	55	56	57	58	60	61
1949-Civic and Cultural Precinct Master Plan	0%	0%	250	-	-	-	-	-	-	-	-	-
TOTAL			**255**	**138**	**163**	**150**	**153**	**157**	**160**	**175**	**179**	**171**
Funded by Council (Rates and Borrowing)			255	138	163	150	153	157	160	175	179	171

Governance and Active Citizenship - Capital Renewal											
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
TOTAL			**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			-	-	-	-	-	-	-	-	-	-

Governance and Active Citizenship - Capital New											
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
2096-C/fwd - Improve participation in Council and Committee meetings	0%	100%	80	-	-	-	-	-	-	-	-	-

Governance and Active Citizenship - Capital New												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	Growth	LOS	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
TOTAL			**80**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Funded by Council (Rates and Borrowing)			80	-	-	-	-	-	-	-	-	-

	Organisational performance - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
260	Civic Administration Building	270	277	283	289	296	302	309	316	323	330
101	Financial Services	101	103	105	107	109	111	113	115	117	120
66	Print Synergy	30	30	31	32	32	33	34	35	35	36
427	Total Revenue	401	410	419	428	437	446	456	465	475	485
	Expenses										
235	Civic Administration Building	724	748	778	792	812	846	860	881	918	933
538	Financial Services	579	597	619	636	650	665	680	687	699	713
18	Human Resources	-	-	-	-	-	-	-	-	-	-
3,315	Information Services	2,180	2,621	2,323	3,460	245	178	118	144	104	77
33	Marketing & Communications	348	362	370	380	387	395	403	414	421	430
(78)	Print Synergy	266	287	303	355	372	381	389	425	439	462
4,061	Total Expenses	4,097	4,615	4,392	5,622	2,453	2,452	2,438	2,538	2,567	2,601
3,634	**NET OPERATING COST OF ACTIVITY**	**3,696**	**4,205**	**3,973**	**5,194**	**2,016**	**2,006**	**1,982**	**2,072**	**2,091**	**2,116**
	Rating Requirement										

	Organisational performance - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
(1,620)	Less Depreciation	(1,580)	(1,928)	(2,229)	(2,505)	(2,526)	(2,588)	(2,635)	(2,695)	(2,712)	(2,718)
(969)	Less Internal Rates Recovered	(987)	(1,014)	(1,039)	(1,063)	(1,089)	(1,115)	(1,143)	(1,171)	(1,200)	(1,230)
-	Less Transfers To/(From) Reserves	(2,824)	(2,857)	(1,979)	(2,442)	-	-	-	-	-	-
1,593	Plus Net Capital Renewal (3 Year Average)	2,055	1,901	1,651	1,665	1,608	1,570	1,425	1,342	1,401	1,319
190	Plus Debt Repayment	284	337	146	183	204	242	256	270	276	281
2,827	**RATES REQUIREMENT**	**645**	**645**	**524**	**1,031**	**212**	**114**	**(114)**	**(182)**	**(144)**	**(232)**
	Capital Expenditure										
2,009	Renewal	2,581	2,079	1,773	1,853	1,329	1,813	1,683	1,214	1,379	1,434
16	New	836	570	583	1,025	1,376	284	288	119	119	122
2,025	Total Capital Expenditure	3,418	2,649	2,356	2,878	2,705	2,097	1,971	1,333	1,499	1,556
	Funded By										
1,593	Rates	2,055	1,901	1,651	1,665	1,608	1,570	1,425	1,342	1,401	1,319
433	New Borrowing / (Repayment)	1,362	747	705	1,213	1,097	527	546	(9)	98	237
2,025	Total	3,418	2,649	2,356	2,878	2,705	2,097	1,971	1,333	1,499	1,556

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Organisational performance - Operational												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
225-PNCC Website Upgrade	0%	100%	-	-	-	236	-	-	-	257	-	-
1520-Digital Transformation	0%	100%	1,500	2,563	3,880	5,251	438	448	458	468	478	488
1572-Enterprise Resource Planning (ERP) System Replacement	0%	100%	420	1,846	393	402	411	420	429	438	448	458
1727-Property - Facilities Management Software	0%	100%	-	-	336	43	44	45	46	47	48	49
1929-Workforce Transformation	0%	100%	250	256	262	268	274	280	286	-	-	-
1990-CAB - Cleaning Budget Shortfall	0%	100%	86	88	90	92	94	96	98	100	102	104
2062-IT Infrastructure Improvements	0%	100%	50	15	16	16	16	17	17	18	18	18
2064-C/fwd - Enterprise Resource Planning (ERP) System Replacement	0%	100%	2,109	58	58	58	58	58	58	58	58	58
TOTAL			**4,415**	**4,826**	**5,034**	**6,366**	**1,335**	**1,363**	**1,392**	**1,386**	**1,152**	**1,176**
Funded by Council (Rates and Borrowing)			4,415	4,826	5,034	6,366	1,335	1,363	1,392	1,386	1,152	1,176

Organisational performance - Capital Renewal												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
53-Computer Replacement - Rolling Replacements	0%	100%	496	508	520	531	543	555	567	580	580	580
58-Network Additions and Upgrades	0%	100%	42	43	44	43	44	44	44	45	45	46
68-Aerial Photography	0%	100%	41	42	43	44	45	46	47	48	49	50
86-Property - Furniture Replacements	0%	100%	100	103	105	107	110	112	114	29	30	31
221-Print Synergy - Replacement of Print Synergy Machinery	0%	100%	35	10	42	11	11	11	12	12	12	12
272-Staff Cafeteria - Replacement of Equipment	0%	100%	6	6	6	6	6	7	7	7	6	6
281-CAB - Renewals	0%	100%	1,200	1,179	734	536	438	504	229	351	478	244
318-Telecommunications Replacement - Council Buildings	0%	100%	101	157	151	137	98	165	193	-	-	-
755-Replacement of Parking Enforcement Hand Helds and iPhones	0%	100%	56	-	-	60	-	-	-	-	-	-
784-Replacement of Council's Photocopiers/Printers	0%	100%	31	31	128	163	34	34	71	143	179	37
1672-C/fwd - Replacement of Council's Photocopiers/Printers	0%	100%	40	-	-	-	-	-	-	-	-	-

Organisational performance - Capital Renewal												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1673-C/fwd - Operational Property -Civic Administration Building - Refurbishments	0%	100%	36	-	-	-	-	-	-	-	-	-
1732-Depot - Hard Surfaces Renewals	0%	100%	200	-	-	214	-	336	400	-	-	427
2027-Video and Audio Equipment	0%	100%	8	-	-	-	-	-	-	-	-	-
2098-C/fwd - Computer Replacement - Rolling Replacements	0%	100%	191	-	-	-	-	-	-	-	-	-
TOTAL			**2,581**	**2,079**	**1,773**	**1,853**	**1,329**	**1,813**	**1,683**	**1,214**	**1,379**	**1,434**
Funded by Council (Rates and Borrowing)			2,581	2,079	1,773	1,853	1,329	1,813	1,683	1,214	1,379	1,434

Organisational performance - Capital New												
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
60-Information Management Strategic Plan Project - New Software Applications	0%	100%	106	109	111	114	116	116	117	119	119	122
1736-CAB - Rubbish and Recycling Compound	0%	100%	80	-	-	-	-	-	-	-	-	-
1826-CAB - Workplace Transformation	0%	100%	500	308	315	750	1,095	-	-	-	-	-
2047-Property - Furniture transformation	0%	100%	150	154	157	161	164	168	172	-	-	-
TOTAL			**836**	**570**	**583**	**1,025**	**1,376**	**284**	**288**	**119**	**119**	**122**
Funded by Council (Rates and Borrowing)			836	570	583	1,025	1,376	284	288	119	119	122

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	Strategic Investments - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
3,483	External Contracts	3,796	4,036	4,291	4,554	4,841	5,153	5,493	5,614	5,738	5,864
294	Investment Property	255	261	267	273	279	285	292	298	305	311
120	Investments	-	-	-	-	-	-	-	-	-	-
3,897	Total Revenue	4,051	4,298	4,558	4,828	5,120	5,438	5,785	5,912	6,042	6,175
	Expenses										
3,445	External Contracts	3,299	3,567	3,906	4,212	4,468	4,779	5,118	5,245	5,330	5,448
469	Investment Property	671	689	741	751	766	789	800	817	842	854
447	Investments	556	532	589	511	556	565	428	446	464	483
301	Investments in Companies (including Airport)	264	264	265	266	266	267	268	268	269	270
4,662	Total Expenses	4,791	5,053	5,501	5,740	6,057	6,400	6,613	6,775	6,905	7,054
765	**NET OPERATING COST OF ACTIVITY**	**740**	**755**	**942**	**912**	**936**	**961**	**828**	**863**	**863**	**879**
	Rating Requirement										
(1,561)	Less Depreciation	(1,542)	(1,555)	(1,561)	(1,614)	(1,669)	(1,722)	(1,768)	(1,803)	(1,848)	(1,849)
1,349	Plus Net Capital Renewal (3 Year Average)	2,564	2,822	2,916	3,272	3,356	3,047	3,243	3,468	3,474	2,910
99	Plus Debt Repayment	84	105	115	171	229	281	328	375	390	372
651	**RATES REQUIREMENT**	**1,845**	**2,128**	**2,412**	**2,740**	**2,853**	**2,567**	**2,632**	**2,904**	**2,880**	**2,313**
	Capital Expenditure										
1,743	Renewal	2,320	2,882	2,538	3,045	3,166	3,603	3,299	2,238	4,193	3,973
185	New	511	296	827	846	755	771	674	689	345	353

	Strategic Investments - Activity Financial Statements										
Budget		**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1,928	Total Capital Expenditure	2,831	3,179	3,365	3,891	3,921	4,375	3,973	2,927	4,538	4,326
	Funded By										
1,349	Rates	2,564	2,822	2,916	3,272	3,356	3,047	3,243	3,468	3,474	2,910
579	New Borrowing / (Repayment)	267	357	449	619	565	1,328	729	(541)	1,064	1,416
1,928	Total	2,831	3,179	3,365	3,891	3,921	4,375	3,973	2,927	4,538	4,326

Strategic Investments - Operational											
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1792-Parks Depot - Building Maintenance	0%	100%	20	21	50	51	53	54	55	56	57	59
1885-Asset Management Improvement Plan Task Programme	0%	100%	50	205	157	-	-	-	-	-	-	-
TOTAL			**70**	**226**	**208**	**51**	**53**	**54**	**55**	**56**	**57**	**59**
Funded by Council (Rates and Borrowing)			70	226	208	51	53	54	55	56	57	59

Strategic Investments - Capital Renewal											
			2021/22	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
80-Council Small Mobile Plant and Equipment - Replacement	0%	100%	225	231	236	241	246	252	257	263	269	275
85-Depot - Buildings and Structures Renewals	0%	100%	200	103	105	27	27	336	400	-	-	427
1753-Investment Properties - Building Renewals	0%	100%	25	384	26	241	246	28	46	23	24	49
1791-Parks Depot - Building Renewals	0%	100%	5	5	21	54	1	22	1	12	24	-
1879-Council's Plant and Vehicle - Replacements	0%	100%	1,793	1,929	1,914	2,370	2,311	2,736	2,474	1,419	2,795	3,094
1970-Gordon Kear Forest Culvert Replacements	0%	100%	25	26	26	27	27	28	29	29	30	31

Strategic Investments - Capital Renewal												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
2022-Property - Hard Surfaces Renewals	0%	100%	-	205	210	86	307	201	92	491	1,052	98
2093-C/fwd - Depot - Buildings and Structures Renewals	0%	100%	47	-	-	-	-	-	-	-	-	-
TOTAL			**2,320**	**2,882**	**2,538**	**3,045**	**3,166**	**3,603**	**3,299**	**2,238**	**4,193**	**3,973**
Funded by Council (Rates and Borrowing)			2,320	2,882	2,538	3,045	3,166	3,603	3,299	2,238	4,193	3,973

Strategic Investments - Capital New												
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
ID-Name	**Growth**	**LOS**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
99-New Vehicles and Plant to enable the delivery of improved Council services	0%	100%	393	296	303	310	317	324	331	338	345	353
1875-Fleet - Upgrade to Electric Vehicles - Capital New	0%	100%	-	-	524	536	438	448	343	351	-	-
1903-Garage - Workshop Safety and Operating Improvements	0%	100%	118	-	-	-	-	-	-	-	-	-
TOTAL			**511**	**296**	**827**	**846**	**755**	**771**	**674**	**689**	**345**	**353**
Funded by Council (Rates and Borrowing)			511	296	827	846	755	771	674	689	345	353

Council's Performance Framework and Rationale for KPIs

This is a new section in the 10 Year Plan. It meets paragraph 44 of PBE-FRS 48 standards. This will require Council to outline the rationale behind its selection, measurement and reporting of KPIs in the 10 Year Plan.

It does not come into effect until 2022/23 but Council is complying with it early as it relates to the KPIs that are set through the 10 Year Plan.

The overall purpose of Council's performance framework is to:

- allow residents to make a judgement on whether or not the Council action being measured is worth funding through rates or fees
- allow Council to take corrective actions if the expected results are not being achieved.

The 10 Year Plan pulls together Council's Strategies and Plans, and the 10 Year Plan Activities align with these Plans (Website link**). Hence Council's 10 Year Plan KPIs are part of its overall strategic monitoring framework. Performance measures in the 10 Year Plan are mostly process- and output-based as they are audited and can be more closely linked to Council actions. Measures in the Plans are more outcome-based and might be the result of more than just Council's actions. They might also be less frequently measured.

Council publicly reports and discusses the 10 Year Plan measures through Quarterly Reports to its Finance and Audit Committee. Residents need to look at these reports and Council's Plan monitoring through the City Dashboards to get a good overall understanding of how well Council is performing. The Residents' Survey also helps residents get a good picture of how Council is performing. The survey asks residents how satisfied they are with Council services – and some of these are used as KPIs in the 10 year Plan. It also gives a good overall picture of how typical residents view Council's leadership and governance.

Rationale for 10 Year Plan Measures.

The Department of Internal Affairs sets some mandatory KPIs that all Councils need to include in their 10 Year Plans. These are marked as "mandatory measures" in the 10 Year Plan.

Other KPIS were set through Council's Plans. This means they are integrated with Council's wider strategic direction and monitoring.

Many of Council KPIs are narrative measures. Narrative measures allow Council to tell residents a brief story combining qualitative and quantitative information that shows the difference that Council is making to their lives. Narrative measures are more useful than strict quantitative measures eg in the KPI about Council achieving *a decrease in per capita volume of waste sent to landfill*, Council could have simply used a quantitative measure on the tonnage of waste sent to landfill. Instead it has chosen to use a narrative measure that will show the tonnage and outline any trends and the key reasons for them.

Some of these narrative measures show the results from the Residents' Survey. Each year an independent research company (KeyResearch Ltd) surveys 400-500 Palmerston North residents over the age of 18 to get their views on the Council and its services. Residents are randomly selected from the Electoral Roll and are surveyed in quarterly batches

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(of 100-125 residents) to avoid the impact of one-off events. The KPI narrative focuses on satisfaction trends and the reasons behind these trends. Council does not use straight quantitative measures for the results because the margins of error around each result mean that unless there was least 7% points in difference between two results we could not be sure there is a statistically significant change in satisfaction levels (using 95% confidence levels).

Council has two KPIs that measure its performance in setting how well it processes building and resource consent applications within statutory frameworks. In setting targets for these measures the Council acknowledges that a small number of applications will not be processed in the statutory timeframes. This is because some complex consent issues cannot be resolved within these timeframes. Also consent applications come in peaks and troughs and, although the Council continually monitors resourcing needs and works with other Councils to help manage peak demands, it is not always possible to meet these peaks without over-resourcing for more normal demand.



Wāhanga 3
Section 3

Ngā Kōrero Ahumoni, Reiti Hoki
Financial and Rating Information

3

3

Here you can see what assumptions have been made in preparing the financial information. You'll also see details about the rating system.

- Financial Strategy 2021-2031
- 30 Year Infrastructure Strategy
- Financial Overview and Forecast Financial Statements
- Long-term Plan Disclosure Statement for Period Commencing 1 July 2021
- What We Provide and What it Costs the Average Residential Ratepayer
- Revenue and Financing Policy
- Significant Forecasting Assumptions
- Statement of Accounting Policies
- Rating System, Rates and Funding Impact Statements

Financial Strategy

2021-2031

1. Introduction

The Council is driven by a strategic approach to achieving outcomes that contribute to the its vision for Palmerston North **Small city benefits, big city ambition.** This Vision is supported by the following goals and related strategies:
Goal 1: An innovative and growing city
Goal 2: A creative and exciting city
Goal 3: Connected and safe communities
Goal 4: An eco-city
Goal 5: A driven and enabling Council

More detail about these in outlined in section 2 of the 10 Year Plan.

2. Purpose

The purpose of the Financial Strategy is to:

- facilitate prudent financial management by Council, by providing a guide against which to consider proposals for funding and expenditure
- provide a context for consulting on Council's proposals for funding and expenditure, by making their overall effects on services, rates, debt and investments transparent

[Note: This Financial Strategy is an integral component of the Council's 10 Year Plan. It should be read in conjunction with the Plan, which amplifies many aspects of the Strategy in relevant sections. The Strategy also links closely with the 30 Year Infrastructure Strategy.]

3. Approach

This strategy is structured in the following manner:

- Financial overview
- The current financial position of the Council
- Desired future financial position and challenges being faced
- Guiding financial management principles
- What this means for 2021-31 including debt and rates forecasts
- Appendices:
  - Growth assumptions
  - Cost of providing for growth
  - Looking after present infrastructure
  - Policy on giving security for borrowings
  - Financial investments

4. Financial overview

- Council has assets with a replacement value of about $2 billion that are big enough to cope with significant city growth.
- Council has been increasing its investment in asset management planning and is progressively obtaining better condition assessments of its infrastructure assets. This information has led the Council to conclude it needs to increase its investment in both asset maintenance and asset renewal.

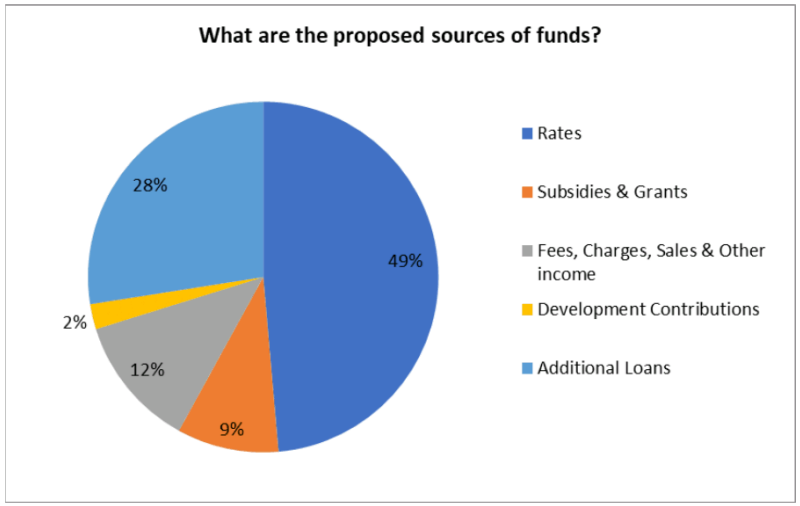
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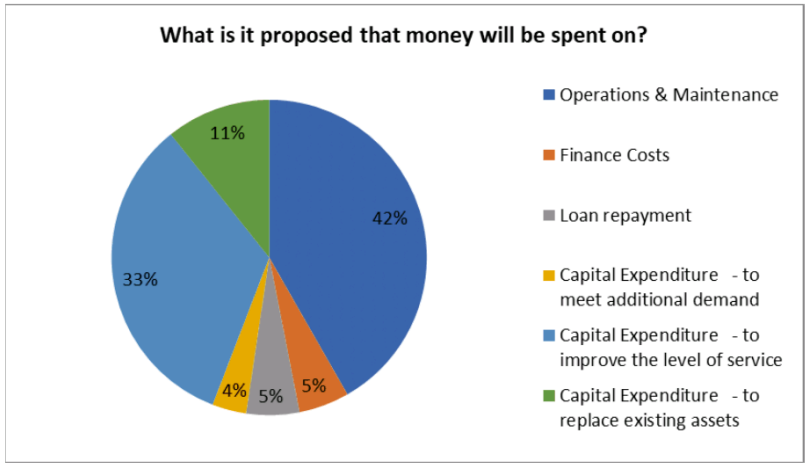
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- The Council's current debt levels are moderate for a regional New Zealand city (especially given the range and quality of services provided).
- Rates levels are comparable with other districts of our size.
- Council is planning for medium population and household growth as forecast by Infometrics plus a margin as required by the National Policy Statement for Urban Development.
- The City has adequate appropriately zoned land or land identified for rezoning to cope with the first 10 years of growth.
- Council believes it needs to invest in new and better catalyst projects to meet its Vision and Goals for the City.
- The requirement to update the City's wastewater treatment and disposal system (Nature Calls) provides the greatest single challenge to long-term financial sustainability of the Council. At the present time it has been assumed that an acceptable option can be obtained for $391.7 million ($350 million plus inflation) but there is a high level of risk it could be more or less than this.
- In order to fund existing Council services and key projects being proposed in the 10 Year Plan, including new capital expenditure of $1,179 million, Council's rates and debt levels will need to increase – rates increasing from $101 million in 2020/21 to $191 million in 2030/31 and debt increasing from a forecast $164 million to $883 million.
- These projected levels of debt would mean Council's own prudent borrowing ratios would be significantly exceeded and it is highly unlikely lenders will be prepared to lend to the Council in such circumstances.
- The government is proposing major reform which would include the transfer of 3 waters functions (or at least water and wastewater) to a small number of regional water entities within the next three years. Like all Councils our Council is required to plan on the assumption this change will not occur. However, the forecast borrowing required for the Nature Calls project is such as significant component of the Council's debt projections that the Council is not in a position to develop a credible, sustainable long-term financial strategy.
- It is proposed that once there is more certainty about the 3 waters proposals and the favoured option for the Nature Calls project an updated strategy will be prepared.
- Based on these assumptions total rates will need to increase by 8.2%[1] in 2021/22, 8.1% in 2022/23, 8.3% in 2023/24, 9.5% in 2024/25, 11.7% in 2025/26 and increases of between 2.6% and 5.9% in each of the following five years.

[1] The Council proposes to fund a central city Palmy BID group and to set targeted rates to collect the $250k plus GST to fund the programme. Including this new programme means total rates income for 2021/22 will increase by 8.2% over the budget for 2020/21. Excluding it the increase would be 8%.

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5. Current Financial Position of the Council

The Council provides the full range of territorial local government services to its community. It has believed it to be important to fund new infrastructure and facilities just in advance of when required as a means of providing for and encouraging city growth. As a significant regional centre it has invested in community facilities to serve the wider region. From a policy perspective it has committed to maintaining and renewing those assets in a prudent manner.

With assets of about $2 billion and debt projected to be $164m as at 1 July 2021 the Council is conservatively geared. It has a S&P Global AA credit rating enabling it to borrow at the best rates available to local government and is currently operating well within its own prudent debt ratios and those of the NZ Local Government Funding Agency. The Council has been prepared to set rates and fees and charges at levels necessary to fund the delivery of these services and facilities and currently these rates and charges are comparable with other like Councils.

The key elements of the financial strategy underpinning this have been:

- to ensure the Council's long-term financial position is sustainable
- to recognise inter-generational funding requirements
- to manage debt within defined levels
- to maintain the infrastructure provided for the City by previous generations, for the use by current and future generations
- to ensure financial capacity for future generations so they are able to fund high-priority programmes
- timely provision of new infrastructure that builds capacity and enables the City to harness new development opportunities while avoiding the financial risks associated with over provision.
- In developing this strategy, the Council has focused on:
- what needs to be done to ensure the City's infrastructure

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can continue to provide desired levels of service and meet any growth in demand
- what level of rates is required to meet the infrastructure needs
- how to create sufficient borrowing 'capacity' to cope with future high-priority programmes.

As a result, the approach has been to:
- encourage staff to provide innovative and efficient delivery of services
- commit to funding capital renewals at the levels required to maintain assets
- challenge expenditure proposals to ensure they are aligned to key Council Strategies, that the proposed timing is realistic and that they are capable of being delivered
- peer-review capital expenditure budgets to ensure they are adequate in the current challenging contracting market
- make sure the expenditure required for growth is committed soon enough to enable the City to harness development opportunities, but not too far ahead of when the infrastructure will actually be required.

6. Desired Future Financial Position and Challenges being faced

Council's broad desire is to maintain the financial strategy that has served it well, the key elements of which are outlined above.

However, in determining the way forward the Council faces a number of challenges which make developing a sustainable financial strategy more difficult than usual. Most of them introduce a very high level of uncertainty to the planning process. They include:

6.1 Recognition of underinvestment in costs of maintaining services and assets

With an increasing investment in asset management planning more information is becoming available about the condition of the Council's assets although there is considerable further investment required to obtain a full picture of this. This has led the Council to understand that for a number of activities (especially roading, property, three waters and information management) there is a need to increase funding for maintenance and renewal.

6.2 Uncertainty about the level of funding required for the Nature Calls (wastewater treatment and disposal upgrade) project

Although this is not a new issue the Council is committed to determining a best practicable option for wastewater treatment and disposal by June 2021 and to lodge a resource consent application by June 2022. Capital expenditure (assumed to be $350 million plus inflation) is scheduled for 2023-2027 and significantly impacts on the Council's projected financial position, in particular the level of borrowing required.

6.3 The nature and timing of proposed water reforms

In a three-year programme to reform local government three waters service delivery arrangements to improve service delivery outcomes, the government is proposing they are managed by a small number of multi-region entities instead. At this point, the Council has agreed to consider the proposal and, as a result, has been granted $9.4m of central government funding to bring forward some critical renewals and advance key water and wastewater resilience projects. The timing and design of these reforms is not clear. Due to this uncertainty Councils preparing their 2021 10 Year Plans are assuming the status quo. As the Nature Calls project is such a significant component of the Council's planned overall capital expenditure programme whether or not it

is ultimately the responsibility of the Council to deliver it has a real and significant impact on the credibility of the financial strategy.

6.4 The impact of Covid-19

Recognising a potential loss in income from a range of services and that there may be many in the community with uncertain income as a consequence of Covid-19 the Council decided to reduce its budgeted operating expenditure for 2020/21 and to increase rates by 1.95%, rather than the 4.4% increase originally proposed. This means that for a number of the Council's activities there is a catchup required for operating expenses budgets. The 10 Year Plan has been prepared on the assumption that there will not be a repeat of the nationwide lockdown and that supply channels for goods and services will remain open. There are increasing examples of worldwide disruptions to these channels and as a consequence goods are either unavailable when required or if they are available the cost (especially the transport component) will have increased significantly.

6.5 Climate change

Council's previous plans have recognised the climate is changing and has incorporated design solutions to cope with this especially for the stormwater activity. Most significantly is the likelihood of a higher frequency of heavy rainfall events which would increase both nuisance surface water ponding and flood events. Council has set its own greenhouse emission reduction targets and is aware the government will also be imposing a number of new requirements that will likely impact on transport and other city infrastructure.

6.6 Earthquake-prone buildings

More of the Council's buildings than previously assuming have now been assessed as earthquake prone. Although the remediation can be staged over 15 years the potential cost ($150 million plus) is significant. Whilst they remain assessed as earthquake prone it is not possible to obtain re-instatement insurance cover meaning the Council is exposed to significantly more risk for many of its major buildings.

6.7 Sustainable city growth

The City is projected to grow more significantly than previously assumed placing pressure on the Council to invest in infrastructure to enable and service that growth. Not only is this impacting on housing supply and affordability for city residents but a number of major government, residential and commercial projects throughout the Manawatu is stretching contractor resources and putting upward pressure on contract prices and ability to deliver.

7. Key forecasting assumptions

Council has made a number of significant forecasting assumptions in preparing its 10 Year Plan. These are contained in section 3 of the Plan.

These assumptions range from global issues such as the worldwide pandemic and climate change, to national issues such as the magnitude and frequency of natural disasters or the level of external funding available from agencies (in particular, the Waka Kotahi New Zealand Transport Agency) or inflation rates, to more local issues such as the conditions for resource consents (for stormwater and wastewater discharges).

Although Council believes it has made prudent assumptions in each case, there is a high level of uncertainty surrounding some assumptions. In most cases the Council has some flexibility to cope with changing circumstances. Depending on the issue, Council's response could involve reducing maintenance for a short period, postponing scheduled capital renewals, postponing new capital development or using any 'headroom' in the Council's borrowing capacity.

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8. Guiding financial management principles

8.1 Equity between generations

Council will manage its financial operations and position in a responsible way, in the best interests of current and future generations of City residents.

This means trying to ensure the current generation pays a fair share of the costs of the City's services and facilities and that future generations are given a sound foundation to be able to address challenges and grasp new opportunities for the City.

It also means operating within a framework that assesses and tries to mitigate major risks and always strives to obtain value for money.

8.2 Levels of service, priorities and funding levels

The Council will review the levels of service to be provided within each activity at least every three years, and assets will be maintained to the standard needed to deliver the agreed levels of service.

Asset management plans will be maintained for all facilities and infrastructure, and these will contain information about asset condition and performance and any renewals required to keep them to the required standard.

A robust framework will be used to determine what expenditure should be undertaken. This framework includes:

- ensuring the expenditure will contribute to the Council's Vision for the future, including levels of service
- assessing the whole cost of any capital development over its expected life
- considering options for achieving the desired outcome.

The level of new capital expenditure that is considered sustainable will be governed by Council's ability to service and repay debt. This will be assessed against a series of prudent guidelines, which are outlined in section 9.5 of this Financial Strategy.

Council will set fees, charges and rates at levels that are sufficient to balance the Council's budget over the medium term.

The Council will aim to ensure that the total rates set each year are sufficient to cover net annual operating expenses (excluding depreciation). In addition they will cover the projected three-year rolling average cost of renewals and a contribution towards repaying debt over the effective life of the assets (to a maximum of 30 years) funded from the borrowing.

8.3 Funding and financial policies

Grants, subsidies and capital contributions will be actively sought to minimise the impact of increased capital expenditure on City ratepayers.

The spending needed to service City growth will be funded by development contributions set according to the Development Contributions Policy.

Council may borrow to fund capital expenditure in the following circumstances:

- as an interim measure before development contributions for growth-related expenditure are received
- to spread the costs of major developments over the generations who will ultimately benefit
- to smooth the effects of capital expenditure
- where programmes will provide a positive net present value.

Council may also borrow in limited instances to fund operating expenses and then spread the cost over the period of the expected benefit – usually five to seven years. This is particularly the case for significant enterprise wide information management systems.

Council will operate a corporate treasury function that will allocate the costs of servicing and repaying borrowings over the activities funded from borrowing. Renewals will be funded from subsidies and grants, rates revenue and, in certain circumstances (on an interim basis), from borrowing.

To foster the sense of a single community, Council will operate a common system of charging for services throughout the City.

To ensure all residents contribute to the cost of providing City services, charges will be set on a beneficiary-pays basis where practicable, with the rationale for each activity set out in the Revenue and Financing Policy.

To enable ratepayers to plan with certainty, Council will operate a stable, easily understood method of setting rates. The Council will aim to set rates in a way that is fair and equitable for all ratepayers and classes of ratepayer, and that is consistent with Council's strategic and district planning objectives.

9. What this means for 2021-31

9.1 Levels of service

The aim is to maintain the current services as a minimum. New environmental and building standards, changed expectations regarding modes of transport and forms of leisure, climate change and a range of other factors outlined in the Infrastructure Strategy led to pressure to improve levels of service for a number of activities. It has also been recognised that in a number of areas additional funding needs to be committed to ensure assets and service levels are properly maintained. The 10 Year Plan includes progressively increased levels of funding to bridge this gap. Council believes that, subject to the significant forecasting assumptions, there will be sufficient revenue to fund the levels of service outlined. More information about each activity is provided in section 2 of this 10 Year Plan.

9.2 Asset condition

Council has assets with a replacement value of more than $1.8 billion (mainly infrastructure like roads and pipe networks). It is committed to maintaining and renewing these in a responsible way so that they do not become run down. Most of the infrastructure is assumed to be in good condition, with much of it in the early to mid-point phase of its life cycle. Additional focus is now being placed on obtaining better information about asset condition and utilising that information to plan asset maintenance and renewal in a more cost-effective way.

9.3 Sustainability of long-term funding

As many the City's key assets, particularly its infrastructure, are in the early to middle of their life cycles, the peak for capital renewal expenditure is not expected for another 30 to 50 years, depending on the activity. It has been recognised that through a better understanding of asset condition the Council is facing increased renewals costs especially for roading, property, three waters and information management. The 10 Year Plan includes provision for a significant increase in renewal funding in the early years.

Council's present approach is to fund the net cost of capital renewals from rates. The amount funded from rates in each year is calculated using a formula that averages the expected renewal expenditure in the current and next two years. Over the 10-year period of the Plan, forecast capital renewal expenditure totals $342 million and it is

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assumed that $46 million of this will be funded from external subsidies and grants, leaving a net sum of $296 million to be funded from rates. The Council's rolling average calculation formula achieves this aim.

The Council believes that, based on its current asset information, the amounts sought from current ratepayers are appropriate.

The present funding arrangements are adequate to meet forecast costs for now, but Council recognises that in the longer-term additional revenue will be needed to fund a higher level of renewal. One of the big challenges for the future is deciding which generations should bear the cost of the increased level of renewals. This will be considered in more detail at each three-yearly review of the 10 Year Plan.

9.4 Level of capital development

As outlined in section 3, the Plan assumes there will be significant City growth over the 10 years and that the Council will need to provide infrastructure to support this. Council does not wish to constrain desirable City growth through a lack of key infrastructure, but in order to make the Plan affordable, future commitments will need to be reviewed regularly to ensure the proposed investment continues to support the Vision and Goals and is financially sustainable.
The largest single programme impacting on the Council's financial position is the requirement to upgrade the City's wastewater treatment and disposal system. More information about this is outlined in the Infrastructure Strategy and the Significant Forecasting Assumptions. In summary:

Council's resource consent to discharge treated wastewater from the treatment plant into the Manawatū River is due to expire in 2028. As part of the new consent process a review of the wastewater treatment and disposal options needs to be completed shortly and the new consent application lodged by June 2022. A process is under way to further refine the shortlisted options before there is further community consultation. Ultimately the Council will need to balance regulatory compliance requirements with community expectations and Council's ability to pay.

For the purposes of the 10 Year Plan the following budgetary provisions have been made:

- $5.9 million to complete the options analysis and obtain the consent
- $392 million ($350 million plus inflation) between 2023 and 2027 to undertake the capital upgrades.

The amount of this provision does not signal that a particular option has yet been determined.

The 10 Year Plan assumes there will be total capital expenditure of $1,521 million over the 10-year period comprising $342 million for capital renewals and $1,179 million for new capital works.

9.5 Level of debt

Council needs to borrow to fund major new capital developments in the same way individuals do when they need a new home or car. To help decide the maximum level of borrowing that is sustainable, the Council has adopted the following policy limits (based on Council's core financial statements):

BORROWING LIMITS	POLICY MAXIMUM	FORECAST LEVEL AT 30 JUNE	FORECAST MAXIMUM DURING 10	FORECAST LEVEL AT 30 JUNE 2031
Net external debt as a percentage of total assets	<20%	10.8%	29.2%	27.8%
Net external debt as a percentage of total revenue	<200%	147%	399%	371%
Net interest as a percentage of total revenue	<15%	3.5%	10.7%	10.4%
Net interest as a percentage of annual rates income	<20%	4.7%	13.4%	13.0%
Liquidity	>110%	>110%	>110%	>110%

Total revenue is defined as income from rates, grants and subsidies, user charges, interest, dividends, financial and other revenue, and excludes mark to market gains/losses on financial instruments, revaluations of assets and grants or development contributions for capital programmes.

Net external debt is defined as total external debt less liquid financial assets and liquid investments.

Net interest is defined as all interest and financing costs (on external debt) less interest income for the relevant period.

Liquid financial assets are defined as overnight cash deposits, wholesale/retail bank term deposits no greater than 30 days and bank-issued RCDs less than 181 days.

Annual rates income is defined as the total revenue from any funding mechanism authorised by the Local Government (Rating) Act 2002 (including metered water charges).

Liquidity is defined as external debt plus committed, unutilised bank facilities plus investments divided by external debt.

The policy maximum for the net external debt as a percentage of total revenue ratio is 200%. This is less than the 280% level that has been set by the NZ Local Government Funding Agency for Council's with credit ratings but in the normal course of events is considered appropriate to enable Council to borrow the projected amounts needed for the proposed capital development programme.

However as demonstrated above the Council's projected borrowing requirements (including the amount assumed for the Nature Calls wastewater project) of $392 million mean this ratio is projected to be exceeded from 2024/25 onward.

At these levels it is highly likely the Council's credit rating would be lowered and funding agencies would not be prepared to lend the sums required.

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The Council believes it has little option but to adopt the proposed 10 Year Plan and forecasts and in doing so recognises that in the longer term in is not financially sustainable under current ownership and funding arrangements.

Given the uncertainty of the forecast costs (especially in relation to Nature Calls), and the future structure for the management of the three waters Council has determined that for the time being the forecast programme of capital development and consequential borrowing requirements are appropriate.

Once these two key uncertainties are determined the Council will be in a better position to consider planning for the longer term. An updated 10 Year Plan will be prepared at that time, possibly in advance of the next scheduled update in 2024.

Budgets have assumed that as new loans are raised, provision will be made to repay them (on a table mortgage basis) over the average life (with a maximum of 30 years) of the asset being funded.

In recent years, the Council has generated operating surpluses (due in part to delays to the capital expenditure programme and the resulting savings in interest costs). As a matter of policy, Council has used these savings to repay debt early and to substitute for new debt.

Council's 2018-28 10 Year Plan recognised that it needed to repay more debt in the short term to leave financial capacity to borrow for essential works in the future (in particular, the expected upgrades to the wastewater treatment plant). Provision was made for accelerated debt repayments totalling $49.8 million over the seven years from 2021/22.

These accelerated debt repayment provisions have now been removed from the budgets in the 2021-31 10 Year Plan.

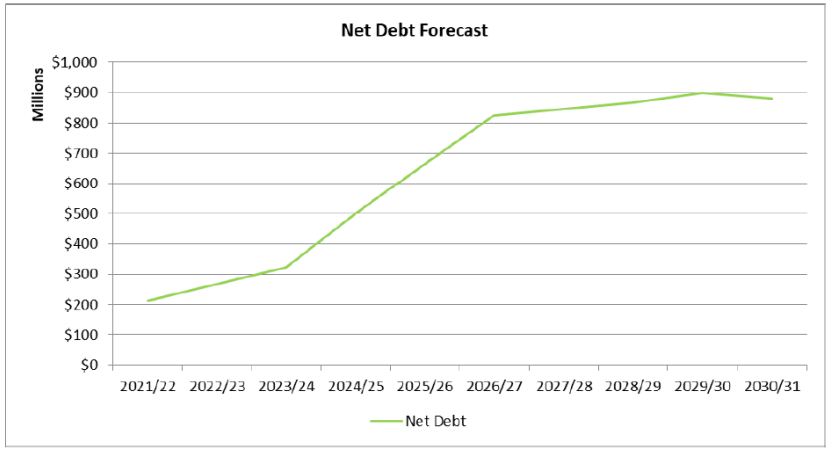
The combination of the debt repayment for present debt and the additional debt needed to fund new capital items means the following movements in the Council's debt levels are forecast over the 10-year period:

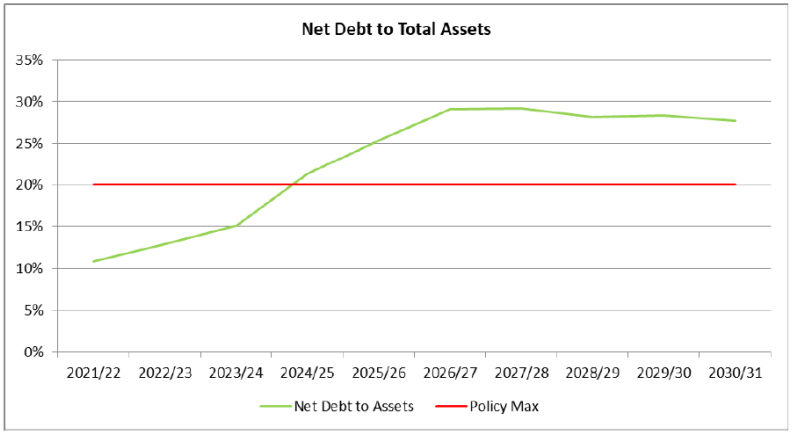
Forecast movement in debt($m)	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Total
Planned expenditure on new capital items	67.5	74.2	95.4	222.1	213.7	208.0	81.4	88.7	98.7	29.3	1,179.0
less external subsidies and grants	(9.4)	(10.9)	(18.3)	(25.4)	(23.9)	(20.6)	(26.0)	(27.3)	(27.0)	(7.8)	(196.7)
less development contributions	(2.1)	(2.6)	(3.2)	(5.3)	(7.5)	(9.9)	(10.2)	(10.4)	(10.9)	(11.0)	(73.1)
Additional debt required to fund new capital programmes	55.9	60.7	73.8	191.4	182.4	177.5	45.2	50.9	60.8	10.4	909.1
less debt repayment funded from rates	(5.4)	(6.7)	(8.2)	(10.1)	(14.9)	(19.5)	(24.1)	(26.1)	(28.1)	(30.4)	(173.5)
less net proceeds of Residential Subdivision	(2.7)	(2.8)	(7.8)	(7.5)	0.0	0.0	0.0	0.0	0.0	0.0	(20.8)
plus operating expenditure spread over life of investment	1.0	3.2	2.3	2.8	(2.1)	(2.0)	(1.5)	(1.2)	(0.9)	(0.3)	1.2
plus short term funding for capital renewals in advance of funding from rates	0.4	(1.1)	(2.7)	2.3	1.7	1.5	1.1	(2.5)	(0.1)	2.8	3.3
Additional debt required	49.2	53.3	57.4	178.8	167.2	157.5	20.6	21.2	31.7	(17.4)	719.4

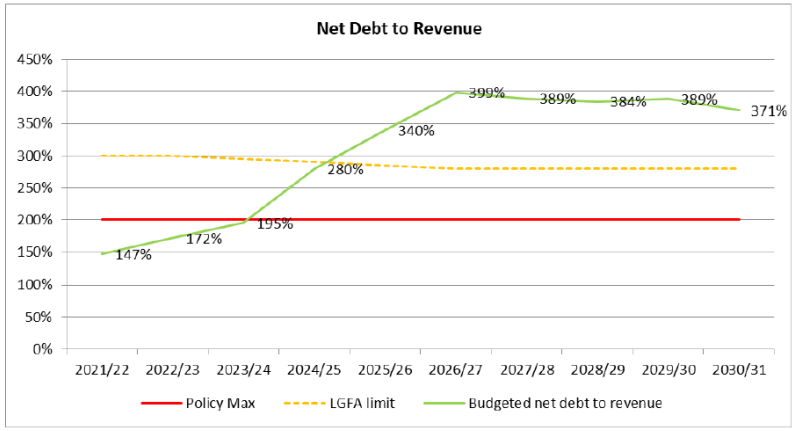
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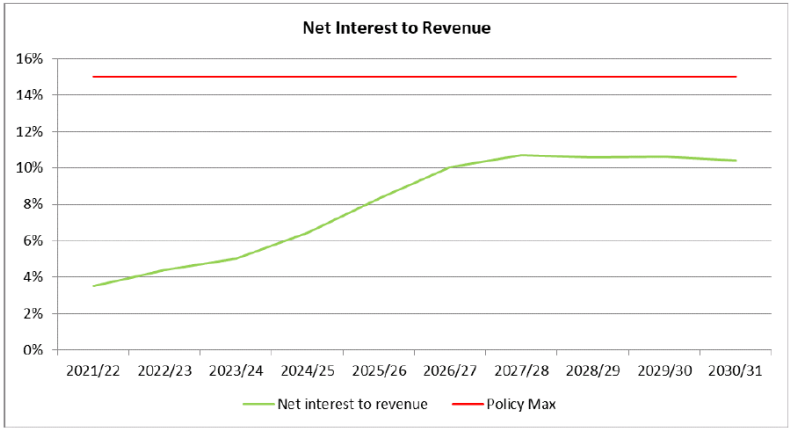
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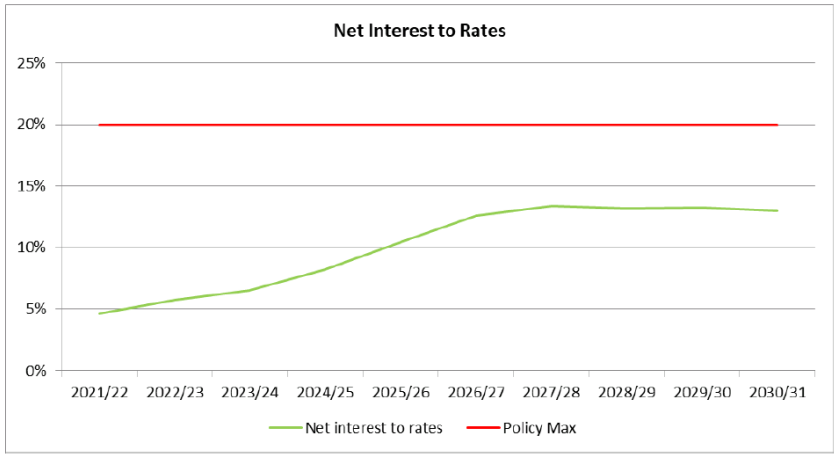
These movements result in Council's total debt increasing from $164 million to $883 million, as shown in the following graph:











9.6 Fees and charges for services

Council has developed policies for the proportion of costs of each activity to be paid by direct users of the service and by ratepayers. Where it is practical to identify the user, then the user will generally be expected to pay (for example, owners or developers pay for resource consents). In some cases, a subsidy from ratepayers is considered desirable so that a facility is affordable to all (for example, swimming pool entry charges do not cover the full cost). Some activities (such as civil defence) are funded entirely from rates because they benefit everyone.

Fees and charges will continue to be set at levels that are sufficient to fund the changing cost of services.

9.7 Rates

Rates will have to increase to fund the activities in the Plan.

The desire to keep rates increases as low as possible has to be balanced with the need to fund the maintenance and renewal of key City infrastructure. The need to plan for a higher level of debt repayment to be able to service debt from future high-priority capital programmes also has to be considered.

Over the 10-year period, Council aims to limit rates as follows:

- Total rates[2] will increase by no more than the Local Government Cost Index (LGCI)[3]:
  - Plus additional rates obtained from growth[4] in the rating base
  - plus 3% (to fund costs of higher standards and new services)
  - plus increase in funding required for asset renewal[5]

The proposed increases in total rates each year are shown in the following graph:

2 Total rates excludes rates on Council properties but includes metered water revenue.

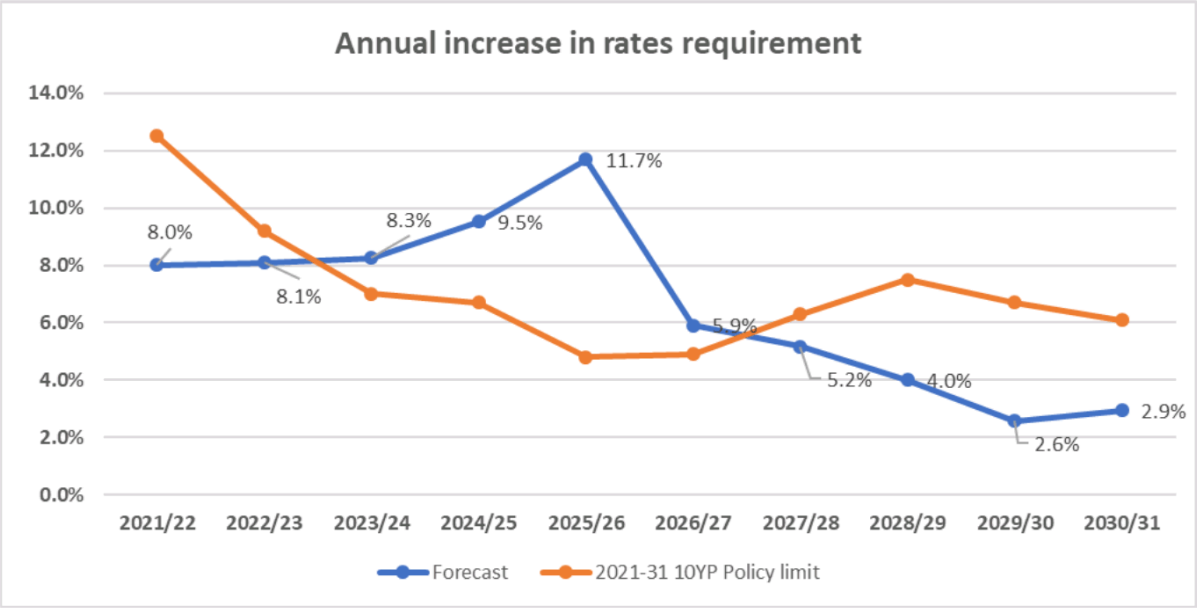
3 LGCI is an overall cost index developed by Business and Economic Research Limited (BERL) for local authorities. It is based on the cost structures of local authorities and includes operating expenditure and capital expenditure variables. The forecast LGCI published by BERL in September 2020 was used in this Plan.

[4] Assumed to be 0.4% each year

[5] Assumed to be 5.4% for 2021/22 & 2.9% for 2022/23

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At this stage, the 10 Year Plan does not achieve the policy aims for some years. To meet its Vision and Goals for the City, the Council believes rates need to increase by more than its target limit at least in the short term, and then again when the full impact of the proposed wastewater system upgrade takes effect. The actual increase each year will be determined in the light of updated circumstances and the development of each Annual Plan.

Rates are made up of two parts, a fixed component that is the same for each property and a variable component based on the land value. For 2021/22, the fixed part ($1,299 for residential properties) is proposed to be made up of the following:

CHARGE TYPE	CHARGE	WHAT IT PAYS FOR
Water	$307	The cost of providing water
Wastewater	$296	The cost of treating and disposing of wastewater
Kerbside Recycling	$130	The cost of kerbside recycling
Rubbish & Public Recycling	$66	General rubbish and recycling costs, including transfer stations, cleaning up fly tipping, community education
General	$500	Contributes to paying for all other Council services and helps ensure all properties contribute a more equal share of cost rather than it all being based on the land value

The portion which is based on the land value is charged as a rate in the dollar which depends on how the property is used. Commercial property is charged at a higher rate than residential property. Residential property is charged at a higher rate than rural/semi-serviced property.

Council is legally required to obtain updated rating valuations at least every three years. The values from 2018 will be used again in 2021/22 and the new values obtained in 2021 will be used for the three years from 2022/23.

More details about the rating system are shown in section 3 of this 10 Year Plan.

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Appendix One

Palmerston North now and over the next 10 years

Strategically located in the central southern North Island, the City is ideally located as a hub for a wide range of activities, including commercial, education, health, defence, logistics and recreational activities. This location, together with the strength of the surrounding agricultural sector, has enabled the City to grow at a steady pace over the last decade. The City is the major economic hub for the ManawatŪ–Whanganui region.

Since 2006, the population has grown at an average rate of 0.8% a year and has accelerated over the last three years to 1.2% a year. At June 2020, Palmerston North's population was estimated to be 90,400.

The Council has adopted medium growth population and household projections from Infometrics plus the additional margins required by the National Policy Statement for Urban Development. They are higher than the high growth assumptions made in the previous 10 Year Plan and assume the population will grow at an average annual rate of 1.1% from 2021 to 2031 (1,089 people a year) and that the number of households will increase by 1.4% (504) annually over the same period.

Projected growth in the economy will lead to more industrial, commercial and residential development, all of which require additional infrastructural capacity. Council's main role is to make sure land and infrastructure are available to accommodate growth and provide market choice, while responding to changing demographics. Council continues its focus on ensuring the district planning framework clearly shows where future growth of the City should occur, how basic infrastructure will be provided and how it will be funded. Recent District Plan updates enable a wider range of housing choice in urban areas, with more intensive development making use of existing infrastructure.

Strong housing growth has occurred in the past three years. Growth in land values has made intensification more attractive for landowners and greenfield capacity has been consumed quickly. This is driving the need to bring forward long-term growth options to satisfy short and medium term demand. Significant capacity is proposed to be rezoned and serviced over the first three years of the 10 Year Plan. More detail about this can be found in the Infrastructure Strategy.

The 10 Year Plan makes provision for network and community infrastructure at Whakarongo to support new greenfield housing, and for developing Council-owned land (Tamakuku Terrace) in the area. Provision has been made for servicing land in the first stage (Kikiwhenua) of Kakatangiata (formerly known as City West).

Limited greenfields capacity remains in Aokautere and there are other greenfields pockets that can be developed without the need for substantial infrastructure.

Adequate land is available for office and retail activities in the central city and nearby business zones, with industrial development capacity in the City's north-east and at Longburn. KiwiRail has lodged a notice of requirement with the Council, seeking to designation land in the north east industrial area as a rail hub. The proposed development will not draw significant demand on water and wastewater infrastructure but will have a significant impact on transport infrastructure in the area and will place greater emphasis on the need for a regional freight ring road.

Owners of private infrastructure at Longburn are assessing options to upgrade it to the standards necessary for it to be vested in the Council. This may involve the Council undertaking some works itself to enable development and seek to recoup costs through development contributions or some other means.

The City has a uniquely diverse community, with a prominent defence workforce, large numbers of young and transient tertiary students, and a strong connection to the wider Manawatū area. The population is relatively young, with a median age of 34.2. This is 3.2 years younger than the national median age. The fastest growing group is people aged over 65.
Palmerston North is also becoming increasingly ethnically diverse. Along with the City's changing age and ethnic profile, there has been a change in household composition. More than 60% of households are made up of only one family, and a quarter of all households have only one member. The changing nature of the community needs to be considered when determining infrastructure investment.

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Appendix Two

The costs of providing for growth

As a consequence of anticipated growth in population and changes in land use, Council will incur significant new capital expenditure and operating costs. For each activity, the 10 Year Plan identifies the specific capital expenditure programmes it is anticipating will be required. Any operating costs associated with the programmes are incorporated in the operating budgets. These are summarised in the following table:

ACTIVITY GROUP	GROWTH-RELATED CAPITAL EXPENDITURE FOR 10 YEARS (EXCLUDING RENEWALS) ($000)	ADDITIONAL OPERATING COSTS ASSOCIATED WITH GROWTH-RELATED EXPENDITURE (INCLUDES DEPRECIATION & INTEREST ON BORROWING) ($000)
Connected & Safe Community	1,934	219
Creative & Exciting City	14,091	8,205
Eco-City	3,183	2,326
Stormwater	15,258	7,624
Transport	72,907	17,170
Wastewater	84,865	40,613
Water	28,684	9,569
TOTAL	**$220,923**	**$85,726**

The Council's Revenue and Financing Policy outlines how expenditure and operating costs are to be funded for each activity. The Development Contributions Policy outlines how capital expenditure incurred for growth-related network and community infrastructure will be funded, and what proportion of the costs will be funded from development contributions assessed on development. It has been assumed that growth-related capital expenditure will amount to $217 million over the 10-year period and that revenue from development contributions will amount to $73 million over that time. The Council will try not to commit expenditure for growth too far in advance of when the infrastructure is needed. The level of development contribution revenue received will depend on the actual timing of development. The revenue forecast represents our best assessment of timing for the associated growth, and is consistent with our overall growth forecasts.

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Appendix Three

Looking after existing infrastructure

In fulfilling its responsibilities as a local authority, Council is legally required to provide residents with the key components of a city's infrastructure. The level of service in each case depends on a combination of factors, including Council's assessment of what the community wants and is prepared to pay for, the standards imposed by law, and resource consent conditions.

The Council's assessment of what the community wants is determined in a number of ways, including feedback from the 10 Year Plan and Annual Plan processes, obtaining residents' views and consulting from time to time about specific issues.

To help plan and manage its large investment in City infrastructure, Council has an overall 30 Year Infrastructure Strategy and detailed asset management plans for each activity that are continuously reviewed and updated at least each three years. Once the Council has committed to deliver a particular level of service for an activity, it must ensure that assets are appropriately maintained and renewed and that sufficient funding is available for this to occur.

The 10 Year Plan incorporates the following provisions for renewal of network infrastructure:

	TOTAL CAPITAL RENEWAL EXPENDITURE FOR 10 YEARS ($000)
Eco-City	8,568
Stormwater	8,985
Transport	88,642
Wastewater	54,194
Water Supply	49,561
TOTAL	**$209,950**

As part of the Council's Funding Policy, capital renewal expenditure is drawn directly from rates. The amount funded from rates in each year is currently calculated using a formula that averages the expected renewals expenditure in the current and next two years. Capital renewal expenditure is determined from Council's Asset Management Plans. Council reviews longer-term capital renewal expenditure to assess whether the three-year average capital renewal funding is sustainable over the following 20 years. The forecast average level of renewals to be funded from rates will increase from $20 million in 2020/21 to approximately $25 million in 2021/22, $29 million in 2022/23, $30 million in 2023/24 and between $28 million and $31 million each year after that. This increase will impact on the total rates requirement and place restraints on other expenditure if Council is to live within its guidelines for the maximum percentage increase in total rates.

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Appendix Four

Policy on giving securities for borrowing

The security for Council debt will be the ability to levy rates. The Council will use Debenture Trust Deed security documents and appoint a professional trustee.

Council will undertake a portion of its borrowing through the New Zealand Local Government Funding Agency, and has provided guarantees to the Agency and cross-guarantees in favour of other local authorities who borrow through the Agency.

In unusual circumstances, with prior Council approval, a specific charge may be given over one or more Council assets. Physical assets will be pledged only when:

- there is a direct relationship between the debt and the asset purchase/construction, such as an operating lease or project finance; and/or
- Council considers a pledge of physical assets to be appropriate.

Any pledging of physical assets must meet the terms and conditions of the Debenture Trust Deed and Local Government Act 2002 (which prevents water service assets from being used as security for any purpose).

Appendix Five

Financial investments and equity securities

Financial investments

The Council has no plans to undertake new investments in long-term financial instruments.

As a net borrower, Council will seldom have funds to invest but it may invest to:

- meet statutory obligations by funding certain reserves
- match retentions held 'in trust' for the benefit of contractors under the Construction Contracts Act 2002
- manage short- or medium-term cash surpluses
- maintain operating cash levels
- pre-fund refinancing of maturing debt.

Any such investments will be held in a form consistent with the anticipated funding requirement. For short-term investments, generally held for liquidity management purposes, investments are held for up to three months as call deposits or negotiable instruments (that is, cash or cash equivalents) with registered banks. For investments held for periods beyond three months, government securities, LGFA or other strongly rated securities will be held.

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Equity securities

The Council currently maintains equity securities in the following entities:

ENTITY	CATEGORY OF BUSINESS	REASON FOR HOLDING	% OF SHAREHOLDING
Palmerston North Airport Limited (PNAL)	Owns and operates Palmerston North Airport	To ensure the City has an appropriate air gateway for passengers and freight	100%
Central Economic Development Agency Limited (CEDA)	Provides economic development services for the Council and Manawatū District Council	To ensure there is an appropriate entity to help create and grow economic wealth in the Manawatū and beyond	50%
Civic Financial Services Limited (CFSL)	Provides a range of risk management products for New Zealand local government	To ensure there is appropriate insurance cover for local government if the private market fails to provide the desired cover	3%
New Zealand Local Government Funding Agency (LGFA)	Provides long-term funding to local government	To help give access to cost-effective long-term funding	0.4%

Shareholder expectations for these entities are set out in the Statements of Intent prepared each year. Although Council expects these entities to operate in a business-like manner, it does not expect high financial returns as the principal reason for the investment is to achieve strategic objectives.

Present performance targets for these entities are shown in the following table:

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ENTITY & RATIOS	TARGET
Palmerston North Airport Ltd (for 2021/22)	
Net surplus before interest/tax/revaluations to total assets	4%
Net surplus after interest/tax to consolidated shareholders' funds	3%
Maintain ratio of shareholders' fund to total assets > 40%	72%
Interest cover (net surplus before interest and tax to interest)>=2.5	6.5
Maintain a net tangible worth>$50m	$71.3m
Maintain a customer satisfaction Net Promoter Score >=30	Achieve
Passenger throughput p.a.	480,000
CAA part 139 certification	Maintain
Lost time injuries to those who work within airport community	Zero
Achievement of ACA level 2 & other sustainability initiatives	Level 2 achieved
Emission reduction targets for waste & water	Achieve
Central Economic Development Agency Ltd	
No specific financial targets	
Civic Financial Services Ltd and NZ Local Government Funding Agency	
No specific targets	

Further capital investments in these entities will only be considered to achieve stated strategic objectives and by specific Council resolution. Sale of the investments would also require a specific resolution of Council and be subject to the requirements of the Local Government Act 2002.

It is expected that any other equity investments held by Council in future would only be as a result of a gift, through a restructuring of Council or to enable Council to participate in a central government or regional initiative to provide a key infrastructural activity. From time to time, Council will establish 'shelf' companies to be able to respond appropriately to any opportunities that arise.

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10 Year Budget at a Glance

Area of Spend	2021-31 Capital Expenditure $1,520.7m	2021-31 Expenses $2,043.0m	How operating expenses are funded	For every $100 of rates this much goes on this
Innovative & Growing City	$5.9m	$168.5m	Rates 51%, Other 49%	$6
Creative & Exciting City	$248.7m	$375.4m	Rates 85%, Other 15%	$20
Transport	$451.2m	$427.8m	Rates 48%, Other 52%	$14
Connected & Safe Community	$62.2m	$291.6m	Rates 73%, Other 27%	$14
Eco-City	$37.6m	$130.5m	Rates 66%, Other 34%	$6
Water	$129.9m	$117.6m	Rates 98%, Other 2%	$9
Wastewater	$480.6m	$283.7m	Rates 85%, Other 15%	$19
Stormwater	$44.8m	$67.2m	Rates 100%, Other 0%	$3
Driven & Enabling Council	$59.9m	$180.7m	Rates 47%, Other 53%	$8

Infrastructure Strategy 2021 – 51

Infrastructure Strategy 2021 – 51

1. Introduction

The Council is required to prepare an Infrastructure Strategy for a period of at least 30 years to inform its 10 Year Plan. The Infrastructure Strategy has been directly informed by the city's vision and goals, supporting strategies and asset management plans, and sits alongside the Financial Strategy. The Strategy covers transport, stormwater, wastewater, water, property and recreational assets.

One of the primary and significant purposes of local government is to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future. Council infrastructure plays a significant role in achieving this.

Renewing and maintaining existing infrastructure and developing new infrastructure is expensive. The key issues in the 10 Year Plan and Infrastructure Strategy is how Council addresses the cost of this over time. Infrastructure represents a significant proportion of Council expenditure and is also an important enabler of economic growth. The way that Council invests in infrastructure has a significant influence on the extent to which it will deliver on its Vision and Goals for Palmerston North. For these reasons, it is important that the Infrastructure Strategy aligns with the Council's broader strategic direction, including the Financial Strategy.

2. Purpose

The purpose of the Infrastructure Strategy is to:

(a) identify significant infrastructure issues for Palmerston North City over the period 2021–51

(b) identify the principal options for managing those issues and the implications of those options.

3. Background

3.1 Strategic direction

The Vision for Palmerston North is **small city benefits, big city ambition**. This Vision is supported by five goals and strategies. Key extracts from the strategies are detailed in sections 3.2 to 3.6 of this Infrastructure Strategy.

Goal 1: An innovative and growing city

A city that is clever about the way it uses its natural advantages to encourage and support innovation, entrepreneurship and new industries, and positions itself to take advantage of change to fuel sustainable growth, prosperity and wellbeing.

Goal 2: A creative and exciting city

A city that draws inspiration from the diversity within its culture and creates a vibrant urban environment that attracts creative and clever people, and nurtures creative talent.

Goal 3: Connected and safe communities

A city that includes, supports, connects and uses the talents and advantages of the whole community in the pursuit of prosperity and wellbeing. A city with an international reputation as a safe city in which to live, study, work and play. A city that embraces its iwi heritage and partnership, and where people connect with the city's past, celebrating its history and heritage.

Goal 4: An eco city

The Council wants a future-focused city that plans for and cares about the future, enhancing its natural and built environment. Our

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city will realise the benefits to society from creating clean energy, lowering carbon emissions, and reducing our ecological footprint.

Goal 5: A driven and enabling Council
A Council and organisation that works as one team with its communities and is a catalyst and enabler for change in the city.

3.2 Innovating and Growing City Strategy

Palmerston North is the major economic hub for the Manawatū–Whanganui region for education, research health services, retailing, business services such as banking and finance, insurance, and professional services, government administration, agribusiness and logistics. The city's growing economic influence within the region is demonstrated by the number of people commuting to work in Palmerston North from surrounding local authority areas, and the expansion of the city's labour market region over the past 25 years. With 36% of the regional population, Palmerston North has 49% of jobs and 49% of earnings for the region. Projected growth in the economy will lead to more industrial, commercial and residential development, all of which requires additional infrastructural capacity.

Palmerston North is expanding, and Council wants to accelerate the city's growth and prosperity. Having a ready supply of land with infrastructure to support the city's growth will ensure Council can harness new development opportunities and increase Palmerston North's competitiveness. Council will provide infrastructure in a timely way while managing the financial risks of providing too much infrastructure in multiple locations. Integrating land use planning and infrastructure can be a powerful economic development tool. The Government has provided strong direction about this, particularly for housing, in its National Policy Statement for Urban Development (2020).

The Council has adopted the medium growth household and population projections from Infometrics plus the additional margins required by the National Policy Statement for Urban Development.

Despite taking a medium growth approach, the projections exceed the high growth assumptions made in the previous Long Term Plan.

The following population projections are assumed:

- 10-year projection 2021–31, 1089 people per annum at 1.1%
- 20 year projection 2021–41, 1039 people per annum at 1.0%
- 30 year projection 2021–51, 1002 people per annum at 1.0%.

The following household projections are assumed:

- 10-year projection 2021–31, 504 households per annum at 1.4%
- 20 year projection 2021–41, 459 households per annum at 1.2%
- 30 year projections 2021–51, 432 households per annum at 1.1%.

Housing

As required under the National Policy Statement for Urban Development, Council's main role is to make sure land and infrastructure are available to accommodate growth and provide market choice, while responding to changing demographics. Housing choices now allowed under the District Plan include multi-unit developments and minor dwellings. The planning framework also enables apartments in or near the city centre, including as part of a mixed-use development. The demand for infill housing is expected to continue and extend to areas west of the city. Lifestyle blocks are directed away from productive land and need to have their own infrastructure. Strong housing growth has occurred in the past three years. A significant feature of housing growth has been as a result of infill and multi-unit development. The traditional housing preference for greenfield development has been overtaken by intensification. This has likely been influenced by large value uplifts in land value, which has made intensification attractive for landowners. Greenfield capacity has also been consumed quickly, which is driving the need to bring forward long-term growth options to satisfy short and medium term demand. Significant capacity is proposed to be rezoned and serviced over the first three

years of this long term plan to meet greenfield housing demand over the next 30 years. Changes will also be made to the District Plan to further encourage and enable more intensification, to place less reliance on growing the city outward. Additional growth in the outlying villages (Ashhurst, Longburn, Bunnythorpe and Linton) will also need to be explored to provide greater locational and price point choices for the market.

Council wants land for new sections for housing within the various greenfield sites within the Whakarongo growth area brought to the market quickly. The Council will work closely with landowners and develop its Council-owned site within Whakarongo, under a subdivision named Tamakuku Terrace. To release pressure and meet updated growth projections, significant capacity at Kākātangiata (formerly called City West), between Palmerston North and Longburn, identified for medium- to long-term greenfield housing sites will need to be released earlier than previously anticipated. The first stage of Kākātangiata has recently been rezoned. This area is referred to as Kikiwhenua, and is the area bound by the Mangaone Stream, Te Wanaka Road and Pioneer Highway (the Racecourse land).

Limited greenfield housing capacity remains at Aokautere, but additional land is being planned to be rezoned and serviced to enable significant housing capacity. As well as the Hokowhitu Residential Area, Council will work with landowners at Napier Road and Flygers Line, where small greenfields additions can be made without the need for substantial new infrastructure. Affordable and first homes are in high demand in all locations throughout the city. An area within Ashhurst is also being sought to be provided by rezoning and servicing land for over 300 additional homes. Council will also work with landowners at Roxburgh Crescent to enable a transition from Industrial to Residential and to encourage medium density housing to be built.

Rezoning and servicing the wider Kākātangiata growth area, Aokautere and Ashhurst will ensure there is adequate supply of greenfield housing for more than 30 years, based on medium growth projections.

Office and retailing

The formal planning framework for future growth in office and retailing is well settled. The District Plan expects new stand-alone office or retail activities to be established in one of the four central business zones, where significant capacity is available. New office and retailing should leverage off planned public investment in the city centre.

Council will look at ways to help fill vacancies in larger office blocks in the city centre, including looking at long-term leases for public parking. Office activities are expanding in business areas on the city centre fringes, where intimate purpose-built offices with onsite parking are meeting market preferences.

Vacant land at Rangitikei Street is zoned for large-format retailing. Further work is needed to determine whether the land should be made available for other uses, such as housing or mixed-use development.

Industrial

The formal planning framework for future industrial development is well settled. Industrial land has been made available to the north-east of the city and at Longburn. The north-east is earmarked for large-format freight, distribution and logistics activities, while Longburn is best suited to wet or processing industries. Both locations are well placed for the new regional ring road. Industrial capacity also exists within the historical industrial spine adjacent to the rail corridor at Tremaine Avenue and at the airport. The Longburn site has significant legacy issues with private wastewater and water services which will require significant investment in upgrading of services. A potential shortfall in small and medium scale industrial activities from 2024 onwards was identified in the Housing and Business Needs Assessment that Council published in May 2019.

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Therefore, more industrial land will need to be identified, rezoned and serviced to ensure adequate supply is available to the market from 2024 onwards.

The regional freight ring road is important to service projected industrial growth. Council will undertake a collaborative planning exercise to direct future investment in rail in the north-east and at Longburn. Integrating rail to form a significant intermodal freight and distribution hub is a major strategic issue. Rail access at Longburn is limited to sidings only and rail is unavailable at the north-east. Traffic flows compromise the industrial land adjacent to the rail corridor at Tremaine Avenue.

KiwiRail have lodged a notice of requirement with the Council, seeking to designate land in the North East Industrial Area as a rail hub. The rail hub is expected to be developed over a 10 year period but will not be at full capacity for 30 years. The rail hub is not expected to draw significant demand on water or wastewater infrastructure; however, the transport network between Bunnythorpe and Palmerston North will need to change to accommodate the development. There are also likely to be stormwater management issues that will need to be resolved through the designation process. The rail hub development will place greater emphasis on the need for a regional freight ring road.

Council needs to work with infrastructure owners at Longburn to make future development possible. Much of the existing infrastructure is privately owned, not up to modern standards or does not allow for future growth. Council intends to invest in infrastructure in this location and recoup the cost through Development Contributions. Specific planning has been done to support the future growth of Fonterra's industrial activities at Longburn.

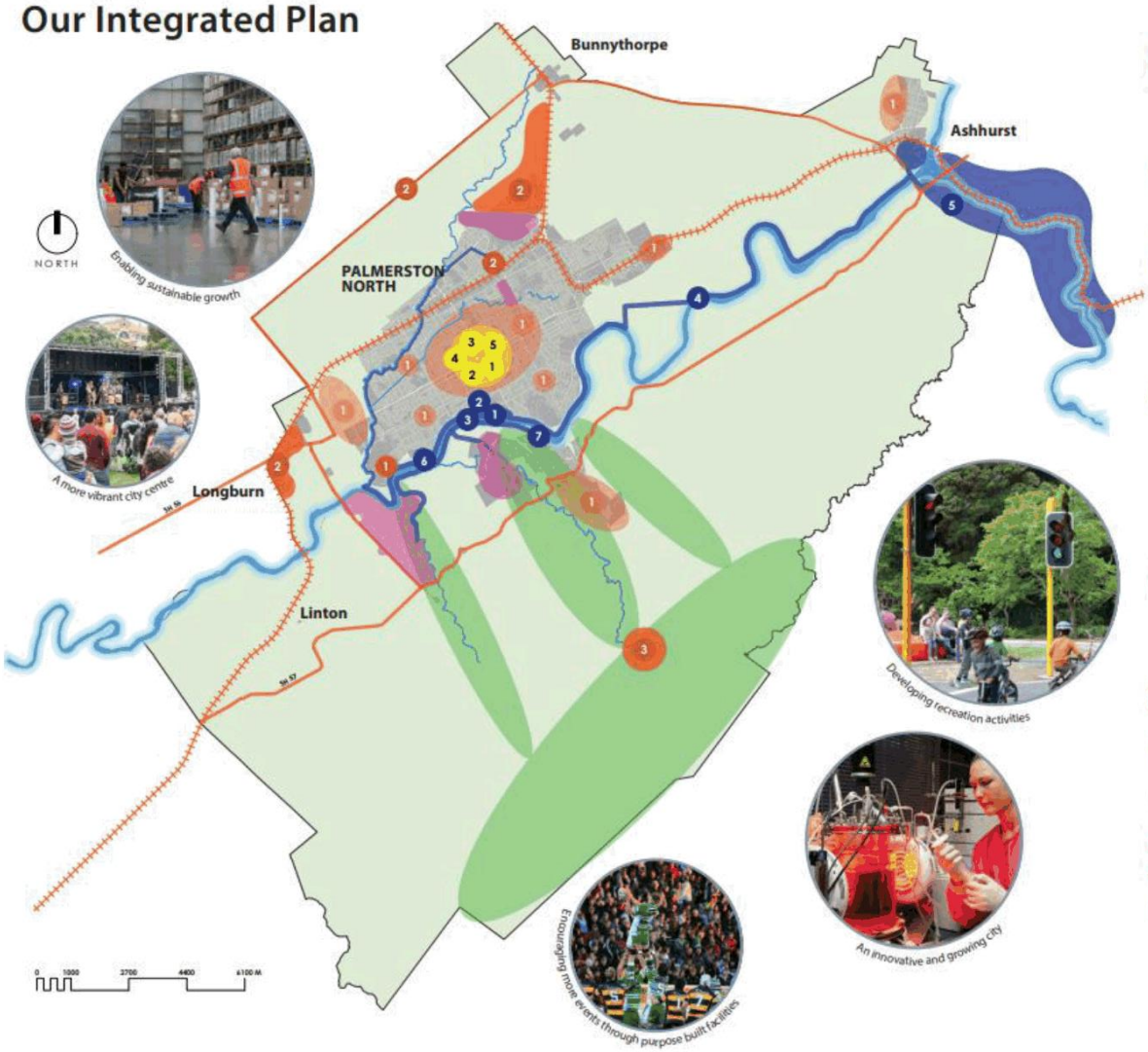
Rural

The formal planning framework for rural subdivision and development is well settled. The District Plan discourages lifestyle blocks and further fragmentation of productive farmland. Substantial capacity for lifestyle blocks is provided on the foothills of the Tararua Ranges, to ensure they remain a legitimate housing choice for the city.

The District Plan discourages the provision of urban services, particularly reticulated services, in rural areas because it is an inefficient form of infrastructure investment. It also blurs the lines between rural and urban development and leads to confusion about future development opportunities. Many landowners see the provision of urban services as legitimising intensification, while others believe it undermines the rural amenity they sought out.

The Innovative and Growing City Strategy, together with other catalyst projects, is summarised in the following Spatial Plan:

Our Integrated Plan



Spatial Plan

Mapping the Future

Sustainable Growth (Industrial)

1. **Nature Calls:** Wastewater Treatment Plant Upgrade
2. **Central NZ Distribution Hub:** Regional Freight Ring Road, Regional Freight Hub, Airport, North East Industrial Zone Longburn

Sustainable Growth (Residential)

1. Whakarongo, Aokautere, Kakatangiata, Ashhurst and Urban Intensification (minor dwellings, infill, multi-unit and apartments)

City Centre Transformation

1. **Streets for People:** City Centre Streetscape Plan
2. **Civic & Cultural Precinct Masterplan** (Te Manawa & Library)
3. **Central Energy Trust Arena**
4. **Heritage Protection Package***
5. **City Centre Business Improvemnet District** (BID)*

Manawatū River Network

1. Central Energy Trust Wildbase Recovery Centre
2. Victoria Esplanade Masterplan & Projects
3. He Ara Kotahi Bridge & Shared Pathway
4. Manawatū River Shared Pathway (Ashhurst to City)
5. Te Apiti Biodiversity & Recreation
6. Ahimate Park (Waitoetoe Park)
7. Te Motu o Poutoa (Anzac Park)

City-wide Partners:

Rangitāne, Central Economic Development Agency (CEDA), Central & Local Government, Massey University, Research & Food HQ, NZ Defence, Mid Central DHB, PN Airport

Manawatū River & Tributaries

Biodiversity Corridors

Urban Areas

Rail

Regional Freight Ring Road

City Boundary

3.3 Creative and Liveable Strategy

To help Palmerston North compete for people, talent and investment, as well as improving how the city is perceived by locals, visitors, potential new citizens and investors, creative city-making needs to inform the way that Council invests in infrastructure.

Charles Landry, an international authority on cities and creativity, visited Palmerston North in 2013 to find out how local people view the city and assess the city against his Creative City Index. In his report, Landry said place-making now plays an important role: "Most cities historically were built in a very functional way, encapsulated in the cliché 'roads, rates and rubbish' (a hardware focus). In the last two decades, however, there has been a major shift related in large part to global competition between cities and the need to attract the best talents. Urban development is now concerned with combining hardware and software and so focus on what places look and feel and how emotionally satisfactory they are as well as how they attract activity. In this approach there is a stronger focus on walkability and the need to downgrade the power of the car. Place-making is now an aim and requires a completely different skill set, spread throughout a local authority and its external stakeholders. This new approach is concerned with building communities and places, not only infrastructure." This approach needs to be applied to the way Council invests in infrastructure in Palmerston North.

3.4 Connected Communities Strategy

Palmerston North has a uniquely diverse community, with a prominent defence workforce, large numbers of young and transient tertiary students, and a strong connection to the wider Manawatū. The city is relatively young; by 2043 the average age is projected to be 37 – five years younger than for New Zealand overall. However, the fastest-growing age group in Palmerston North is people aged over 65. In future, the city will be home to a large older population, as well as growing numbers of children and young people.

The ethnic mix of Palmerston North also continues to become more diverse, and it is arguably the most ethnically diverse provincial city in New Zealand. Pasifika and Asian people are projected to make up a growing proportion of the population, behind only NZ European (73%) and Māori (22%) by 2028. Since 2004, Palmerston North has become home to small groups of former refugees from the Republic of Congo, Burma, Bhutan and Syria.

Along with the city's changing age and ethnic profile comes a change in household composition. More than 60% of the 30,000 households are made up of only one family, and a quarter of all households have only one member.

Infrastructure investment needs to recognise the changing nature of the Palmerston North community.

3.5 Eco City Strategy

The Ministry for the Environment advises that "climate change is the biggest environmental challenge of our time. Each one of us needs to work on ways to cut our emissions, adapt to the effects of climate change, and become more resilient to the changes that are coming. Climate change is already affecting our climate. It is likely to impact our agriculture and other climate-sensitive industries, our native ecosystems, infrastructure, health and biosecurity, as well as having broader social and economic impacts". In Palmerston North, climate change is expected to result in a higher frequency of intense rainfall events.

The Manawatū River is the heart of the city and region, and the mauri of the river is a direct reflection of the city's values. The city is increasingly looking to the waterways it once turned its back on, only to find that those waterways are not in the same state as they were before. Council is a signatory to the Manawatū River Leaders Accord along with other councils, iwi, businesses and community groups. In the Accord, Council has made a series of commitments towards improving the mauri of the Manawatū River.

Adapting to the effects of climate change, playing a part to slow climate change and managing the city's impact on the Manawatū River are critical drivers within the Eco City Strategy that will inform Council's approach to infrastructure investment.

4. City infrastructure

4.1 Description and value

Transport, stormwater, wastewater, water, property, parks and reserves assets provide core infrastructure services that underpin the economic and social activity of the city.

The transport network consists of 556 km of road, 106 bridges, 569km of footpaths, 8,600 streetlights, 33 sets of traffic signals, more than 2,700 central city car parking spaces, 105km of on and off-road cycle lanes / paths and more than 13,900 street trees.

The stormwater drainage network consists of 290 km of piped drain, 8 km of culverts, 5,511 manholes, connections to more than 17,500 properties, 89 floodgates, and other structures.

The wastewater network consists of 422 km of pipelines, 5,794 manholes, 37 wastewater pumping stations, and connections to about 30,000 properties. In addition, the Totara Road wastewater treatment plant treats all of the city's wastewater before discharge to the Manawatū River.

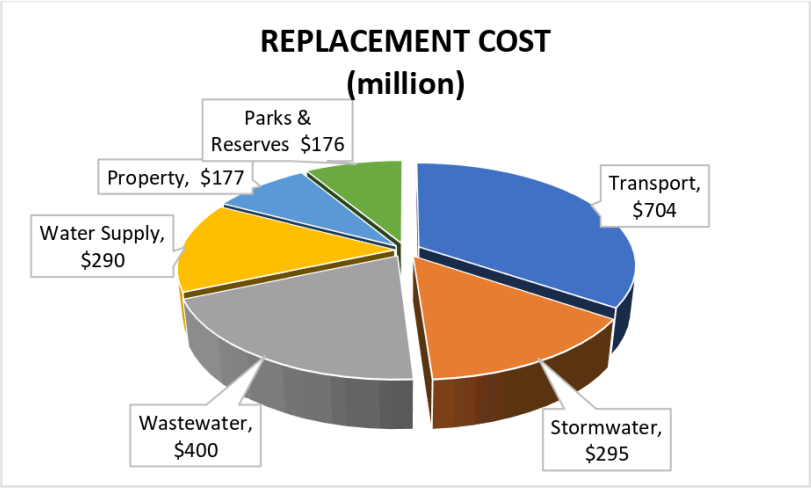
The water supply assets provide for water collection, treatment and distribution. The infrastructure for water collection consists of two dams at Turitea Reserve, and 21water supply bores and pump stations. The Turitea Water Treatment Plant treats water collected in the dams. The distribution network consists of 548km of main pipelines, 196km of service lines, 4,650 valves, 3,128 hydrants, 2,097 meters, 448 backflow preventers and 28,162 tobies connecting to properties.

The property assets consist of thirty three operational properties, eight cultural properties (including libraries), 407 social housing units, eight community centres, three swimming pools, 3 cemeteries and the Central Energy Trust Arena multi-use events complex.

The parks and reserves assets comprise of seven city reserves (including walkways), 106 local reserves (including suburb reserves, neighbourhood / small neighbourhood reserves, esplanade reserves, ecological and special character reserves), three aquatic facilities, and 24 sports fields.

This infrastructure has been developed largely over the past 150 years as the city has grown. The total replacement cost of this infrastructure is approximately $2 billion. The replacement cost for each of the asset areas is as shown in the following diagram:

The cost for each of the asset areas is as shown in the following diagram:



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4.2 Condition and performance

Most of the infrastructure is assumed to be in good condition, with much of it in the early to midpoint phase of its life cycle. On average, approximately $21.2 million per annum has been spent on renewing the infrastructure over the past three years.

Renewal expenditure over the past 3 years			
Activity	2017/18 $M	2018/19 $M	2019/20 $M
Transport	5.29	5.86	5.79
Stormwater	0.26	0.58	0.67
Wastewater	3.45	3.46	2.63
Water	3.27	3.61	3.79
Property	4.69	5.12	6.55
Parks and Reserves	2.28	2.08	4.06
Total	**19.24**	**20.71**	**23.49**

Expectations for **transport** have changed to include greater emphasis on the movement of people and goods, rather than vehicles. This means delivering the regional freight ring road, providing for pedestrians, cyclists and those catching the bus and treating streets as public spaces that work for all users to achieve multiple outcomes. More work is required in all of these areas and should be the strategic focus of the transport activity. The way that Council assesses the performance of the transport activity should also be changed to reflect this new strategic focus. The conditions of road pavement assets are showing signs of decline. Especially on our busiest roads. Renewals and maintenance activities need to be focussed to maintain levels of service on these roads.

The life of road pavement surface varies from 12 to 30 years, depending on the type of surface and level of traffic. The overall condition of footpaths has improved over the last few years, with a targeted renewals programme ensuring the majority of footpaths are in the top half of the condition rating scale. Approximately 75% of bridges are greater than 50 years old, with significant renewal requirements expected between 2030 and 2050.

Like transport, the expectations for **stormwater** infrastructure have changed. There is a need to improve the performance, amenity and quality of our open drains and urban streams. This is to both to mitigate the flooding risk associated with the impacts of climate change, where more frequent high intensity rainfall are expected, but also to acknowledge their cultural significance as tributaries of the Manawatū River. Development has increased the amount and speed of rainwater going into urban waterways, increasing peak flow rates, and the levels of soil sediment and other contaminants going directly into the river system. Water-sensitive design approaches to development and the adoption of a wider use of tools such as water tanks, green roofs, swales, rain gardens and detention ponds will all help. Climate change is expected to bring higher-intensity rainfall events that will increase the frequency of nuisance flooding on both roads and properties as well as increase the level of property damage and loss due to flood events.

Stormwater drainage infrastructure generally only operates during major rainfall events and as a result, pipeline and culvert assets have a very long life (more than 150 years). Most of these assets are only in the early stage of their life cycles and are assessed as being in very good condition. Exceptions to this are those sections of the network damaged by tree root intrusion, high vehicle loads and the ingress of sediment and debris. Most of the older stormwater pump stations have recently been renewed and the condition rating for stormwater pump stations is also very good. The key deficiencies are associated with the condition of the electrical and control systems and the lack of standby pumps should the existing pump fail. Performance of the stormwater drainage system is also rated as good, although there is some street ponding for short periods at times of major storm events and this is recognised in the level of service provided.

The overall condition of **wastewater** pipelines and pumping stations is assumed to be good, with more than 60% of the system installed since 1960. The average life of pipes is about 90 years. The key deficiencies are associated with inadequate information about the

condition of critical trunk sewers, the presence of abandoned sewers which have not been decommissioned and unreliable pump station electrical and control equipment which needs renewal. Blockages of the network can occur as a result of tree root intrusion and uneven grades caused by ground settlement, although these are minimised through a targeted maintenance regime. Stormwater inflow and infiltration, although on par with wastewater networks worldwide, will continue to increase without investment in targeted fault remediation.

While the wastewater treatment plant performs as designed Council has agreed, following a review by Horizons Regional Council, to consent conditions requiring identification of a Best Practicable Option by June 2021 and lodgement of new consents associated with upgrading the plant by June 2022. The Council is currently working through the options assessment and selection process to confirm and detail the best practicable option for the upgrade.

In the **water** network, about 59% of pipelines are less than 30 years old and expected to have a life of more than 100 years. Problems experienced with discoloured water as a result of iron and manganese build-up in cast-iron pipes have largely been overcome in Palmerston North. Most of our old cast iron mains, which were the ones causing these issues, have been replaced. There are still 29km of cast iron mains on our networks. These are planned for replacement in the next few years. Our renewal programme will also concentrate on replacing some of our asbestos cement (AC) network. This material was used extensively in the 1970s and 1980s, but around the country people are finding that a lot of these mains are failing decades before expected. Renewing our cast iron and AC mains will give us a more resilient network with reduced leakage and improved water quality. Issues with discoloured water in Ashhurst will be addressed with additional treatment of the bore water and are not caused by the water mains themselves.

Maintenance and renewal regimes for **building** assets have kept them in overall good condition, although this is having been primarily with a reactive focus as opposed to a focus on preventative and planned maintenance. As a result, a higher level of both maintenance and renewals is now due across the building portfolio. This includes social housing units, many of Council's operational facilities and the City Library. Although there has been considerable renewal investment in recent years in some areas of the portfolio such as sports field changing room facilities and public toilets, more is needed in these areas and overall. The Central Energy Trust Arena is generally in good condition, with areas in need of upgrading to be addressed through the Arena Masterplan development.

The Seismic strengthening of our earthquake-prone buildings will occur incrementally and will require significant investment over the next 15 years. Council has identified 9 earthquake-prone buildings or facilities within its building portfolio which will need to be strengthened to meet new legislative requirements. The affordability of this work is a challenge for us, as we try to strengthen our buildings to meet the required National Building Standards (NBS) while ensuring we spend in a financially sustainable way. The change in building standards means there is a chance that there may be more earthquake-prone buildings identified in the future.

Council takes a city-wide approach to the management of parks and reserves assets and assesses the condition of all assets annually. Resources are targeted to the poorest performing assets within the network, to minimise the whole of life cost of ownership, whilst delivering the agreed level of service. A proactive approach is taken to asset maintenance. As a result, most parks and reserves assets are currently in very good to excellent condition. The long-term renewal programme is based on forecast future condition and the changing needs of the City.

There are no significant disposal issues for assets coming to the end of their useful life in the period of this strategy.

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4.3 Critical assets

Critical assets, based on their failure affecting a large number of people or having a high cost, are:

- Transport: Fitzherbert Ave and Saddle Road bridges
- Stormwater drainage: large-diameter pipelines and major pump stations
- Wastewater: wastewater treatment plant, major pump stations and large-diameter pipelines
- Water supply: Turitea dams, water treatment plant, water reservoirs and large-diameter pipelines
- Property: Civic Administration Building and Central Energy Trust Arena.
- Parks and reserves: cemeteries and crematoriums and swimming pools

5. Significant infrastructure issues and principal options

5.1 Introduction

Council's significant infrastructure issues over the next 30 years involving high expenditure, high risk, strategic priorities and/or high public interest are identified as:

- Three Waters Reform
- Wastewater treatment and upgrading
- Provision of a regional freight ring road including an additional river crossing
- Developing new infrastructure for growth
- Renewal and maintenance of infrastructure
- Stormwater quality and capacity
- Applying urban design
- Facilities to encourage alternative transport modes
- Security of water supply
- Increasing the resilience of infrastructure
- The impact of climate change
- Modernising Central Energy Trust Arena
- Using Council land for housing
- Earthquake strengthening
- Construction Industry Capacity
- Asset performance and condition

5.2 Three Waters Reform

Currently, Council is responsible for managing "the three waters" comprising water supply, wastewater and stormwater.

New Zealand's three waters system is facing significant challenges. Central Government is undertaking a three-year programme to reform local government three waters service delivery arrangements.

Local government in New Zealand is facing urgent challenges in the provision of these services including funding infrastructure deficits, complying with increased safety standards and environmental expectations, building resilience to natural hazards and climate change into three waters networks, and supporting growth.

The Government is looking at reforming how these waters are managed. Its current thinking is drinking water and wastewater should be managed by a small number of multi-region entities. These entities would be publicly owned, with mechanisms to stop the privatisation of water supplies. The size, shape and design of these entities is still being worked through.

The main reason for the reforms is the huge cost of meeting public health and environmental standards for water and wastewater. Central Government has estimated a $30-40 billion deficit in waters funding across the country. Total spending by local government each year is $1.5b, so the problem is significant - fixing water and wastewater problems is unaffordable for most Councils. It's a significant problem for us (see the previous section on Nature Calls).

Residents connected to the water or wastewater networks will still have to fund the networks, but the new entities will have economies of scale. They will have stronger balance sheets, more access to capital, and alternative ways of funding their work.

These reforms are still just a Central Government proposal, and there is a lot of detail to work through. We've agreed to participate in the exploration of these reform options and, as a result, we received $9.4m in Central Government grant funding to bring forward some critical renewals and advance key water and wastewater resilience projects.

While the government is developing detailed proposals, we're preparing this 10 Year Plan on the assumption we'll continue to manage and fund the three waters. If the reforms go ahead we'll need to develop a new 10 Year Plan to reassess our priorities.

5.3 Wastewater treatment and upgrading

The resource consent for the discharge from Council's main wastewater treatment plant to the Manawatū River is due to expire in 2028. Following a review in 2013 of the impact of the current discharge on the Manawatu River, Council agreed to new conditions of consent which require a best practicable option review for its wastewater treatment and disposal to be completed by June 2021 and a new consent application to be lodged by June 2022. The BPO review currently underway is looking to identify ways to mitigate the impact of the city's wastewater discharge on the river, particularly when the river level is low. Council is actively engaging with the community through this process to help identify the preferred treatment and discharge option. Financial provision of at least $1 million has been made for each year until 2023/24 to undertake detailed investigations and secure the resource consents for this project.

The range of potential operating and capital costs have been estimated as ranging from $200 to $700m, however they are approximate only and will not be known with any confidence until the best practicable option investigation review is completed and the consent is granted.

Council does not wish to prejudge which **option** might be chosen (or which consents will be granted through the regulatory process) but is required to make adequate financial provision for the final outcome. A number of factors will influence the final outcome, and it is likely that national and regional policies for water quality will change before a final decision is made. Whatever option is chosen, it will have a significant impact on Council's debt levels and rates requirements. For the purpose of the 10 Year Plan, it has been assumed that a solution will be provided with a capital outlay of $350 million ($391.7m including inflation) and that the expenditure will be incurred between 2023 and 2027. The final option could cost more or less.

The 10 Year Plan assumption has been chosen as a way to ensure that the Council's longer-term plans demonstrate it can cope with a project of this size and scale, and to transparently show the public the possible implications for debt and rates. It has also been assumed there will be additional operating costs of $6.5 million per annum from 2026 on top of the debt servicing and repayment costs.

When designing and selecting the preferred wastewater treatment and discharge option, it is important for Council to have a good understanding of trade waste production, including the intentions of current industry in the city, the likelihood of new industry being attracted to the city, and the preferred locations for that industry. Oversizing the treatment plant would be inefficient, while undersizing could mean the city misses development opportunities. The infrastructure costs associated with servicing industries with significant trade waste discharges may be more cost effectively accommodated in other locations in New Zealand particularly where wastewater need only be partially treated before discharge via an ocean outfall.

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Council has been conscious of the potential scale and financial impact of this project, including when it has programmed its other likely commitments. If the final option chosen costs more than has been assumed, the Council may need to review its priorities in later years of the Plan to be able to operate within its prudential borrowing limits.

5.4 Provision of a regional freight ring road including an additional river crossing

Council has been collaborating with Waka Kotahi NZ Transport Agency, Horizons Regional Council and neighbouring local councils on the proposed regional freight ring road for more than a decade. Waka Kotahi have developed the Palmerston North Integrated Transport Initiative (PNITI) to guide investment in strategic transport in the city. PNITI is a package of interventions to support the freight and distribution potential of the region, assist in building the region's resilience and provide a safer, more effective connection between some of the region's key industrial areas whilst improving access and safety for Palmerston North residents. The key opportunities identified in the PNITI for strategic transport investment are:

(a) Economic growth, development and investment;
(b) Grow Palmerston North as a distribution and transport hub;
(c) Reduce freight on residential and place-based streets;
(d) Reduce the travel time between key destinations;
(e) Improvement in levels of service at key intersections;
(f) Reduce the number of deaths and serious injuries on the transport network;
(g) Reduce carbon emissions from land transport;

PNITI considers a programme of investment to deliver on the investment objectives. This includes delivering the regional freight ring road, a future additional Manawatu River crossing, improvements around Bunnythorpe, connections to the North East Industrial Zone, accessibility and safety improvements throughout the city. We will be taking the lead on many of the elements of the PNITI programme with Waka Kotahi leading others.

Our initial focus is on activating the regional freight ring road. This includes improvements to key intersections and bridges that are currently inaccessible to heavy vehicles. In the medium to long-term, our focus will be on improving other parts of the regional ring road and the strategic transport network around Bunnythorpe. Waka Kotahi is expected to take the lead on improvements on existing state highways, parts of the regional ring road and the second Manawatu River crossing. Delivering the PNITI and the provision of a further river crossing will only be viable for Council with financial assistance from Waka Kotahi.

Council's engagement with Waka Kotahi over these issues relate to advocacy in delivery of the regional freight ring road in particular timing, ownership and funding. This strategy details a default position with Council as the sole roading authority in regard to delayed timing and restricted funding. The Council will continue to advocate to Waka Kotahi on progressing the regional freight ring road as early as possible to address the transportation issues identified above.

We have maintained a future proposed budget for a further river crossing at 2040-2043. The intention is that this would complete the regional ring road in association with other improvements prior to this time. There remains uncertainty around the necessary location and timing of such an additional crossing. This will be influenced by the previous investment at this point and pace of development in the city.

5.5 Development of new infrastructure for growth

The location of new greenfields urban development is well settled. This is useful, as it means there is a high level of certainty about the location of new infrastructure to service greenfields growth. District Plan changes to rezone land for Kākātangiata (formerly referred to as City West), Aokautere and Ashhurst will be progressed throughout

2021 to supply significant urban growth capacity. A Future Development Strategy will be prepared in 2022 to help shape the next long term plan and will be informed by a Housing Needs Assessment which will be completed in June 2021.

While rezoning land makes it available for development, greenfields development cannot proceed until network infrastructure is provided. Development goes in cycles, and demand can vary according to a range of factors, many of which are out of Council's control. One factor Council can control is the timing of new infrastructure. Having 'shovel-ready' land can be a strong incentive for new development because it means that land is zoned and network infrastructure is available. This process requires the Council to put infrastructure in place in advance of development, and this comes at a cost. While that cost is ultimately recovered at a later date, there is a risk that the Council provides the infrastructure too early and faces increased holding costs, or the Council provides the infrastructure too late and discourages new development.

Matching the capacity of new infrastructure with the likely activities that will occur in greenfields areas, particularly for new industrial development, can also be challenging. Unlike housing development, which has a reasonably uniform demand for infrastructure, the capacity required to service different types of industry can vary significantly. For example, food processing or pharmaceutical activities place a heavy demand on water and wastewater, while freight and distribution activities place a heavy demand on roads. It is important that Council has a good understanding of the industry that is likely to occur, the industry it would like to attract, and the preferred locations for different types of industry so that it can appropriately match infrastructure with land use. Oversizing infrastructure is inefficient, while undersizing means the city could miss development opportunities.

The Council has signalled a desire for more brownfield development, and the District Plan now makes an increased range of housing types possible. However, predicting the location, demand and type of brownfield development that will occur, and the impact on infrastructure capacity, can be difficult. The assumption is that 38% of all new houses will be infill or brownfield developments in the existing urban area, with the balance being 50% greenfields and 12% rural. There is a risk that infrastructure planning focuses on greenfields development because it involves new infrastructure. It is important that infrastructure capacity is provided to accommodate the projected increased housing density and that housing preferences are monitored to ensure that any changes inform future planning.

The reality is that other than good planning, the Council has limited options to address issues affecting the development of new infrastructure for growth. Council has strong aspirations for growth and it is important to have a clear strategic framework that directs where growth will occur and to align infrastructure with this direction. Council should also be as agile as possible in planning and infrastructure provision. Being clear about the type of industry and inward investment the city is seeking is also important. The infrastructure costs associated with servicing certain types of wet industry may be more easily accommodated in other locations that can address wastewater via an ocean outfall. Secure funding sources are also important. Council will continue to recover the costs of growth via development contributions, but should also advocate to government for funding support for infrastructure to service growth and alternative funding sources.

The National Policy Statement for Freshwater Management requires Council to ensure that water quality is maintained or enhanced. As new areas are zoned for development and water bodies and stormwater management matters are a feature of enabling growth, the effects of development will be factored into ensuring the requirements of the NPSFM will be given effect to. This includes requiring stormwater detention, protection of waterways and natural revegetation near waterways to improve habitats and water quality. This approach is being addressed in planning for key growth areas of the city, particularly at Kakatangiata, Aokautere and

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Napier Road. The Council may need to take a more active role in co-ordinating landowner development interests in some of these growth areas to ensure the outcomes of the NPSFM can be met.

5.6 Renewal of infrastructure

In order to provide service to the community Council's infrastructure needs to be maintained and then later renewed. This is a national issue. Councils across New Zealand are facing major challenges with their infrastructure as part of a national conversation, with high-profile examples of infrastructure issues in some other cities. We need to get ahead of this which means we must ensure infrastructure enables our city.

Generally, as assets age they require a higher level of maintenance to provide the required level of service which means there can be a point at which it is more cost effective to renew an asset than to go on maintaining it. Sometimes a higher level of maintenance can delay a costly renewal. It depends on the kind of asset as to which is the best approach. Council endeavours through its asset management processes to choose the most cost-effective option in the long term. However, where the asset is a critical asset and failure could affect many people it takes a conservative approach to renewing the asset to reduce the risk of failure.

Adequate condition and performance data is required to accurately assess the quantum of expenditure required over the next 30 years to renew assets in the most cost-effective way. As stated below the asset management maturity assessment found that there are significant gaps in this data. This means that the financial requirements for renewals have been based on available data (such as age) and the relevant industry best practice for factors such as expected life.

This available data would suggest that there is potentially a significant amount of deferred renewals for most asset groups, but this cannot be confirmed until additional condition and performance data is collected. In this regard, there is a level of uncertainty regarding the extent of the renewals backlog. The exception to this is Park assets where condition and performance information shows that there is not a backlog of renewals. Apart from the Parks and reserves assets the historic assumption was that there were little in the way of deferred renewals. However, trends in the condition data that could be obtained (including failures) and more intensive analysis of the available data over the past three years has caused this assumption to be revised. This analysis shows that a greater level of investment than previously assessed is required in the next 30 years for the backlog not to increase any further. For this reason, Council is proposing to increase its investment in renewals to address the backlog to ensure that levels of service are maintained for the community in the future. A more targeted response to how Council prioritises investment in renewals will come with the roll out of our asset condition programme. This programme will enable the nature of the renewals backlog to be understood in greater detail and result in optimised investment decisions in the future.

The Council has limited options for renewal of infrastructure. It has a statutory responsibility to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future. Infrastructure is a key enabler to provide for these wellbeing's. Council seeks to provide infrastructure that is efficient, effective and appropriate to present and anticipated future circumstances. Council must look after the infrastructure it already has, which means it must be renewed when it reaches the end of its useful life. Council could choose to defer renewals, but this would place an increased financial burden on future generations and is unlikely to meet the purpose of local government.

As the city grows and ages, it has an increasing amount of infrastructure to renew. The current generation must pay for the renewal of all previously established infrastructure. Future generations will be required to pay for the renewal of all previously established infrastructure and any new infrastructure yet to be established. While population growth spreads future renewal costs

across a greater number of people, keeping up with renewals is expensive. The way Council develops new infrastructure to support the growth of the city can affect the amount of renewals Council will face in the future. For example, brownfield redevelopment and making use of existing infrastructure can be more efficient than new greenfield infrastructure.

A total of about $738 million (present-day cost) over the next 30 years is estimated to be required to ensure the transport, stormwater, wastewater, water, property and parks assets infrastructure is kept in good condition so that it can provide the same level of service to the community. This is equivalent to expenditure of about $24.4 million (present day cost) per annum. This is an increase over the average of $21 million per annum that has been spent over the past three years.

Activity	Average annual renewal expenditure (Present-day costs $M)
Transport	$8.9
Stormwater	$0.7
Wastewater	$5.8
Water	$3.3
Property	$2.8
Parks and Reserves	$3.1
Total	**$24.7**

Given the size of the expenditure, the renewals programme represents an opportunity to make a significant contribution to Council's strategic direction. More attention is required to examine which renewals present an opportunity to provide infrastructure in a different way to deliver outcomes consistent with Council direction. For example, all renewals on streets identified within the cycle network plan represent an opportunity to contribute toward improving cycling infrastructure.

5.7 Application of urban design

The Council has tried to include urban design principles in public and private development since 2010. Good progress has been made influencing private development via the Sectional District Plan Review, which has incorporated urban design principles into a number of zones. A variety of design-led planning documents, such as the City Centre Streetscape Plan (Streets for People), Manawatū River Framework and Central Energy Trust Arena Master Plan, have been prepared to inform significant Council investment in infrastructure. The development of all of these planning documents considered a range of options which were assessed by Council and subject to specific public engagement. Significant budgets have been included in the 2021 Long Term Plan to deliver on these planning documents, which will demonstrate the social and economic benefits of good urban design. A total of $34.2 million ($37.5m with inflation) is included to deliver the City Centre Streetscape Plan, including the new urban bus terminal, over the 10 years. The priorities and scheduling of works are as follows:

- City Centre Streetscape Plan – Square East (Plaza to ANZ)
- City Centre Streetscape Plan – Main Street East (bus terminal and canopies)
- City Centre Streetscape Plan – Broadway
- City Centre Streetscape Plan - Rangitikei Street
- City Centre Streetscape Plan – Square West
- City Centre Streetscape Plan – Church Street
- City Centre Streetscape Plan – Square North
- City Centre Streetscape Plan - Inner Square

Urban design is important because, since the 1950s, most authorities have broken their city into individual infrastructural parts that are managed by separate disciplines. The need for urban design has grown out of this siloed approach to city and infrastructure development. Urban design is not just about making infrastructure look pretty. It is fundamental to the way people engage, use and perceive a city. Creativity is essential, and urban design can make a

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significant contribution to the big-city ambition component of the city vision. It is critical to attracting and retaining young talent.

Council investment in day-to-day infrastructure represents a significant opportunity to make integrated city-making a fundamental driver for all new infrastructure, particularly for transportation, property, recreational assets and stormwater. There are fewer opportunities to influence urban design outcomes via water and wastewater infrastructure. Further change, new processes and support are required to ensure a multi-disciplinary approach to the planning and delivery of Council projects. The use of design expertise is essential.

The **options** for improving the application of urban design to infrastructure relate to improving internal processes, education, advocacy and working in a multi-disciplinary way. Some cities have made radical changes, such as transferring major capital budgets to an urban design team or requiring formal sign-off on major capital projects. While some progress has been made, further work on internal processes is required to truly deliver on this issue.

5.8 Facilities to encourage walking, cycling and public transport

Palmerston North has an excellent track record of facilitating daily car journeys. While Council has provided additional capacity for cars via wider roads, more lanes, traffic lights, roundabouts, car parking and slip-lanes, it has been less successful in providing modern facilities for walking, cycling and public transport. While the car will continue to be an important mode of transport, walking, cycling and public transport are the areas where the biggest changes are needed. In many cases, this will mean reallocating existing street space, such as on-street parking and traffic lanes, for another purpose.

The Council has made good progress with off-road walking and cycling facilities, and generally have good footpath coverage. However, Council needs to consider how it treats and prioritises space for pedestrians and cyclists at pinch-points, intersections and crossings within existing transport corridors, particularly as existing urban areas are intensified. Street design, way-finding and planning need to allow for the space and safety needs of cyclists and pedestrians.

Like walking and cycling, public transport has many benefits. It reduces congestion and carbon emissions and can increase mobility for people who are unable or unwilling to drive a car, walk or ride a bike. Strong public transport networks make a significant contribution to city liveability scores. The current urban terminal at Main Street is near capacity and the design is problematic. This strategy includes funding for a new urban terminal at the current location, which would improve both functionality and the streetscape.

The broad **options** available to Council are to continue with catalyst projects such as the pedestrian and cycle bridge and extensions to the shared path network, or combine the catalyst projects with incremental change as part of delivering the day-to-day transportation infrastructure. This strategy, together with a number of other strategic planning documents adopted by the Council, promotes the second option.

Council adopted an Urban Cycle Network Masterplan in 2019. It's purpose is to map out an investment programme for the urban cycle network and to create an environment and culture that encourages more people in Palmerston North to choose cycling more often. The Urban Cycle Network Masterplan commits council to:

- Reduce traffic speeds around schools and shops
- Expand the network of cycle lanes, including physically separated cycleways
- Support school and workplace travel planning, education about sharing roads and paths courteously, events like street festivals, recreation tours and competitions.

The implementation of the Urban Cycle Network Masterplan requires significant investment to achieve its ambitions. New programmes are included in the Long Term Plan to deliver on the masterplan.

Waka Kotahi are preparing to launch a One Network Framework (ONF) to help provide more detail on the function of transport corridors and differentiate areas of on-street activity. The ONF will require changes to transport networks to ensure integration between land-use and transport and to ensure a consistent design and use for different street and road typologies. This new classification system will also identify future state intentions for transport, which will assist Council's in planning for new state highways, or devolution of state highways to local roads. The ONF is likely to have significant relevance for the next Long Term Plan, when it will be fully implemented.

5.9 Security of water supply

An adequate supply of drinking water is a fundamental requirement for the health and general wellbeing of the community. An adequate water supply also underpins economic activity in the city. Council must comply with the New Zealand Drinking Water Standards and any resource consents issued, both now and in the future, by Horizons Regional Council under the One Plan. Compliance with New Zealand Drinking Water Standards is a critical to maintaining public health. A government inquiry revealed that a number of water supplies around New Zealand are not complying with current standards. As a result, there is likely to be greater scrutiny of the quality of Council's water supply and the quality assurance and risk management processes in place to prevent a contamination event from causing illness.

Central government has established a new water regulator (Taumata Arowai) who will take over responsibility for drinking water regulation from District Health Boards. From July 2021, new more stringent water quality standards will require investment by us in the near future in more advanced treatment, more stringent monitoring and quality assurance. Key investments will include investment in UV disinfection or other protozoa water removal for all the City's water sources including the Turitea Water Treatment Plant and the bores.

Council will also need to increase capacity to deal with potential seismic events or mechanical faults. Seismic strengthening of key assets, such as reservoirs, is needed to reduce the risk of a major asset failure and service disruption in a significant event as well as reduce the duration of any loss of service. Resilience will also be increased by providing a second crossing of the Manawatū River and reinforcing the trunk main network across the city.

Over the period of this strategy, significant investment is required to ensure the water supply remains secure and safe for the community. Three aspects are addressed in this strategy and include refurbishment of the city's bores, plus extra treatment barriers at the plant to meet anticipated changes to the New Zealand Drinking Water Standards.

Several of the city's bores have declining yields and issues with sand ingress, and they need to be redeveloped or replaced over the next 10 years to ensure security of water supply.

The Turitea Water Treatment Plant supplies more than half of the city's water and is linked to the Ngahere Park reservoirs by a single large pipeline. This pipeline is nearing the end of its life and will need to be renewed within the next five years. It also passes along the treatment plant access road, which is subject to slips. As a result, there is a relatively high risk of damage to this supply line and loss of supply from this source for several weeks. A duplicate pipeline is currently in construction and will be completed later in 2021 and will allow renewal of the existing pipeline to occur and reduce the risk of losing the supply of water to the city from the water treatment plant.

Water supplied to the community meets the New Zealand Drinking Water Standards. These standards are reviewed regularly and with the establishment of the new regulator, revised drinking water

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standards are planned to be released in early 2021 for adoption in July 2021. To respond to those changes the city is likely to require an additional level of treatment protection (barrier) at its Turitea water treatment plant and bore sites to maintain compliance with the standards. It may also be necessary to add storage to each of the bore sites to provide additional contact time for chlorine disinfection so that water delivered to the network meets the free available chlorine guidance levels. This will enhance the safety of the water supply. Some provision is made in this strategy for these additional treatment processes, but detailed planning for the implementation of any improvements will be required once the new drinking water standards are released.

The Eco-City strategy notes the following:

(a) The costs and benefits of reducing water pressure need to be weighed up. Reducing water pressure could prevent significant wastage of water and reduce maintenance costs for water infrastructure. However, the community may not accept lower water pressure and there may be implications for commercial fire system compliance.

(b) The Council will investigate domestic water saving and storage solutions to identify potential water demand savings and wastewater flow reduction. District-wide resilience will be improved by connecting Palmerston North's water supplies to its satellite communities.

5.10 Increasing resilience of infrastructure

One of the outcomes of the Christchurch earthquakes is an increasing focus on understanding and improving the resilience of local authority infrastructure, particularly those assets that are critical to delivering core services.

In recent years, substantial work has been undertaken to assess the seismic strength and impact of maximum probable floods on key infrastructure such as the Council's major bridges (Manawatū River Bridge, Milson Line Bridge and Saddle Road Bridge) and the Turitea water supply dams.

These have been assessed as having sufficient strength (apart from the Milson Line Bridge) to withstand the required seismic design loadings. The bridges have also been assessed as being capable of withstanding major flood events. The Milson Line bridge does carry some higher risk in a major seismic event but is scheduled for improvements in 2032.

Other key infrastructure that is critical to the continuation of services, such as the water and wastewater treatment plant civil structures, the crematorium, large pumping stations and large diameter pipelines, have also been assessed and work is currently underway on the detailed design and strengthening of these structures to meet the required code levels for withstanding seismic shock. Programmes for completing the strengthening of critical wastewater and water structures where there are known weaknesses are included in this Strategy and will improve resilience of supply. The duplication of the water trunk pipeline from the Water Treatment Plant to the Ngahere Park reservoirs, which is currently underway, is an important project that will increase the resilience and security of water supply for the city.

District-wide resilience will be improved by connecting the city's water and wastewater to the villages of Longburn, Ashhurst and Bunnythorpe. The Council received $9.4m in Central Government funding to bring forward targeted renewals and advance key water and wastewater resilience projects in 2021. Cumulatively these work programmes will increase the resilience of service delivery to the community.

Generally, the transport network, with its grid network, has a high level of resilience to seismic activity, with particular lifeline risks for wider connection being the bridges identified above and those under Waka Kotahi jurisdiction, namely SH3 Ashhurst Bridge and SH56 Opiki Bridge. Delivery of a regional freight ring road including an additional road bridge over the Manawatu River will improve

transport resiliency and reinforce trunk main networks across the city. The regional freight ring road is a package of interventions to support the freight and distribution potential of the region, assist in building the region's resilience and provide safer, more effective connection between the region's key industrial areas.

A key part of increasing the resilience of the city's infrastructure is to require new infrastructure to be built to a standard that will better withstand the effects of seismic events such as liquefaction. The ongoing review of the District Plan will address this matter, particularly for new greenfields development where liquefaction susceptibility of land is assessed as part of the technical review of areas proposed for urban development. A key part of improving the resilience of the city's infrastructure is to require new infrastructure to be built to a standard that will be built to a standard that will better withstand the effects of seismic events and impacts such as liquefaction. The ongoing review of the District Plan and Council's Engineering Standards for Land Development will address these matters.

The Council's engineering standards for land development were revised in 2016, incorporating requirements for increased resilience with engineering works. A further review planned for 2021 is likely to incorporate further requirements to strengthen the resilience of the pipe infrastructure as these practices are developed nationally.

Increased resiliency of infrastructure is addressed in the impact of climate change issue. The specific **options** for improving resiliency are best addressed as part of individual infrastructural projects, rather than a more general assessment of options.

5.11 Impact of climate change

The Ministry for the Environment advises that climate change is the biggest environmental challenge of our time. The way Council invests in infrastructure can influence how much the city mitigates climate change by reducing emissions and adapting to the effects of a changing climate.

The Council target is a 30% reduction in CO_2e in Palmerston North by 2031. The task of lowering the carbon footprint forces Council to identify its inefficiencies and improve the way it delivers infrastructure to improve energy efficiency, make better use of trees and natural systems, and take advantage of the opportunities offered by new technologies like LED lighting. To achieve this target, Council needs to provide infrastructure that enables the rest of the city to make low-carbon choices, particularly for transport space, and support the provision of fast-charging stations for electric vehicles.

The Ministry of the Environment predicts that over the longer term, the Manawatū-Wanganui region will become warmer and be subject to more extreme weather events, with the region experiencing more frequent heavy rainfall events as well as more frequent droughts. Horizons Regional Council has increased its standard for defining areas prone to flooding from 1% AEP (1-in-100-year) flood event to a 0.5% (1-in-200-year) flood event and completed significant upgrades to the Lower Manawatū Flood Protection scheme to take account of this change.

This has significant implications for infrastructure, with many assets having life cycles of more than a hundred years, and in some cases much more. Council needs to take account of expected long-term changes when building new infrastructure. The largest impact is on stormwater infrastructure. More frequent heavy downpours could lead to short-term localised ponding in some areas. New infrastructure associated with development for growth will be designed with the aim of achieving hydraulic neutrality for the development as a whole where possible (i.e. not increasing the peak flows from the development area) and will take into account the expected stormwater loadings.

There are also likely to be additional peak stormwater flows in the existing network as a result of infill development. Modelling has been carried out to assess the impact of additional stormwater loading on the network, and provision has been made for

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stormwater network improvements over the period of this Strategy to enable some mitigation of the worst of the flooding issues to be addressed. Water-sensitive design and green infrastructure approaches to development and a wider use of tools such as water tanks, green roofs, swales, rain gardens and detention ponds will all help and will be encouraged if not required. 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 Council has created and planted a series of wetlands to reduce pollution, illegal dumping and damage to critical assets and habitats. Council is actively renovating the open streams and drains within the city both to improve their drainage capacity and to transform them into green corridors to provide improved biodiversity and more sustainable stormwater management.

Changes to rainfall patterns will lead to issues to for our sportsfields and walkways, because there will be more heavy downpours, leading to flooded surfaces (and possibly short-term closures) and slips. In addition to more intense rainfall it is likely long dry periods, or drought events, will also occur more frequently. This will put a strain on park trees and plants, restricting their growth or even causing them to die. If new parks and reserves infrastructure is not designed to cope with intense extremes of weather, then the contribution our green assets make to our city will diminish and biodiversity will be lost.

From time to time, water restriction measures need to be put into place for consumers during dry periods when water levels in the dams become low. Without changes in consumer behaviour this may occur on a more frequent basis given a reduction in the sustainable yield available from the Turitea dams. Council are trialling the implementation of a Summer Watering Period when regardless of the weather, consumers are encouraged to adopt water conservation measures as standard practice during summer. Even with such measures, additional bore supply capacity will be required to compensate for the lower sustainable yield from the dams.

In terms of **options,** the Resource Management Act and Local Government Act require the Council to adapt to the effects of climate change. While there is no explicit statutory obligation to mitigate climate change by reducing Council and city emissions, there is a growing international commitment from states, cities and the private sector to reduce carbon emissions. Agreements such as the 2015 Paris Accords and the Compact of Mayors, of which Palmerston North is a signatory, provide formal mechanisms to report on emissions and share practical knowledge.

The Climate Change Response (Zero Carbon) Amendment Act 2019 introduced a new framework to assist the move to a low emissions and climate resilient society. This includes new requirements for local authorities to set emissions reduction target and mitigation policies and provide reports on progress.

5.12 Modernisation of Central Energy Trust Arena

Central Energy Trust Arena is the regional hub for sports in the lower North Island and the city's central hub for sport. It caters for some 36 different sporting codes in eight indoor and several outdoor facilities. In addition, Central Energy Trust Arena accommodates a range of community activities, trade shows, exhibitions, conferences, concerts and a host of other leisure and recreational functions.

National and international speedway events (some 23 meets per year) are held at Arena 1 and during those events occupy a substantial proportion of Central Energy Trust Arena overall, with extensive parking and pit requirements. The 'open pits' arrangement is one of the few available (internationally), allowing the public to come into close contact with the stock cars and teams.

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While some of the Arenas and facilities are fit for purpose, others such as Arena 5 and aspects of the Pascal Street frontages to Arenas 2, 3 and 4 need to be improved. An all-weather artificial turf has been developed for the rear Fields (Arena 6), which used to suffer from flooding. This has dramatically enhanced the usability of this space. Improved capacity of Arena 1 is also needed along the southern and western embankments and re-use of modular seating no longer needed within Arena 2 is to be utilised.

Council adopted the Central Energy Trust Arena Master Plan in December 2017 to inform future investment and address the issues detailed above. Four alternative development **options** were considered during the development of the Central Energy Trust Arena Master Plan, and these have been detailed in the Master Plan itself.

The preferred option proposes considerable change to the southern end of Central Energy Trust Arena, with a focus on addressing the speedway pits and their location, the entrance into the Arena complex as well as future-proofing the southern embankment.

The preferred masterplan includes:

- Relocation and improvement of the speedway pits;
- Redevelop the Arena 5 building into multi-sport and community facility;
- New Cuba Street main entrance and plaza;
- Upgrade of the western concourse and southern embankment;
- Construction of a new South Grandstand;
- Improved rear fields (Nos. 2, 3, 4, 5) including new artificial turfs reconfigured with new Oakley Street access;
- Service sheds relocated; and
- Pascal Street frontage to Arenas 2 and 3 upgraded, new services and drop-off.

The redevelopment of the speedway pits, western concourse, south embankment, and the new entrance plaza and Cuba Street access have been completed in 2020/21 and has significantly transformed the Arena complex and made a considerable movement towards meeting the goals of the masterplan.

The sense of arrival at Central Energy Trust Arena was poor, with ill-defined entries and entrance spaces onto Cuba Street and an unremarkable quality of design for the street interface, fencing, planting, gates and building frontages. Acquisition of the south-east corner properties (Waldegrave/Cuba Streets) has enabled construction to begin on redeveloping this frontage and give effect to the Arena Masterplan. Council has also expressed the view that the quality of the Central Energy Trust Arena has a significant impact on the perception of Palmerston North by locals and visitors.

The Master Plan also details specific priorities and costing for projects which were included in the 2018-28 10 Year Plan and projects beyond that timeframe. These projects have been updated and included in this Strategy.

5.13 Use of Council land for housing and development

While Palmerston North housing is more affordable than many other growing metropolitan cities in New Zealand, house prices have been increasing and as the city grows it is susceptible to the sharp increases experienced in other cities. While this risk is being addressed via strategic land-use planning, changes to the District Plan and the provision of growth infrastructure, the Council can also use its own land for housing and development to provide increased choice, competition, and revenue. This is an activity the Council has undertaken in the past, although there has been no activity in recent years.

The Council owns a significant portion of the Whakarongo Residential Area and has included specific infrastructural programmes to develop this land for housing. This is in addition to the growth infrastructure programmes required to service the broader Whakarongo Residential Area. Council has opted to develop this land itself and sell to new owners to build their own

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homes. Council will oversee the development of each home through the administration of a design guide and covenants. To minimise cost and risk, Council has opted not to build houses itself. The 10 Year Plan also includes a series of investigations of other Council owned land to decide whether they are appropriate for development.

If the Council-led development at Whakarongo is successful and the investigation of other Council-owned land identifies opportunities for further development, this is an activity the Council has signalled that it would like to increase its involvement in. Longer term it is likely there are further opportunities for using Council land for housing and development over and above those sites specifically identified for investigation in the 10 Year Plan.

Huia Reserve is one of these sites. In 2020, Council released a proposal to change the use of the site to enable the sale or development of the reserve for housing. Following public consultation, Council agreed to progress the change. This requires Government changing the reserve status through a legislative change and then a District Plan change to rezone the site to Residential. This will be progressed throughout 2021.

The land formerly leased by the Terrace End Bowling Club (Summerhays St) is another site that Council has agreed to investigate repurposing for housing. The bowling club has amalgamated with another club in North Street, which has left the site available for alternative use. Half of the site is already zoned residential and the other half is zoned Recreation. A District Plan change will need to be carried out to rezone the entire site to Residential. Once rezoned, the Council can develop the site and sell on. Another opportunity is relocating the Council depot from the current site on the corner of Ferguson and Albert Streets and redeveloping this land for housing. The depot site is already zoned residential and is ideally suited for medium to high-density development.

5.14 Seismic Strengthening of Council Buildings & Civic and Cultural Precinct Masterplan

The Seismic strengthening of our earthquake-prone buildings will occur incrementally and will require significant investment over the next 15 years. Strengthening our earthquake-prone buildings is all about ensuring people can safely get out of a building in the event of a moderate-large earthquake. If the buildings are not seismically strengthened, they will continue to pose a risk to people's safety, should they not be able to evacuate.

As at May 2019, the following buildings and facilities have been identified as Earthquake-Prone Buildings (EPBs):

- Civic Administration Building (CAB)
- Square Edge
- Central Library
- Kelvin Grove Crematorium
- Wastewater Treatment Plant
- Regent Theatre
- Keith Street Power Station
- Te Manawa Museum of Art, Science and History
- Caccia Birch House

The redevelopment of the Central Library and Te Manawa Complex were included in the 2018 10 Year Plan. However, Council deferred both redevelopment projects due to:

- Seismic issues with the Central Library building were subsequently discovered
- A further needs assessment was required to inform the proposed Civic and Cultural Precinct Masterplan (CCPMP)

A Draft CCPMP was prepared in 2019 to inform future investment in Te Manawa, the Civic Administration Building and the Conference and Function Centre. The Draft CCPMP was placed on-hold when it was discovered the Central Library was an earthquake prone building. Council has allocated funds to complete the CCPMP to

assist with the broader revitalisation of the city centre and to provide direction to future investment to the Council's core Civic and Cultural facilities, including the Central Library. This work will build on the work completed on the Draft CCPMP in 2019 and explore alternative funding and delivery options. It will also investigate options to deliver mixed-use and housing developments within the Civic and Cultural Precinct. The outcomes and delivery options recommended by the updated CCPMP may impact on the priorities and delivery options of programme 902 in future 10 Year Plan processes.

Council has created work programme 902 – Seismic Strengthening of Council Properties. Using Council's Earthquake Prone Building Policy, the programme allows for both the planning, design, consenting and construction. The programme targets seismic strengthening work to be completed incrementally over the next 15 years. We will be investing around $157 million over the next 15 years. Council has developed the following priority order for seismic strengthening of all our EPBs after considering several different factors.

Table 1 Priority Order for Seismic Strengthening and Costs over the next 15 years

Order of Priority	Year Strengthening Commences	Approx. Cost (Millions)
1. Kelvin Grove Crematorium*	2021	$0.5M
2. Wastewater Treatment Plant*	2021	$2.0M
3. CAB	2023	$15M
4. Square Edge	2025	$10M
5. Regent Theatre	2027	$15M
6. Central Library	2029	$60.5M
7. Te Manawa Museum of Art, Science and History	2031	$51M
8. Caccia Birch House	2033	$2.6M
9. Keith Street Power Station	2035	$0.5M

*Strengthening of the Crematorium and the Wastewater Treatment Plan are planned to start in the 2021 year with a budget in that year of $1m & $0.6m respectively.

The affordability of this work is a challenge for us, as we try to strengthen our buildings to meet the required National Building Standards (NBS.) We also need to ensure that we spend in a financially sustainable way.

As seismic strengthening progresses this may also coincide with asbestos remediation and fire upgrade work that may need to be completed within our older buildings. The Building Act 2004 requires all territorial authorities in high seismic areas to report annually to MBIE on their progress in identifying potential EPBs. For this reason there is potential for more EPBs to be identified.

5.15 Construction Industry Capacity

The City is projected to grow significantly over the next 10 years. Major infrastructure projects and private development including Te Ahu a Turanga: Manawatū Tararua Highway, KiwiRail Regional Freight Hub, Mercury Energy Turitea Wind Farm, Regional Freight Ring Road, FoodHQ, Defence regeneration at Linton and Ohakea, Countdown Distribution Centre and a variety of Council infrastructure projects will continue to drive this growth across the Region and the city. With this significant pipeline of central government, residential and commercial infrastructure investment

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the capacity of the existing construction market to respond to this sustained period of infrastructure investment is becoming stretched.

Over the next 10 years there is a risk that Council's access to a constrained construction market will lead to an upward pressure on contracting prices, extend delivery timeframes and cause uncertainty regarding infrastructure delivery. This is likely to impact on Council's ability to deliver on its own infrastructure programme over the life of the 10 Year Plan. While it is positive for the local economy to have sustained investment over the next 10 years it will be a challenge for Council to compete in a crowded market to access the limited construction market resource in the Region. This is particularly so when competing with Central Government infrastructure investment given the scale of projects like Te Ahu a Turanga: Manawatū Tararua Highway and the Defence regeneration at Linton and Ohakea.

Given the construction industry constraint over the 10 Year Plan period Council have considered its programme of work and taken the opportunity to push out non-critical programmes. The Council will have to respond to this challenge and may have to consider options such as:

- Aggregating projects into larger packages and/or multi-year contracts to provide greater certainty to contractors and support investment in resources and capacity building e.g. recent roading maintenance, renewal and capital new contract includes significant value of "capital new" projects
- Starting procurement earlier and allowing longer lead times so that contract delivery obligations can be accommodated within a contractor's forward work commitments. This will require more provision for funding of multi-year programmes of work.
- Engaging proactively with the contracting market including providing a clear indication of Council's forward pipeline of work.

Final consideration of the 10-Year Plan capital programme was informed by a deliverability review of key infrastructure projects based on:

- Budget impacts of industry cost increases
- Ability to deliver to proposed timing
- Risk of project delay associated with critical assets

Key findings of the review were:

- The majority of the proposed capital programme was considered robust
- Some rapid escalations in cost expected to continue
- Long lead-in times required for some assets
- Infrastructure necessary as an enabler for other projects
- Growth programmes represent up to 25% of the budget

A summary of the proposed changes in response to the deliverability review are provided below:

	2021/22	**2022/23**	**2023/24**
Total Budget (19.05.21)	$83,829,648	$81,090,303	$86,862,960
Revised Total Budget (apply Cost Risk)	$88,385,331	$89,047,853	$92,723,485
Total Budget Review (apply deliverability review	$82,806,597	$86,552,099	$98,444,370
Change of Totals	**$1,023,051**	**($5,461,796)**	**($11,581,410)**

The key outcomes associated with re-phasing work across the first three years were identified as:

- Allowing for increased bundling of programmes to de-risk procurement and delivery

- Enabling more time to build up resourcing to deliver
- Minimal impact on rates

5.16 Asset Performance and Condition

An independent review of the maturity of Council's asset management (AM) approach was undertaken in 2019. The assessment found we have significant gaps across our asset areas in terms of condition and performance data. There is a particular need to prioritise the collection of condition information on our critical assets. Although some work has been done in the past to assess asset criticality and condition, we are not using the information well. For example, our wastewater pipes have good CCTV data, but it's not always reliably loaded into our asset data base. An example of the extent of the gap in our asset condition knowledge is that we have condition data for:

- 17% of our wastewater assets
- 4% of our stormwater assets
- 99.8% of condition rating for water assets is assumed based on age and expected life as very little condition assessment has been carried out

Council has sound condition data for roading, property and parks and reserves assets. However, the extent of the gap across our Three Waters assets mean:

- Council is carrying unknown risk relating to asset failure and impacts on levels of service to the community
- Council is carrying a risk of increased operational and reactive maintenance if asset failure occurs
- Council is not in a position to optimise investment decisions relating to the prioritisation of renewals and mitigation of associated risk
- Associated financial risk associated with unexpected asset failure and reactive maintenance

Staff and contractors working on maintenance and renewal of our assets need to be collecting good quality condition data. This needs to feed into our asset data bases and used to better inform and optimise our investment in the maintenance and renewal of our assets.

Our Asset Management Improvement Plan will prioritise a review of our policy governing our asset condition and performance assessment. We will need to complete condition surveys on all our critical assets, and schedule regular inspections with the frequency based on asset criticality. While unexpected failure of our water assets in the past has prompted a programme to increase the collection of condition data through physical surveys, we will need to develop a comprehensive condition assessment programme across all our assets. We will need to work towards developing processes for contractors and in-house staff to collect condition information using real time mobile data applications to increase efficiency in this area. Subject to 10 Year Plan funding decisions, proposed condition assessment programmes have been developed to address the issue of lack of condition data for our wastewater plant (programme 1716), wastewater pipelines (programme 1717), water supply (programme 1813), citywide stormwater (programme 1709), rubbish and recycling (programme 1908) and property (programme 1726). While uncertainty exists regarding the condition of our assets, the purpose of these programmes is to address the condition data gap. Collectively these programmes will form a coherent condition programme that is identified as a key task in Council's Asset Management Improvement Plan.

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6. How council intends to manage its infrastructure assets

6.1 Renewals

As noted in section 5.6, Council has limited options for renewing infrastructure. It has a statutory responsibility to meet the current and future needs of communities for good-quality local infrastructure in a way that is most cost-effective for households and businesses. 'Good-quality' in this context means infrastructure that is efficient, effective, and appropriate to present and anticipated future circumstances. This means Council must look after the infrastructure it already has. This is usually done by renewing assets when they reach the end of their useful life. Council could choose to defer renewals, but this would place an increased financial burden on future generations and is unlikely to meet the primary purpose of local government with respect to good quality infrastructure.

More specific renewal details for each asset group are provided in section 7.

6.2 Growth or decline in demand for services

Forecasting future demand considers how future changes may impact on the demand for an asset and the services it provides. Once the implications of future changes are understood a plan about how best to meet the level of demand, or not, can be made. Understanding the key drivers of demand is the first step in forecasting future demand. The main issues Council consider are:

- Council Strategy
- Population Growth
- Household Growth
- City Growth – Residential, Commercial and Industrial
- Economic Growth
- Legislation, Policy and Guidelines
- Technology Advances
- Customer expectations
- Iwi Partnerships
- Sustainability and the effects of climate change
- Natural hazards and adverse weather events.

As noted in section 3.3, Palmerston North is expanding, and the Council wants to accelerate the city's growth and prosperity. Having a ready supply of land with infrastructure to support the city's growth will ensure Council can harness new development opportunities and increase Palmerston North's competitiveness. The Council has adopted the medium growth household and population projections from Infometrics plus the additional margins required by the National Policy Statement for Urban Development Capacity. The specific population and household projections are detailed in section 3.2.

Commercial office and retail development is expected to utilise existing infrastructure capacity within the city centre. Industrial development is projected at the NEIZ and Longburn, with significant new infrastructure investment required at the NEIZ. The infrastructure servicing the industrial land at Longburn is currently privately owned and is in poor condition and requires upgrading both to meet the needs of current users and satisfy demand from undeveloped land.

There has been little demand pressure on many Council services and assets to date. However, as the city enters a growth phase this may change.

The Council currently has the following activity demand management strategies in place:

- Water: Education, flow restriction, pressure reduction, and metering
- Wastewater: Education, trade waste charges, peak discharge restrictions

- Stormwater: Education regarding illegal discharges to drain, attenuation and detention requirements for new development
- Solid Waste: Education and waste fees
- Parks and Property: User fees, charges and rentals, sports field scheduling

6.3 Increases or decreases in levels of service

Taking into account Council's broader strategic framework, the anticipated increases in levels of service relate to the following infrastructure and assets:

- City centre streetscapes (see programme 1686)
- Urban bus terminal (see programme 243)
- Central Energy Trust Arena (see programmes 990 and 1194)
- Seismic strengthening (see programme 902)
- Victoria Esplanade (see programmes 1847, 1838, 1890 and 2012)
- Manawatū River Park. See programme (programme 1435, 1844, 1894, 1892 and 1895)
- Council housing - Papaioea Place (see programmes 1743 and 1459)
- LED street lighting (see programme 1806)
- Water-sensitive design and green infrastructure (see programme 1930)
- Design infrastructure to accommodate the effects of climate change and natural hazards (see programme: 1708)
- Regional shared path network improvements (see programme 1677 and 1678)
- PNITI programmes. (see programmes 1688, 1690, and 2013)
- Road to Zero – transport safety improvements (see programmes 1691 and 159)
- Village streetscape improvements (see programme 1803)
- Innovating streets for people / tactical urbanism (see programme 2021)
- For specific levels of service see the activity pages of the 10 Year Plan. This is background information that will be provided alongside the Infrastructure Strategy.

6.4 Public health and environmental outcomes

Wastewater

The Council is required to lodge applications for new resource consents for its current wastewater discharge to the Manawatū River by June 2022. The Best Practicable Option (BPO) review, which is well advanced is required to identify a preferred option for treatment and discharge of the city's wastewater by June 2021. Council is actively engaging with the community to help identify the preferred option. For the 10 Year Plan, it has been assumed that a solution will be provided with a capital outlay of $350 million (plus inflation) between 2023 and 2027.

Climate change

The Council target is a 30% reduction in CO_2e in Palmerston North by 2031. The task of lowering our carbon footprint forces Council to identify its inefficiencies and improve the way it delivers infrastructure to improve energy efficiency, make better use of trees and natural systems, and take advantage of the opportunities offered by new technologies like LED lighting. To achieve this target, the Council needs to provide infrastructure that enables the rest of the city to make low-carbon choices, particularly for transport space, and support the provision of fast-charging stations for electric vehicles.

Stormwater

There will be additional peak stormwater flows in the existing network as a result of climate change and increasing infill development. Water-sensitive design and green infrastructure approaches to development and a wider use of tools such as water tanks, green roofs, swales, rain gardens and detention ponds will all

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help and be encouraged. 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 Council has created and planted a series of wetlands to reduce pollution, illegal dumping and damage to critical assets and habitats. Council is renovating open drain corridors and urban waterways, to improve stormwater conveyance capacity, biodiversity and more sustainably manage stormwater.

6.5 Service Delivery

Service delivery is provided by a mixture of using in house resources and externally contracted resources. Operation and maintenance of the stormwater, wastewater and water assets (3 waters), property and parks and reserves assets are largely provided by in house resources apart from swimming pools for which a long term facilities management contract is in place. Some property maintenance is also contracted externally.

Roading maintenance is provided through a long-term externally tendered maintenance contract, which includes pavement renewals and road resealing. While currently Council has a number of separate external roading contracts for specialist areas such as road marking, lighting, traffic signals and footpath renewals, a new Road Maintenance, Renewals and Minor Capital Works contract has been tendered. This contract, which is due to be awarded in March 2021, will have a duration of 9 years and provide for the delivery of up to $14m of maintenance, renewal and capital works in the roading space. The bringing together of nearly all of the maintenance, renewal and minor capital work in a single contract is designed to support the development of a collaborative delivery model which contributes to improved quality, timeliness and optimisation of Council's budget as well as addressing the current contractor capacity constraint.

Renewal of assets and construction of new assets is undertaken through a combination of external contractors and internal resources. The majority of three waters pipe network asset renewal and construction of new assets, along with a range of concrete construction totalling around $6m per annum is undertaken by the Council's Civil Construction Team. The balance of specialist projects and larger capital projects, particularly in water and wastewater treatment and property and recreation areas, is delivered using a diverse mix of small and medium sized external contractors. Council is working to rationalise the number of external contractor relationships and to achieve improved value and service as well as reduce risk. It is doing this by aggregating delivery of common services across Council in large multi-year contracts procured through competitive tender processes. For example, mowing and vegetation management, mechanical and electrical maintenance and renewals as well as pest management.

6.6 Data Reliability

Renewal and maintenance forecasts are based on that data available about Council's assets, their performance and their condition. Data about the assets is kept on Council's asset management systems. Most asset registers are over 85 +/-5% complete in terms of physical attributes, construction date and asset location, and have a high level of accuracy in this regard. While Council has a sound knowledge of the physical attributes, construction date and asset location there is limited condition data available for our assets.

However, as stated previously there are significant gaps in condition and performance data. The exception is parks and reserves assets, with condition and performance of assets is assessed at least annually. The condition rating of the assets of the remaining asset groups comes from periodic survey of the assets, but there are currently insufficient condition assessments being carried out, particularly on critical assets. Performance ratings are rarely recorded. Programmes are being developed to develop a current condition and performance baseline, with processes to keep this data maintained.

Processes for new assets to be entered into the system are currently being improved. Data collection and verification is ongoing with Council's knowledge of its assets improving all the time.

7. Infrastructure assets: The most likely scenario

The Council prepared 30-year Asset Management Plans (AMPs) during 2020. These AMPs set out the programmes that are assessed as optimal for the maintenance, renewal and development of the assets. The programmes from these plans have informed the 10 Year Plan process, although there has been some adjustment during this process to the scope and timing of some programmes to fit better with Council priorities and community affordability.

The most likely 30-year scenario for the management of Council assets comprises the infrastructure programmes that form part of the 10 Year Plan in years 1–10 and the AMP programmes for years 11–30.

The following sections outline the major programmes in each of the asset areas (that also cover the significant infrastructure issues identified in Section 5) together with indicative present day costs, when a decision by council can be expected, and what options can be expected to be considered.

Section 7.6 shows inflation adjusted 30 year financial forecasts for each year for the first 10 years and then the 5 year average for the remainder of the 30 years for operational, renewal and capital development programmes. The capital development programme also shows the overall split between expenditure for growth and for increased level of service.

Council's AMPs give further information about the management of the assets and programmes that are part of the most likely scenario.

7.1 Transport

Renewal

Renewal of transport infrastructure covers assets comprising roads, footpaths, parking, street facilities, street lighting and traffic services and requires around $8.9 million (present-day cost) on average to be spent annually over 30 years to maintain these assets in good condition. Generally, the lifecycle of the transport assets, apart from bridges, is shorter than those in the pipe networks.

The major expense is incurred in rehabilitation of the sealed pavements and resurfacing of sealed roads with about 2km of pavement rehabilitation and 25–30km of resurfacing being undertaken each year. Footpath renewals have also been accelerated. The largest single renewal is the renewal or replacement of the Milson Line overbridge scheduled for 2029–31.

Capital development (growth and LOS)

Major transport programmes include the following:

- growth programmes to service Whakarongo, Kākātangiata (formerly City West) and North East Industrial Zone
- Streets for People streetscape upgrade
- new urban bus terminal
- extensions to the shared path and on-road cycle path network
- transport safety improvements
- regional freight ring road and further bridge crossing.

Besides the major expenditure items listed in the table below, there are a variety of other capital programmes over 30 years to improve safety for all road users, including pedestrians, particularly at intersections, road widening and road realignment in places to accommodate increasing traffic demands and maintain the level of service.

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Transport programmes, principal options and timing of decisions

Major programmes	When	$m present-day costs	$m cost with inflation	When Council decision likely	Expected principal options to be considered
Renewals					
Sealed pavement renewals (115, 2104, 2109)	2021-51	85.9	131.8	Appropriate level of renewal decided through each 10 Year Plan process	• ***Renewals of pavements to maintain the current LOS and minimise long term maintenance costs*** • Only renew sealed pavements when LOS is no longer met.
Sealed road resurfacing (139)	2021-51	99.0	152.6	Appropriate level of renewal decided through each 10 Year Plan process	• ***Replacement of a sealed road surface layer to ensure the agreed level of service is maintained*** • Only reseal roads when LOS is no longer met.
Footpath renewals (64)	2021-51	46.5	74.1	Appropriate level of renewal decided through each 10 Year Plan process	• ***Renew footpaths at a greater rate than existing to improve overall condition of the stock*** • Cease to renew footpaths and only carry out maintenance when failure occurs • Renew footpaths at the current rate
Development					
Infrastructure to support Whakarongo residential development (2065, 1641)	2021-33	8.9	10.3	The schedule and timing of roading infrastructure established through the 2021-31 10 Year Plan process	• ***Provision of infrastructure in line with PNCC engineering standards and the Whakarongo Structure Plan*** • No allocation provided for new infrastructure, leave provision to the developer
Infrastructure to support NEIZ industrial development (2058, 1603)	2021-26	11.4	11.8	Through the 2021-31 10 Year Plan process.	• ***Continuation of programme established in 2015-25 10 Year Plan to service the NEIZ Extension. Timing of programmes subject to demand and alignment with other***

Major programmes	When	$m present-day costs	$m cost with inflation	When Council decision likely	Expected principal options to be considered
					private and public investment interests. • Do nothing. Development may not occur.
Infrastructure to support Kākātangiata (formerly City West) residential development (1681)	2021-42	29.6	40.8	The development of this area will be subject to further investigation and planning process under the RMA over the next few years.	• ***Provision of infrastructure in line with PNCC engineering standards and the Kākātangiata Structure Plan (in development).*** • No allocation provided for new infrastructure, leave provision to the developer.
Streets for People - Urban design streetscape (1686)	2021-29	22.6	24.7	The overall scope of the project was endorsed by Council in 2016. The decision around timing for the different stages is part of the 2021-31 10 Year Plan process following earlier consultation. Later stages may be modified in future 10 Year Plan processes.	• ***Deliver the full scope of the Streets for People programme*** • Keep the pre-existing urban city layout and stop progressing improvements to CBD amenity and city image.
Bus terminal (243)	2021-25	11.6	12.7	The broad programme has been considered as part of the City Centre Streetscape programme. There will be a further Council decision on the best option before implementing a programme over the period 2020-24.	• ***Complete the urban bus terminal development*** • Minor upgrade of infrastructure, lighting, landscaping and roading only • Let the bus terminal remain as it is
Shared pathways (2057, 1225, 1678, 1648, 2067, 2068)	2021-31	28.5	32.8	This is a programme of developing shared pathways around the city. The broad on-going programme has been decided through the 2021-31 10 Year Plan process. It may be modified in subsequent 10 Year Plans.	• ***Create new shared paths that link regional centres - Bunnythorpe, Feilding, Ashhurst and Aokautere*** • Deliver some or part of the network • Incomplete shared path network meaning Council strategic direction not met.
Manawatū River Bridge (187)	2037-43	112.0	189.3	From around 2040 onwards noting that demand on the Fitzherbert corridor is under constant monitoring. Decisions around the strategic transport route are connected with	• ***Construct a new bridge to link Te Matai Road and Staces Road*** • Test downstream bridge alternatives in the business case process

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Major programmes	When	$m present-day costs	$m cost with inflation	When Council decision likely	Expected principal options to be considered
				the PNITI investment and may change this timeframe	• Defer from research, design, and delivery of a new bridge
Urban cycle network improvements (1559, 1631, 1633, 1653,1657, 2056)	2021-31	21.7	24.9	A decision on investment priority was made in 2019. Appropriate level of investment decided through each 10 Year Plan process.	• ***Deliver the full scope of the Urban Cycle Network Masterplan with additional cycle lane and signal phasing works*** • Remain at current state.
PNITI (2013, 2059, 1695)	2021-30	114.8	133.4	Through 2021-31 10 Year Plan process.	• ***Ring road transport improvements*** • ***Intersection and bridge improvements*** • ***Strategic transport corridor improvements.***
Road to zero (1691, 159)	2021-30	23.0	26.0	Appropriate level of investment decided through each 10 Year Plan process.	• ***Improve network safety through speed management, intersection upgrades, corridor improvements, and access control management*** • ***Address the vertical realignment and widening of five dips on Kelvin Grove Road to improve sightlines and adjoining properties***
Ashhurst growth (1684)	2021-25	5.6	5.8	The schedule and timing of roading infrastructure established through the 2021-31 10 Year Plan process	• ***Provision of infrastructure in line with PNCC engineering standards and the future structure plan(s) (in development)*** • No allocation provided for new infrastructure, leave provision to the developer.
Rural road safety and accessibility (2061, 1595)	2024-34	15.7	19.4	Appropriate level of investment decided through each 10 Year Plan process.	• ***Deliver all the road safety and accessibility projects*** • Deliver some of the projects as they are discrete

Major programmes	When	$m present-day costs	$m cost with inflation	When Council decision likely	Expected principal options to be considered
					• No allocation provided for any new infrastructure, leave provision to the developer.

7.2 Stormwater Renewal

While there is an ongoing programme of minor renewals of stormwater assets, there are few major renewal programmes of work required during this period. The exception are some significant stormwater mains where the pipes have collapsed due to poor material quality, excessive external loads or aggressive root intrusion. Most stormwater assets are in reasonable condition as they operate in a less aggressive environment compared to the wastewater network and consequently have longer asset lives. Generally, the stormwater system is still in the early stages of its life cycle.

Capital development (growth & LOS)

There are major programmes during this period for extending the stormwater system to the Whakarongo and Kākātangiata Residential areas and the North East Industrial Zone to provide for predicted residential and industrial growth. However, it is also expected that developers will make provision either individually or collectively to manage stormwater within their own properties in accordance with the principles of achieving hydraulic neutrality prior to discharge to the receiving drainage channels. Council is involved in facilitating the consenting, provision and construction of detention storage and wetland treatment systems. In addition, there is an ongoing programme of stormwater improvement works to mitigate flooding and inundation issues as well as improve stormwater discharge quality. Further modelling work has been undertaken to inform this programme and take into account the likely changes in frequency and intensity of storm events that is likely to occur as a result of climate change and increasing density of infill housing over this period. Large scale mitigation works including major new drainage and detention infrastructure is planned to effectively mitigate the increased flooding likely to result from climate change.

Stormwater Principal Options and Timing of Decisions

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Major programmes	When	$m present-day cost	$m cost with inflation	When council decision likely	Expected principal options to be considered
Renewals					
Citywide renewal works (1062)	Ongoing 2021-51	18.0	27.5	Appropriate level of renewal decided through each 10 Year Plan process	• ***Full replacement of stormwater pipes and manholes due to structural or service problems*** • Renewal of pipes and manholes only when the network is significantly underperforming and on reactive basis • Defer renewal of the network.
Citywide pump renewals (20)	Ongoing 2021-51	2.5	3.1	Appropriate level of renewal decided through each 10 Year Plan process	• ***Renew pump stations at greater level than current*** • Renewal will be as required or necessary only • Defer the renewal of stormwater pump stations.
Development					
Provision of stormwater systems for Whakarongo residential development (1001, 1284)	2021-24	6.1	6.2	The schedule and timing of stormwater infrastructure established through the 2021-31 10 Year Plan process. A council decision has already been made.	• ***Provision of infrastructure in line with the Whakarongo Structure Plan, PNCC engineering standards and low-impact design principles.*** • No further progression of the proposed attenuation pond construction and leave to developers to construct
Stormwater systems for NEIZ Extension (197)	2021-23	2.4	2.4	NEIZ Extension rezoned 2016. Timing of stormwater infrastructure established through 2021-31 10 Year Plan process.	• ***Design and construct stormwater systems in line with NIEZ Structure Plan, PNCC engineering standards and low-impact design principles to service an expanded NEIZ*** • A localised, conventional infrastructure approach, though the Council's sustainability goals would not be met • No allocation provided for any new infrastructure, leave provision to the developer
Stormwater systems for Kākātangiata residential growth area (1065)	2021-30	2.9	3.3	Indicative timing given as part of 2021-31 10 Year Plan process. Infrastructure will be delivered in time to facilitate development, as development progresses.	• ***Current infrastructure to remain and unable to support development*** • Upgrade the relevant infrastructure to enable development
Stormwater Improvement works, including new pump stations (1060, 1372)	2021-51	16.3	21.8	Ongoing decision making through 10 Year Plan and Annual Plan processes to meet specific issues in the stormwater system.	• ***Address the issues identified in the citywide flood model*** • ***Significant electrical and mechanical improvements at the pump station***

Major programmes	When	$m present-day cost	$m cost with inflation	When council decision likely	Expected principal options to be considered
					• Ensure only the current capacity and requirements are met • No allocation provided for any new infrastructure.
Citywide stormwater flood mitigation (1708)	2021-28	7.2	8.3	Through the 2021-31 10 Year Plan process	• ***Undertake large capital projects to reduce catchment-wide risk flooding*** • No allocation for capital works to mitigate citywide flooding.
Stormwater management improvements for Aokautere urban growth area (1704)	2021-29	1.1	1.2	Indicative timing given as part of 2021-31 10 Year Plan process. Infrastructure will be delivered in time to facilitate development as development progresses.	• ***Carry out mitigation works in all the severely affected gullies to allow further development*** • Leave the gullies to self-stabilise
Stormwater improvements for Ashhurst urban growth area (2034)	2021-25	0.6	0.7	Indicative timing given as part of 2021-31 10 Year Plan process. Infrastructure will be delivered in time to facilitate development as development progresses.	• ***Design and construct stormwater systems in line with PNCC engineering standards and low-impact design principles.*** • No allocation provided for any new infrastructure, leave provision to the developer.
Stormwater improvements for Napier Rd Urban Growth Area (2035)	2021-25	0.2	0.2	Indicative timing given as part of 2021-31 10 Year Plan process. Infrastructure will be delivered in time to facilitate development as development progresses.	• ***Design and construct stormwater systems in line with PNCC engineering standards and low-impact design principles.*** • No allocation provided for any new infrastructure, leave provision to the developer.

7.3 Water Renewal

Most of the pipe network is in very good physical condition. However, there are some major items for renewal and refurbishment during this period, as discussed below.

Over the period 2010–14, pipeline renewal was focused on replacing cast iron pipes to address the discoloured water issue. Subsequently, the focus has been on replacing asbestos cement (A/C) pipelines. The life of these pipelines is proving to be less than originally expected resulting in a higher number of pipe breaks and increased maintenance costs. An enhanced A/C replacement programme is now programmed through to 2030 to maintain the serviceability of the network. There is also a need to renew the supply main from the Lower Turitea Dam through to Ngahere Park reservoir. This will be done following the completion of the duplication of the pipeline from the Water Treatment Plant to the Ngahere Park Reservoirs which is currently underway so as to also increase the resilience and security of this supply. The rising main from the Ashhurst bore to the reservoirs has been identified for some

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time as in need of replacement. The lower half of the rising main has been renewed and the remainder of the alignment will be renewed by the end of 2022-23. The other area of major renewal investment required in this period is the replacement or redevelopment of several of the bores feeding the city's water supply. Bores programmed over the next few years include Ashhurst, Takaro and Roberts Line with other bores programmed for redevelopment over the following 25 years. Significant investment in renewal of critical components of the water supply network are also programmed including significantly enhanced investment in renewal of tobies (as part of installed new meter ready manifolds with backflow prevention), meters and critical shut-off or sluice valves. These are critical as they contribute to the risk of contaminants entering the network and the level of disruption required to repair a break in the network.

Capital development (growth & LOS)

There are major programmes during this period for extending the water system to the Whakarongo and Kākātangiata Residential areas and North East Industrial Zone to provide for projected residential and industrial growth. Some seismic strengthening of water structures is scheduled to increase the resilience of our water supplies. There are also proposals to build new reservoirs to increase available storage and improve treatment

Other major programmes that provide for ensuring a secure and safe water supply for the city include providing additional treatment barriers at the Turitea water treatment plant to meet the expected more stringent NZ drinking water standards proposed for adoption in July 2021. It is expected that UV treatment of all water sources will be required (surface water and bore water treatment plants) as well as provision of storage to provide adequate contact time for chlorine disinfection to achieve current free available chlorine guideline levels at all bores. As indicated above, there is already some provision in this Strategy for implementing UV treatment at the Turitea water treatment plant over the period 2021–24. There is also provision for adding storage to some bores so that the required contact time to meet a FAC standard can be met. However, once new standards are released it will be necessary to review both the timing and financial provision required in order to meet them.

There are other programmes over the 30 year period covering access road improvements, upgrading communication technology, pressure management and various new water pipeline linkages to increase the resilience and reliability of the water supply system.

Water principal options and timing of decisions

Major programmes	When programmed	$m present-day cost	$m cost with inflation	When Council decision likely	Expected principal options to be considered
Renewals					
Rehabilitation of pipeline from Lower Dam to Ngahere Park reservoirs (88)	2023-26	2.2	2.4	Appropriate level of renewal decided through each 10 Year Plan process	• ***Rehabilitate the existing main to prolong serviceable life*** • Replace existing main, resulting in two new falling mains • Continue using the existing main, without rehabilitation, until it is unserviceable.
Network pipeline renewal (218)	Ongoing 2021-51	57.7	84.4	Appropriate level of renewal decided through each 10 Year Plan process	• ***Rolling renewals. Renew when the mains approach the end of their useful life*** • Proactive replacement of all Asbestos Cement (AC) and Cast-Iron mains, even if they are not at the end of their useful life • No proactive renewals. Mains only renewed reactively on failure
Water bore headworks and station renewals (199, 2100)	Ongoing 2021-51	11.3	18.1	Appropriate level of renewal decided through each 10 Year Plan process	• ***Enhanced renewals including replacement of electrical controls and mechanical fittings*** • Renew components when they approach the end of their useful life • No proactive renewals. Components only renewed reactively on failure.
Equipment and facility renewals at the Turitea Water Treatment Plant (207, 1646)	Ongoing 2021-51	12.2	18.3	Appropriate level of renewal decided through each 10 Year Plan process	• ***Rolling renewals of the components as they tend toward the end of their useful life*** • Replace all components, as soon as possible, with modern equivalents • Components are only renewed reactively on failure.
Water Toby and Manifold Renewals (214, 2099)	2021-31	4.9	5.8	Appropriate level of renewal decided through each 10 Year Plan process	• ***Replace all over the first four years of the LTP, as planned*** • Replace all tobies with manifolds in Year 1 of the LTP

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Major programmes	When programmed	$m present-day cost	$m cost with inflation	When Council decision likely	Expected principal options to be considered
					• No proactive renewals. Wait until tobies reach the end of their useful life then replace with manifolds
Development					
Development of water supply network for Whakarongo residential growth (1004, 1285)	2021-26	2.9	3.1	Indicative timing given as part of 2021-31 10 Year Plan process. Infrastructure will be delivered in time to facilitate development, as development progresses.	• ***Fund infrastructure, lead and enable development*** • Don't fund infrastructure, instead either constrain development or ask developer to construct all assets and vest them in Council
Development of water supply for NEIZ industrial growth area (1005, 1286, 1387)	2021-28	4.6	5.1	Indicative timing given as part of 2021-31 10 Year Plan process. Infrastructure will be delivered in time to facilitate development, as development progresses.	• ***Find an appropriate site, drill a bore, and bring into full production*** • Refrain from sinking another bore, instead relying on current facilities. • Further investigation work to be done to identify options
Development of water supply for Kākātangiata residential growth (1170)	2021-33	7.3	8.6	Indicative timing given as part of 2021-31 10 Year Plan process. Infrastructure will be delivered in time to facilitate development, as development progresses.	• ***Fund, lead and enable development to provide water infrastructure for Kākātangiata*** • Leave the area as is, resulting in halted residential growth
Bunnythorpe water supply extension (135)	2024-26	1.6	1.7	The Palmerston North water supply will be extended to join with Bunnythorpe following completion of the KiwiRail hub and provision of water supply to their freight partners.	• ***Eventual extension of water supply for Palmerston North to include Bunnythorpe*** • Extension of the water supply from the North-East Industrial Zone to the KiwiRail freight hub, and not the further distance to Bunnythorpe
Improvements to water supply at Longburn Industrial Park (1815)	2024-27	5.5	6.2	The Palmerston North water supply will be extended to join with Longburn in future years after the supply has been extended to service Kākātangiata development.	• ***Reticulation improvements addressing the shortfalls in the Longburn supply enabling further development*** • Leave the reticulation in its current condition, restricting the development in Longburn to its current level
Development of water supply in Ashhurst (1815)	2022-27	0.8	0.8	Indicative timing given as part of 2021-31 10 Year Plan process. Infrastructure will be delivered in	• ***Invest to address shortfalls and enable development in Ashhurst***

Major programmes	When programmed	$m present-day cost	$m cost with inflation	When Council decision likely	Expected principal options to be considered
				time to facilitate development, as development progresses.	• Restrict Ashhurst development to its current levels
Development and growth of water supply for Aokautere (1880)	2024-26	1.7	1.9	Indicative timing given as part of 2021-31 10 Year Plan process. Infrastructure will be delivered in time to facilitate development, as development progresses.	• ***Cater for growth of Aokautere by supporting the development of their water supply*** • Delay the funding allocation constraining the development of this area
Seismic strengthening of water structures to meet building code (651, 1289)	2024-27	1.8	1.9	Through the 2021-31 10 Year Plan process	• ***Strengthen facilities where there are known weaknesses, ensuring a resilient water supply*** • Complete the above, but within one year of the Long-Term Plan • Let the facilities continue on as is, even though they are vulnerable to a seismic event
Upgrades to respond to review of NZ Drinking Water Standards (network and Water Treatment Plant) (1696, 124, 2085)	2021-25	7.0	7.4	Indicative timing has been given as part of 2021-31 10 Year Plan process. Delivery will be dependent on timing and requirements of updated Drinking Water Standards.	• ***Installation of UV disinfection equipment*** • Investigate options and select an option other than UV disinfection • ***Complete identified upgrade work in the first two years of the Long-Term Plan, as planned*** • Complete the above, but within one year of the Long-Term Plan • With the impending arrival of regional or multi-regional entities, Council could choose to defer upgrades and have the incoming
New water supply reservoirs to increase resilience (1384, 1608)	2021-26	6.0	6.5	Through 2021-31 10 Year Plan and subsequent 10 Year Plan processes.	• ***Construct new reservoirs at the bore sites at the timing indicated to allow for greater security of supply*** • Construct the reservoirs at an enhanced rate to obtain security of supply sooner • Let the current water storage network remain and risk security of supply

7.4 Wastewater Renewal

The Totara Road Wastewater Treatment Plant (WWTP) was opened in 1969. Significant parts of the treatment plant components are now reaching the end of their asset lives or have reached the limit of their capacity such that renewal or refurbishment and upgrade is urgently required. Council is currently implementing detailed design

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and construction work to replace and upsize capacity for the inlet screens, screening solids handling facilities, lift pumps, grit removal systems and sedimentation tank solids handling and removal equipment totalling nearly $4m. In addition, work has started on the detailed design and implementation of seismic strengthening work with modifications to the sedimentation tanks. Further renewal and refurbishment work is also planned for the next few years covering aerators, sludge pumps, water supply pipelines, high voltage power supply capacity in the site, electrical power controls and substation capacity, back-up generator capacity and bio-gas piping and storage equipment. A portion of this work has been facilitated by the Central Government Three Waters Grant.

Some major capital investment such as the duplication of the primary sedimentation system has been deferred pending the outcome of the Best Practicable Options (BPO) review underway as this could result in the selection of a preferred treatment and discharge option which requires a different configuration of the treatment process.

Within the network there is an ongoing pipe renewal programme throughout the period of the Strategy replacing around 2.5km of pipes per year to maintain the serviceability of the network. The programme has been augmented by specific programmes to renew critical trunk sewers and decommission abandoned sewers running under roads and private properties These programmes are integrated with investment in a stormwater infiltration and control programme to try to manage and reduce the very high wet weather peak flows in the network. . There are also 36 pump stations for which replacement of pumps and electrical equipment is provided for.

Capital development (growth & LOS)

There are major programmes during this period for extending the wastewater system to the Whakarongo, and Kākātangiata Residential areas and North East Industrial Zone to provide for residential and industrial growth. Some seismic strengthening of the civil structures at the WWTP is scheduled to bring these up to building code standards.

New investment is proposed to address wet weather capacity constraints in the network and achieve a consistent wet weather overflow standard through a combination of expanded wet weather storage and upsized pipework. However, the most significant expenditure during this period will be the implementation of a new wastewater treatment and discharge solution following on from the BPO review. This review is to identify the best practicable solution for the city's wastewater disposal and treatment so as to meet the higher environmental standards required by Horizon's One Plan. New resource consents need to be applied for before June 2022. The process for Council investigating all practicable options for treatment and disposal of the city's wastewater is well advanced with a preferred option to be identified by June 2021. A provision of $350 million (plus inflation) for capital expenditure has been included in the 2021-31 10 Year Plan to cover the cost of this project, but this sum will be subject to review as investigations and the consenting process provide greater certainty as to the specific option and costs associated with implementation.

Major programmes	When	$m present-day cost	$m cost with inflation	When council decision likely	Expected principal options to be considered
Renewals					
Treatment plant renewals (179, 1589)	2021-51	8.0	10.9	Appropriate level of renewal decided through each 10 Year Plan process	• ***Renew minor mechanical and electrical equipment at the current level of funding*** • Renew at greater rate than the existing • Cease to renew any minor electrical and mechanical equipment.
Pipeline renewals (54, 2094)	Ongoing 2021-51	93.3	142.4	Appropriate level of renewal decided through each 10 Year Plan process	• ***Renew wastewater pipes at a greater rate than existing schedule indicates*** • Renew wastewater network at current rate • Cease to renew any parts of the wastewater network.
Wastewater trunk mains Renewal (1714, 2106)	2021-51	13.9	20.1	Appropriate level of renewal decided through each 10 Year Plan process	• ***Trunk mains to be renewed at a greater level than currently*** • Trunk mains will be renewed within the current renewal program • Remain with trunk mains on a repair and maintenance only basis.
Development					
Extension of network to service Whakarongo residential development (1000)	2021-24 and 2031-32	1.0	1.0	Indicative timing given as part of 2021-31 10 Year Plan process. Infrastructure will be delivered in time to facilitate development, as development progresses.	• ***Install gravity sewer network and connect to existing trunk mains to maintain LOS*** • Leave the trunk wastewater network as it is and don't extend
Extension and upgrading of network to service North East Industrial Zone (NEIZ) (210, 1625)	2021-26	2.3	2.5	Indicative timing given as part of 2021-31 10 Year Plan process. Infrastructure will be delivered in time to facilitate development, as development progresses.	• ***Install a gravity network using gravity pipes, a pump station, and rising main*** • Install a pressure sewer system to service the individual lots • Install a vacuum sewer system in the NEIZ area.
Extension of network to service Kākātangiata residential development (1055, 1597)	2021-22 and 2024-26	1.0	1.0	A decision on the low-pressure pipe system is set to be in 2021/22. The rest of the network will be decided on as development progresses.	• ***Install a pressure system with on-site pump stations for individual lots*** • Install gravity sewer network that links in with the Maxwells line pump station • Install vacuum sewer system for the Kākātangiata development.

Major programmes	When	$m present-day cost	$m cost with inflation	When council decision likely	Expected principal options to be considered
Upgrade the sewer mains in Ashhurst (1412)	2024-25	0.3	0.3	The budget has been approved to initiate the design phase of this programme. Construction is planned for 2024/25 in the 10 Year Plan	• ***Upgrade capacity in the network from a 150mm pipe to a 225mm pipe*** • Keep network as is and only upgrade when asset is due for replacement
Development of wastewater system at the Longburn Industrial Park (1711)	2021-23	0.7	0.7	Indicative timing given as part of 2021-31 10 Year Plan process. Infrastructure will be delivered in time to facilitate development, as development progresses.	• ***Pressure sewer system to service individual lots*** • Install a conventional gravity network to service area • Let the private owner repair assets as and when required
Upgrade the required sections of network in Aokautere and Pacific Drive (2030)	2022-25	0.8	0.8	Indicative timing given as part of 2021-31 10 Year Plan process. Infrastructure will be delivered in time to facilitate development, as development progresses.	• ***Upgrade existing gravity network*** • Keep the existing network unchanged, risking sewer surcharge
Seismic strengthening of wastewater structures to meet building code requirements (1074)	2021-24	2.2	2.3	The budget has been confirmed for phase one of the programme. Awaiting confirmation for the next three phases of the programme, where a decision is likely to be made on these in the next financial year.	• ***Plan strengthening program based on report from consultants to upgrade structures to correct standards*** • Postpone seismic strengthening until business process outsourcing (BPO) options are confirmed.
Treatment plant consent renewal upgrade (628)	2023-27	350.0	391.7	Investigation into finding the Best Practicable Option for the future treatment and disposal of the city's wastewater has begun. Council is required to have made the final decision on the BPO for the wastewater scheme by June 2021. The consent will be lodged before June 2022.	• Acquire land • Partially utilise the river • Partially utilise the ocean • A hybrid of any of the above locations ***And design a new treatment plant process to comply with discharge requirements.***
Wastewater wet weather overflow mitigation (1712)	2021-41	14.2	19.3	Indicative timing given as part of 2021-31 10 Year Plan process.	• ***Upgrade dedicated parts of the network to create storage and build offline storage where more capacity is required, and the catchment is bigger*** • Leave network at its current capacity.

7.5 Property assets

Renewal

The major renewal programmes throughout the 30-year period include:

- Social Housing refurbishments
- Cultural facilities refurbishments
- CAB refurbishments
- Further redevelopment of the Central Energy Trust Arena

Capital development (growth & LOS)

Major property programmes include the following:

- The development of a new social housing complex
- Construction of a new Animal Shelter
- Further redevelopment of the Central Energy Trust Arena
- Seismic strengthening of Council-owned earthquake-prone buildings
- Redevelopment of both the Central Library Building and Te Manawa as part of the seismic strengthening outcomes

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Property, principal options and timing of decisions

Major programmes	When	$m present-day cost	$m cost with inflation	When Council decision likely	Expected principal options to be considered
Renewals					
Social housing renewals (180)	Ongoing 2021-51	12.8	17.3	Appropriate level of renewal decided through each 10 Year Plan process	• ***Provide facilities that are safe, fit for purpose, and support the activity*** • Provide enhanced housing quality • Only address issues as assets fail.
Cultural facilities renewal (213)	Ongoing 2021-51	10.8	15.3	Appropriate level of renewal decided through each 10 Year Plan process	• ***Provide facilities that are safe, fit for purpose, and support the activity*** • Enhance to be industry leading facilities • Tend to the assets when they fail.
Civic Administration Building refurbishments (281, 1673)	Ongoing 2021-51	11.9	15.6	Appropriate level of renewal decided through each 10 Year Plan process	• ***Proactive refurbishment of CAB workspaces*** • Refurbish the CAB over the whole 10-year period, not in first few years • Leave the CAB workspaces as their current state, only refurbishing when failure occurs.
Central Energy Trust Arena Manawatū asset refurbishment (1051)	Ongoing 2021-51	27.9	37.6	Appropriate level of renewal decided through each 10 Year Plan process	• ***Provide facilities that are safe, fit for purpose, and support the activity*** • Address the assets only when failure occurs.
Hard surfaces renewals (2022)	2022-51	5.4	7.2	Appropriate level of renewal decided through each 10 Year Plan process	• ***Provide facilities that are safe, fit for purpose, and support the activity*** • Address the assets only when failure occurs.
Community centre renewals (265)	2021-51	6.4	9.1	Appropriate level of renewal decided through each 10 Year Plan process	• ***Maintains the current level of service*** • Considerable renovations potentially required, and some rebuild options considered • Only address issues as assets fail
Depot building and structures renewals (85, 2093)	2021-51	3.6	5.0	Appropriate level of renewal decided through each 10 Year Plan process	• ***Focus on functionality, compliance and provide the ability to upgrade inadequate staff facilities so it is fit for purpose*** • Maintain current standard of facility

Major programmes	When	$m present-day cost	$m cost with inflation	When Council decision likely	Expected principal options to be considered
					• Only address issues as assets fail
Public toilet renewals (186)	2021-51	4.7	6.6	Appropriate level of renewal decided through each 10 Year Plan process	• ***Provide facilities that are safe, fit for purpose, and support the activity*** • Only address issues as assets fail.
Conference and function centre renewals (664)	2021-51	4.0	5.0	Appropriate level of renewal decided through each 10 Year Plan process	• ***Maintains the facility to ensure it is safe, fit for purpose and functional*** • Enhance to be industry leading facilities • Only address issues as assets fail.
Recreational building renewals – sports pavilion and changing rooms (1786)	2021-31 and 2036-46	4.0	5.4	Appropriate level of renewal decided through each 10 Year Plan process	• ***Provide facilities that are safe, fit for purpose, and support the activity*** • Enhanced facilities • Only address issues as assets fail.
Development					
Development of additional social housing units (1459)	2023-26	6.5	7.0	Through the 2021-31 10 Year Plan process and subsequent 10 Year Plan processes. The location and scope of the programme are yet to be determined.	• ***Redevelop an existing housing complex*** • Build new units on a greenfield site • Let the social housing capacity remain at its current level.
Development of a new animal shelter (1552, 2080)	2021-23	4.4	4.4	Through the 2021-31 10 Year Plan process and subsequent 10 Year Plan processes. A decision is likely to be made within years one and two of the next 10 year plan.	• ***Build a new Animal Shelter facility*** • Attempt to retro-fit the existing facility to meet Code requirements
Central Energy Trust Arena – includes masterplan items, property purchase, and southern grandstand development (1194, 1763, 990)	2021-34	43.5	53.3	The Arena Masterplan was adopted in 2018 to inform the 2018-28 10 Year Plan which includes programmes to deliver on the Masterplan. Future 10 Year Plans will determine investment priorities beyond 2021.	• ***Proceed with all projects in the masterplan*** • Reduce the scope and only proceed with some of the masterplan options • Defer from completing the remaining masterplan items • ***Purchase both properties (78 and 80 Waldegrave Street)*** • Do not purchase the properties – impacting the masterplan • ***Construct a roof over new seating and existing embankment seating*** • Leave the southern embankment as it is

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Major programmes	When	$m present-day cost	$m cost with inflation	When Council decision likely	Expected principal options to be considered
Seismic strengthening of Council-owned buildings (902, 1016)	2021-35	156.7	189.5	Through the 2021-31 10 Year Plan process and subsequent 10 Year Plan processes	• ***Strengthen properties to an optimum outcome between highest NBS vs. cost – as per council policy*** • Sell buildings rather than strengthening • Strengthen buildings to the maximum NBS rating • Demolish and rebuild buildings • Strengthen to 34% only so no longer earthquake prone
Citywide new public toilets (161, 1585)	2021-30	1.3	1.5	Through the 2021-31 10 Year Plan process and subsequent 10 Year Plan processes	• ***Build new toilets in the places of most need*** • Only create new public toilets within existing buildings in our parks and reserves • Defer from building any new public toilets
Kākātangiata Community Centre (1130)	Various 2022-23 and 2028-30	2.8	3.3	Through the 2021-31 10 Year Plan process and subsequent 10 Year Plan processes	• ***Build a community centre that meets the needs of the community*** • Build a community hub like proposed for Kelvin Grove, incorporating a community centre and library • Defer from building a new community centre.
Papaioea Place refurbishment stage 3 (1743)	2021-23	3.7	3.7	Through the 2021-31 10 Year Plan process and subsequent 10 Year Plan processes. A decision is likely to be made within year one of the next 10 year plan.	• ***Build six units and a tenant lounge*** • Build twelve new units and no tenant lounged • Build a tenant lounge and gardens • Retain the area as a green space.
CAB workplace transformation (1826)	2021-26	2.8	3.0	Through the 2021-31 10 Year Plan process and subsequent 10 Year Plan processes	• ***Proactive refurbishment of CAB workspaces*** • Spread works over longer period • No proactive refurbishment - run to fail

7.6 Parks and reserves assets

Renewal

Major renewal programmes throughout the 30-year period include city and local reserves, sportsfields, swimming pools and cemetery assets.

Capital development (growth & LOS)

Major parks and reserves programmes include the following:

- Victoria Esplanade Master Plan
- Manawatu River Framework
- local reserves at Whakarongo and Kākātangiata.
- Kelvin Grove Cemetery extension

Besides the major expenditure items listed in the table below, there are a variety of other capital programmes over 30 years related to meeting demands and maintaining the level of service for reserves, sports fields, walkways, swimming pools and cemeteries.

Parks and reserves assets, principal options and timing of decisions

Major programmes	When	$m present-day cost	$m cost with inflation	When Council decision likely	Expected principal options to be considered
Renewals					
Cemetery renewals (567, 1796, 1828, 2091)	2021-51	3.8	5.3	Appropriate level of renewal decided through each 10 Year Plan process	• ***Provide renewal of the assets associated with cemeteries*** • Renew only when asset failure occurs or fail and don't renew
Citywide reserve renewals (1825, 1830, 1831, 1832, 1835, 1840, 2087)	Ongoing 2021-51	9.0	12.0	Appropriate level of renewal decided through each 10 Year Plan process	• ***Renewals at Ashhurst Domain, Linklater Reserve, Memorial Park, The Square, and Victoria Esplanade to maintain the service potential of the assets.***
Local reserve renewals (1827)	Ongoing 2021-51	20.2	28.9	Appropriate level of renewal decided through each 10 Year Plan process	• ***Renewals of the following; plant, furniture surfaces, ecological (planting and gardens) structures (gazebos, shade sails, fencing, etc), and playgrounds at smaller, local reserves.***

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Major programmes	When	$m present-day cost	$m cost with inflation	When Council decision likely	Expected principal options to be considered
Sports field and pavilion renewals (1829, 1786)	2021-51	9.9	13.5	Appropriate level of renewal decided through each 10 Year Plan process	• ***Provide facilities that are safe, fit for purpose, and support the activity*** • Increase the LOS within the facilities to lift them to be more than just fit for purpose • Only address issues as assets fail.
Swimming Pools - community pool asset renewals (1837)	Ongoing 2021-51	21.5	31.0	Appropriate level of renewal decided through each 10 Year Plan process	• ***Renewals of plant structures at The Lido, Freyberg, and Splashhurst community swimming pools, with structures including; buildings, plant and interior fitout.***
Development					
Implementation of the Manawatū River Framework Plan (1435,1894, 1895)	2021-32	5.1	5.4	Through the 2021-31 10 Year Plan process	• ***Consolidate all existing river lighting budgets but do not increase any budgets*** • Partially consolidate budgets for Fitzherbert Bridge only • Achieve the desired lighting impact by bundling programmes and additional funding • River lighting budgets for lighting the loop from bridge-to-bridge made up of three slightly underfunded programmes.
Te Motu o Poutoa (1895)	2021-23	1.7	1.9	Through the 2021-31 10 Year Plan process	• ***Construct pathways and an associated car parking area linking to the Anzac Cliffs pathway, interpretive signage, street furniture, and art works.***
Development of Memorial Park (1850)	2021-26	0.9	0.9	Through the 2021-31 10 Year Plan process	• ***Park development including; a splash pad, playground upgrade, new entranceway, and other development.*** • Deliver only some of the proposed new developments • Leave Memorial Park in its current state
Development of Victoria Esplanade (1838, 2012, 2073, 1127)	2021-40	2.4	2.7	Through the 2021-31 10 Year Plan process	• ***Create eight new exotic aviaries and a new support building***

Major programmes	When	$m present-day cost	$m cost with inflation	When Council decision likely	Expected principal options to be considered
					• Install six aviaries, some with reduced the size in comparison to the above option. No new support/quarantine building • Build three smaller aviaries and convert the bulk of the exiting aviary area to gardens • Leave Victoria Esplanade in its current state.
Sports field – artificial football field (1133)	2022-24	2.1	2.2	A decision can be made once the results of 2021/22 sportsfield feasibility programme (1906) is complete.	Based on demonstrated need: • ***Contribution to the construction of a second artificial sportsfield in the city.*** • Council fully fund a second artificial sportsfield
Reserves land purchase and development for Ashhurst, Hokowhitu, Kākātangiata, and Whakarongo residential growth (1856, 1857, 1859, 1860, 1862, 2070, 2071)	2021-51	21.7	28.8	Through the 2021-31 10 Year Plan process	• ***Purchase and build new residential developments in the Ashhurst, Kākātangiata, and Whakarongo areas. Purchase and develop two cultural reserves and a river entranceway in the Hokowhitu area*** • Purchase and build new residential developments in the Ashhurst, Kākātangiata, and Whakarongo areas, but do not with the Hokowhitu area developments.

7.7 Financial expenditure – operating and capital (inflation indexed)

The following graphs show the projected capital and operating expenditure that is associated with the management and development of the assets. Annual expenditure is shown for the first 10 years and corresponds to the 10 Year Plan. Years 11–30 of the Strategy are shown as an annual average for five-yearly bands. The detail of this expenditure is covered in the relevant AMPs. These projections are adjusted for inflation using the relevant BERL indices.

(Note: The previous figures in this Strategy are shown as present-day costs unless specifically identified as including inflation.)

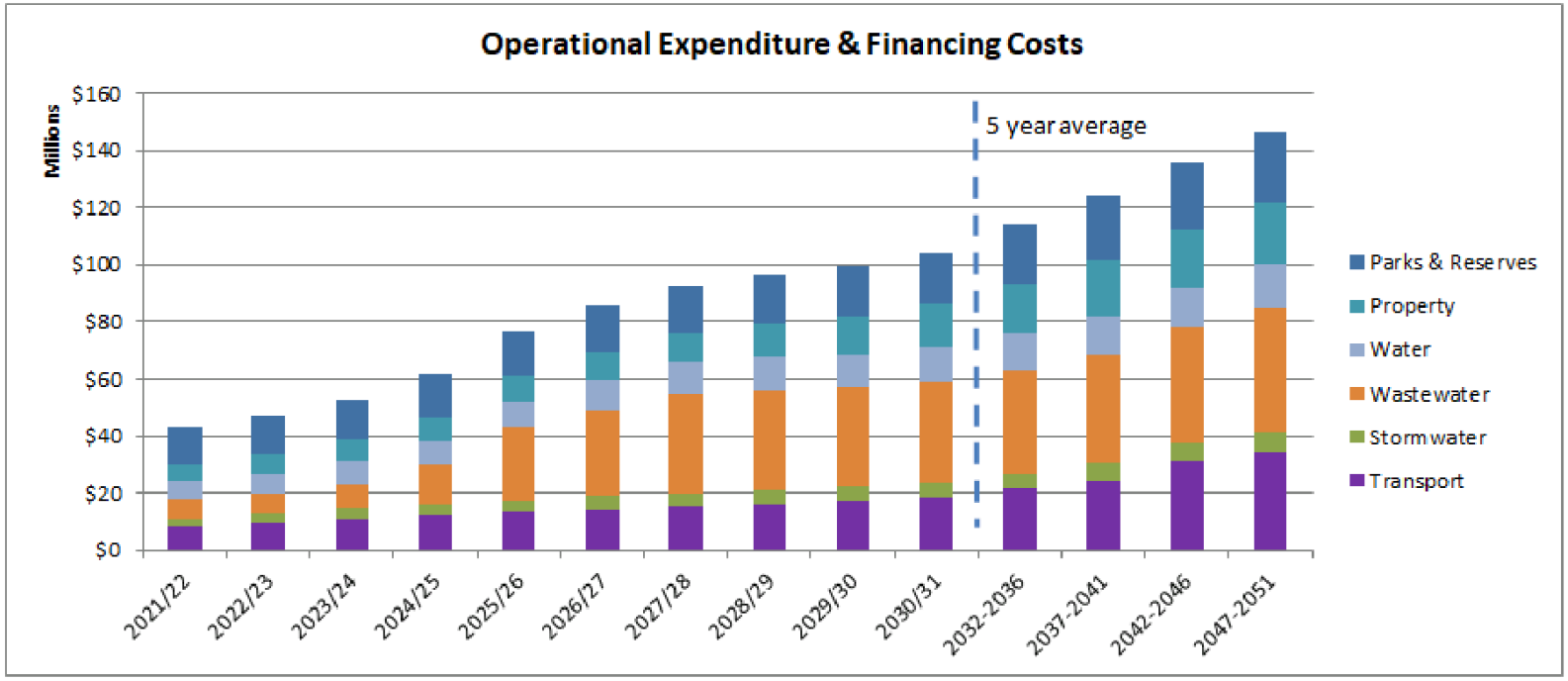
Operational

Operational costs through this period are projected to rise steadily during the 30 years, in keeping with the increased asset base. The largest increase during the period is in wastewater, where a substantial increase in operating costs will be required in about 2027

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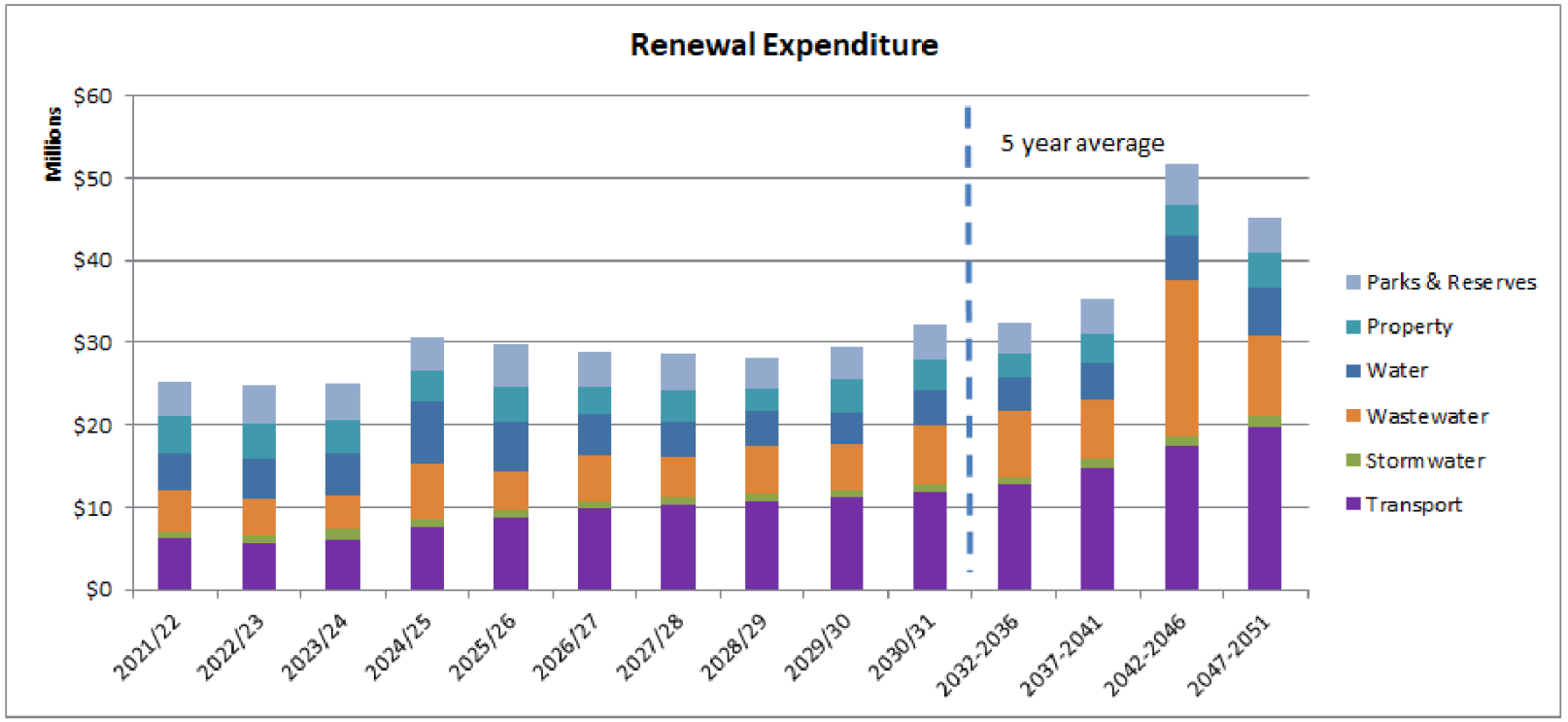
for a further treatment facility likely to be required to obtain new discharge consents.



Renewal

The overall level of renewals expenditure is expected to be fairly constant throughout the first 20 years, with differences from year to year reflecting significant projects undertaken in a given year and some adjustment of timing to align better with other programmes.

From years 20 onwards, significant increases in renewals are required for wastewater and then transport, reflecting the age of infrastructure requiring replacement. Further information about renewals and sustainability of asset performance is given in each of the AMPs.

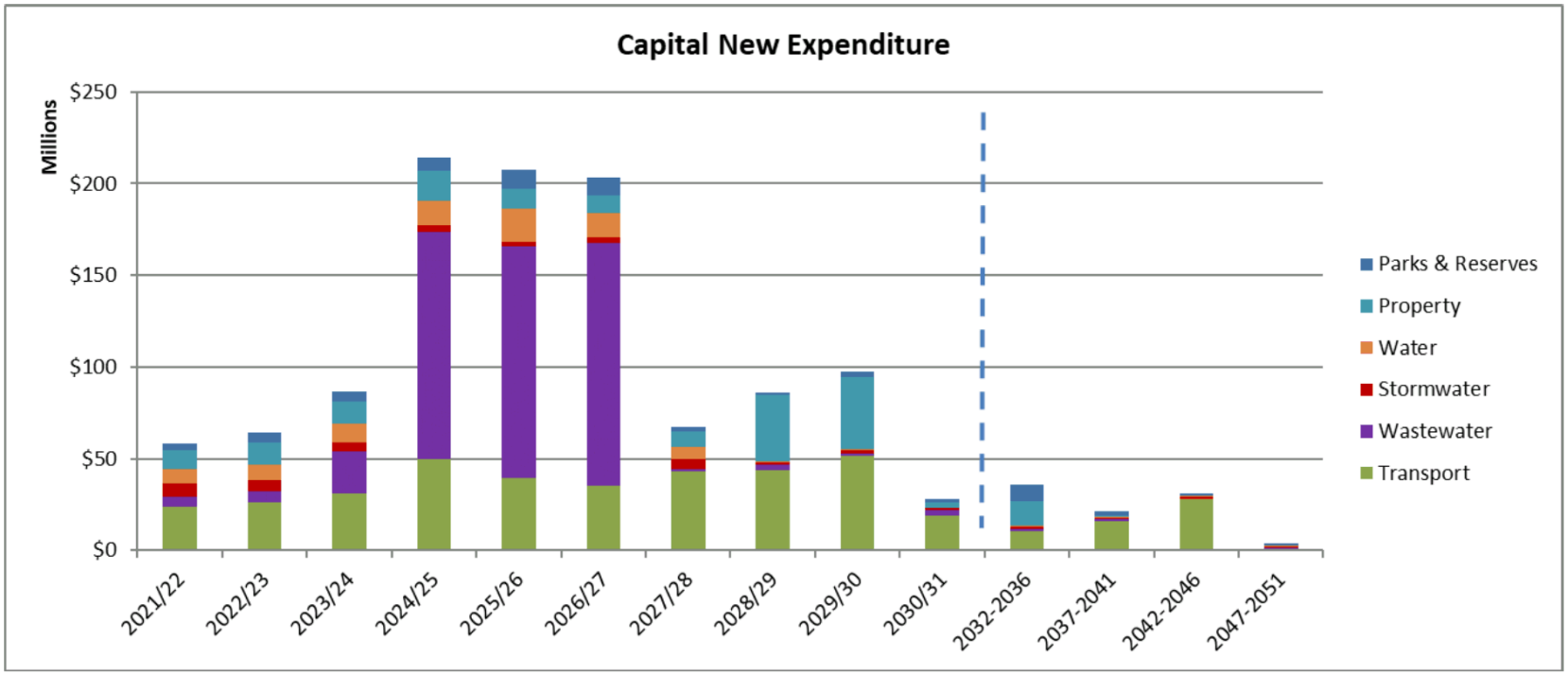


Capital development

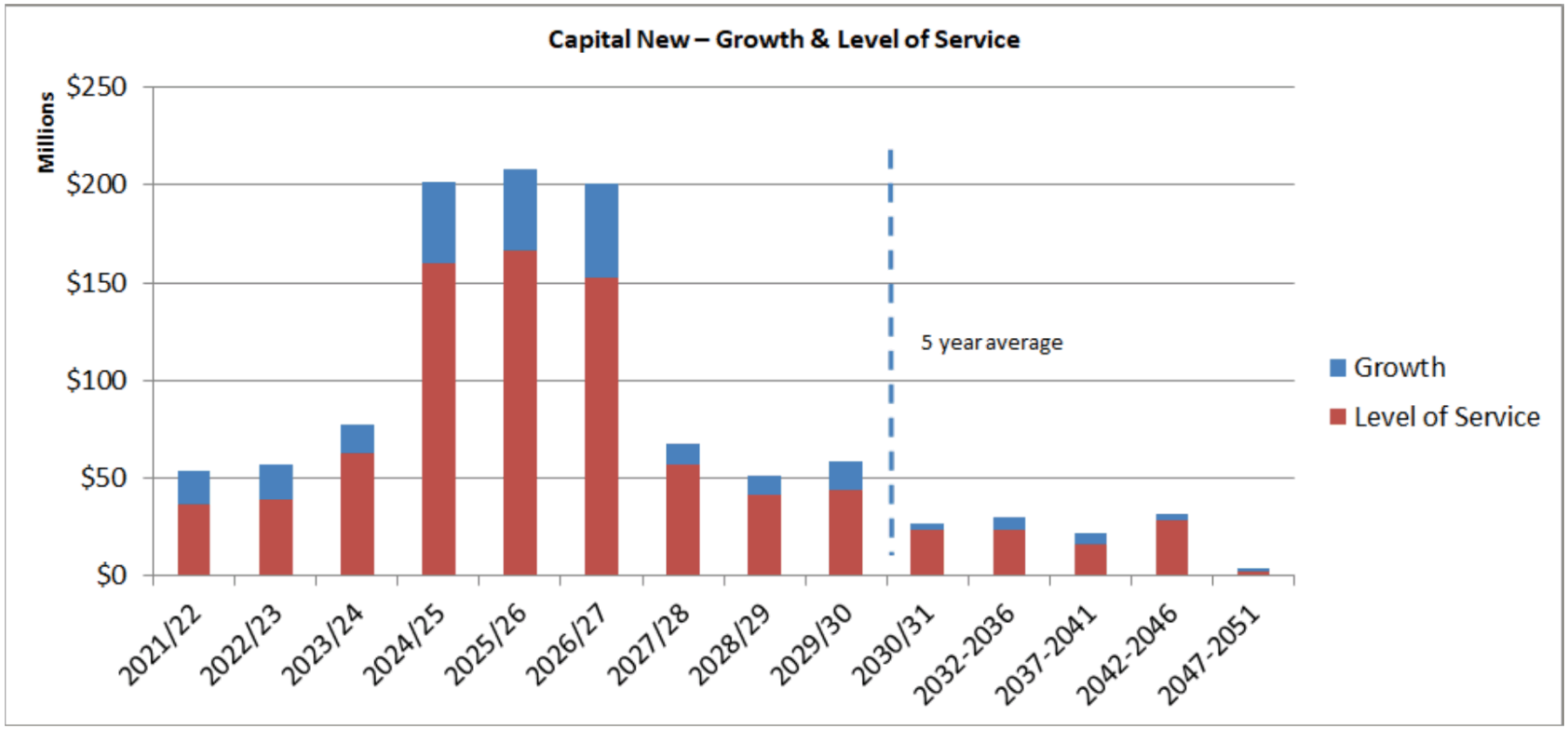
The first graph shows the capital development requirements for each activity area. The transport activity has the largest overall requirement for new asset investment, with the further river crossing showing through at the end of the 30-year period. Wastewater also has a significant requirement for asset development over the period 2023–27, particularly for additional treatment facilities required to meet new consent conditions.

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The second capital development graph shows the breakdown between expenditure for growth and what is required to maintain or improve the level of service. A significant proportion of the expenditure for growth is for providing infrastructure for the Whakarongo and Kākātangiata residential growth areas and the NEIZ growth area. The level of service increase between 2024 and 2027 is related to the wastewater treatment plant upgrade.



8. Significant decisions

The significant decisions are the Council response to the significant infrastructure issues identified above. The significant decisions are:

Wastewater treatment and upgrading: It has been assumed that a solution will be provided with a capital outlay of $350 million (plus inflation) and that the expenditure will be incurred between 2023 and 2027.

Provision of a further river crossing and regional freight ring road: Delivery of the regional freight ring road and provision of a further river crossing will only be viable for the Council with financial assistance from NZTA. The decision on the Manawatū Gorge replacement will affect the way in which the regional freight ring road is delivered.

Development of new infrastructure for growth: Council will provide new infrastructure for growth in a manner that:

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a) is appropriately timed to service growth in greenfields areas
b) aligns the capacity of new infrastructure the likely activities that will occur in greenfields areas, particularly new industrial development
c) accounts for projected brownfield development and the resulting impact on infrastructure capacity.

Renewal of infrastructure: Council has a statutory responsibility to meet the current and future needs of communities for good-quality local infrastructure in a way that is most cost-effective for households and businesses. A total of about $738 million (present-day cost) over the next 30 years is estimated to be required to ensure that infrastructure is kept in good condition so that it can go on providing the same level of service to the community.

Application of urban design: Significant budgets have been included to deliver on the City Centre Streetscape Plan, Manawatū River Framework and Central Energy Trust Arena Master Plan. New processes and support is required to ensure that a multi-disciplinary approach is applied to the planning and delivery of Council projects.

Facilities to encourage alternative transport modes: The Council will continue with catalyst projects such as the pedestrian and cycle bridge and extensions to the shared path network, and combine these with incremental change as part of the delivery of day-to-day transportation infrastructure.

Security of water supply: Water is generally readily available and capacity is adequate to service our current and foreseeable demands. However, summertime droughts have led to a need to conserve water for months at a time. In order to conserve water the Council will need to assess the costs and benefits of reducing water pressure and investigate domestic water saving and storage solutions.

Increasing resilience of infrastructure: A key part of increasing the resilience of the city's infrastructure is to require new infrastructure to be built to a standard that will better withstand the effects of seismic events such as liquefaction. The review of the District Plan and Council's Engineering Standards for Land Development will need to address these matters.

Impact of climate change: A changing climate has significant implications for infrastructure with many assets having life-cycles of over a hundred years. The Council target is a 30% reduction in CO_2e in Palmerston North by 2031. The task of lowering our carbon footprint forces us to identify our inefficiencies and improve the way Council delivers infrastructure.

Modernisation of Central Energy Trust Arena: Delivery of the Central Energy Trust Arena Master Plan relative to other investment priorities and ensuring the principles of the Master Plan are not lost during implementation over 10 plus years.

Use of Council land for housing: Budgets have been included to develop sections at the Council owned land at Whakarongo and investigate opportunities to develop other Council owned land at Huia Street Reserve and Summerhays Reserve.

Te Manawa and Library of the Future: The scale of the funding commitment to support significant upgrades to important social and cultural assets.

9. Assumptions

The key assumptions relate to asset life cycle, growth or decline in the demand for services, and increases or decreases in levels of service.

9.1 Asset life cycle

The following asset life cycles for the main components have been used to inform the valuation of the assets and, together with condition and performance information, the renewal programme:

Activity	Asset type	Description	Assumed life (years)
TRANSPORT	Road pavements	Formation and base course	100
		Asphaltic concrete	25
		Chip seal	12
	Footpaths	Asphaltic concrete	40
		Concrete	80
	Drainage	Channels and sumps	80
		Culverts	55-80
	Bridges	Reinforced concrete and steel beams	110
	Street lighting	Steel pole	45
		Luminaire	25
	Bus shelters	Shelter	15-20
		Main terminal	50
	Cycleways	Limestone	1-5
		Asphaltic concrete	40
STORMWATER	Pipes and channels	Pipes	80-250
		Culverts	150-400
		Manholes and structures	120-150
		Mains and sump connections	110
		Kerb connections	80
		Concrete retaining and flood walls	120
		Concrete channel lining	70
	Pump Stations	Civil structure	100
		Mechanical plant (pumps)	10-35
		Electrical equipment	10-25
		Earthen stop banks, channels and storage basins	indefinite
WASTEWATER	Pipe network	Pipes	60-120
		Manholes	120
	Pump stations	Civil structure	100
		Mechanical plant (pumps)	15-30
		Electrical equipment	10-25
	Treatment plant	Building and civil	80-100
		Electrical	10-25

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		Mechanical	15-30
		Pipework	100-120
WATER	Headworks	Bores	30-70
		Pipework	50-120
		Valves	50-80
		Pumps	15-30
		Electrical	10-30
		Telemetry	15
		Building	75-100
	Treatment facilities	Structures	75-100
		Pipework	50-120
		Mechanical	15-50
		Electrical	10-30
	Reservoirs	Structures	80-100
	distribution network	Pipes (ductile iron, steel, PVC, Polyethylene, ABS)	60-120
		AC pipes	60-90
		Hydrants and valves	75
PROPERTY	Buildings	Structural	40-55
		Walls cladding	60-90
		Roofing	8-150
	Services	Electrical	10-90
		Heating and ventilation	15-30
		Lifts	20-60
		Mechanical	5-60
PARKS & RESERVES	Grounds	Fences and gates	5-100
		Carparks	40-60
		Hardcourts	25-40
		Driveways and access	40-60
		Signs	8-60
	Park furniture	Play equipment	4-40
		Seats	15-25
		Bins	10-20
	Swimming Pools	Pools	40-60
		Plant	12-20

9.2 Demand for services and levels of service

Assumptions	Uncertainties and implications
Population and household growth The following population projections are assumed: • 10-year projection 2021–31, 1089 people per annum at 1.1% • 20 year projection 2021–41, 1039 people per annum at 1.0% • 30 year projection 2021–51, 1002 people per annum at 1.0%. The following household projections are assumed: • 10-year projection 2021–31, 504 households per annum at 1.4% • 20 year projection 2021–41, 459 households per annum at 1.2% • 30 year projections 2021–51, 432 households per annum at 1.1%.	If the rate of growth is different from what has been predicted, changes will need to be made to the timing of the growth programmes. The three-year review of AMPs and the 10 Year Plan minimises the risk of expenditure not matching growth requirements.
City growth – greenfields residential Development will continue at Kelvin Grove and Aokautere. Whakarongo will start development in year 1, followed by an initial small stage of City West starting development in year 2. A significant extension of Aokautere will be rezoned and ready for development in year 3. An even larger block at Kākātangiata (formerly City West) will start developing around years 5 and 6 and continuing until year 30. A small amount of new greenfields development is also anticipated at Flygers Line and Ashhurst.	The Whakarongo Residential Area is zoned and available for development. Council-led development at Whakarongo will ensure this land is brought to the market. Other landowners are showing interest in development following the upgrade of James Line. Development at Aokautere is suffering from the lack of an overall Structure Plan to ensure a coordinated outcome. Work is underway on the development of a Structure Plan that will also assess the potential for providing additional development capacity. Kākātangiata is a large area that will provide significant growth capacity for the city for the next 30 years High Class soils, flooding and liquefaction risks will need to be weighed up against housing demand needs, and the requirement for Council to ensure there is sufficient capacity to meet projected demand. This may necessitate Council providing higher intensity development opportunities to ensure efficient use of land is maximised, while avoiding or mitigating natural hazard and productive land constraints.
City growth – brownfield residential Housing choices now allowed under the District Plan include multi-unit developments and minor dwellings. Multi-unit developments are encouraged close to the city and suburban centres, where there is ready pedestrian access to services and	It is difficult to predict how the market will respond to new housing choices and whether traditional infill is reaching a natural saturation point.

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Assumptions	Uncertainties and implications
facilities. Minor dwellings are aimed at meeting the demand for small, good quality and affordable rental accommodation. The planning framework enables apartments in or near the city centre, including as part of a mixed-use development. Council will actively identify opportunities and reduce barriers to city centre living and brownfield development, including transitioning Roxburgh Crescent from industrial to residential and the Hokowhitu campus from institutional to residential.	
City growth – greenfields industrial Development will continue at the North East Industrial Zone and start in the North East Industrial Zone Extension Area during years 1–5. Industrial development will continue at Longburn. Owners of private infrastructure at Longburn are assessing options to upgrade it to meet Council Engineering Standards, to enable it to be vested with Council. This may involve the Council undertaking some works itself to enable development and seek to recoup the costs through development contributions or some other means. This will also have wider benefits for the broader Longburn community. The Braeburn Industrial Area at Longburn is a site-specific zone that enables the expansion of the Fonterra Dairy Plant via the provision of private services.	This depends on the uptake by industry. The timing of upgrades will be altered to meet the establishment of industry in the area as far as possible. However, there is a risk that substantial investment is made for initial businesses but the overall uptake is slower than expected. Developer agreements made under the Development Contributions Policy may be required at the North East Industrial Zone to help with the timely provision of infrastructure. . An expansion of the Fonterra Dairy Plant at Longburn may result in pressure to connect to the city's wastewater treatment plant.
Development type The types of residential development are assumed to remain constant throughout the next 30 years, based on a preference for greenfields development of 50%, infill development of 38% and rural residential development of 12%. These percentages exclude the construction of apartments and housing units in retirement villages.	These are based on an assessment of future population and recent trends which includes increased demand for small dwellings and infill development. If preferences changed over the period of this Strategy, this could be accommodated by accelerating or decelerating the appropriate growth programmes. It is unclear how the market will respond to the new housing choices provided in the District Plan.
Natural disasters No major natural disasters such as storms, floods, earthquakes and volcanic eruptions that damage city infrastructure.	Given that the Strategy covers a period of 30 years, there is a high likelihood of one or more significant events occurring during this period. Council has assessed its critical assets, lifelines and emergency response plan to be prepared for such events. Specific recovery plans would be drawn up at the time. Reprioritisation of budgets may be necessary. Financial and insurance aspects are covered in the Financial Strategy.

Assumptions	Uncertainties and implications
Climate change In the longer term, increased frequency and intensity of storm events and, possibly, longer drought periods.	Provision is being made to adapt infrastructure for climate change, based on NIWA predictions for 2090, given the long life cycle of assets. If the changes are different from what is predicted, this will be assessed as they become evident.
LGA 2002 Section 17A – Delivery of services review This review was carried out during 2017 and will occur at no more than six-yearly intervals. It is assumed it will not lead to major changes to the governance, funding and delivery of infrastructure or services.	After each review, Council may wish to make changes that could impact on the future delivery of infrastructure-based services. Community views would be sought, in compliance with Council's Significance and Engagement Policy.
Covid-19 There will be no long-term significant economic or social disruption such as increased unemployment, homelessness, lack of income or reduced personal well-being that adversely affects residents of Palmerston North as a result of Covid-19 or any subsequent pandemic. It is assumed that there will be no significant national lockdowns and that supply channels for goods and services will remain open sufficiently to enable the Council to deliver essential city services.	The Palmerston North economy is diverse and has significant activity funded by central and local government. To date this has help shield the City from the worst of the economic impacts of the world-wide Covid-19 pandemic. There are increasing examples of worldwide disruption to supply channels and, as a consequence goods and equipment necessary for infrastructure work may be unavailable when required or may be more expensive. If significant, this could lead to a review of the viability or timing of some projects.
Legislation and policy Three Waters Reform may eventuate. This could see three waters infrastructure removed from Council and placed into a regionalised water authority. The National Policy Statement Fresh Water 2020 (NPSFW) places greater requirements on Councils to ensure that degraded water bodies are improved, and to maintain or improve all others based on defined environmental bottom lines. The National Policy Statement for Urban Development (NPSUD) requires council to provide sufficient development capacity to meet projected demand. The NPSUD also requires an additional 20% of capacity to be supplied to provide market choice and	Amalgamation of authorities and/or new structures to manage particular classes of assets (such as a water CCO) would impact on the way the assets are managed, particularly the synergies between the current infrastructure activities although the fundamental service delivered by the asset is likely to remain the same. The NPSFW will have implications for stormwater management in particular, especially in areas where rare and threatened habitats are identified by the Regional Council. There are also likely to be implications for direct discharges of Council's stormwater network into waterways. The Regional Council is required to update its regional policy statement to give effect to the NPSFW. This will provide greater guidance to Council regarding what locations are considered degraded, and therefore, what treatment requirements may apply to Council and private developers. Council is also required to update its District Plan to include objectives, policies and methods to promote positive effects, and avoid, remedy or mitigate adverse effects of urban development on the health of water bodies, freshwater ecosystems, and receiving environments.

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Assumptions	Uncertainties and implications
allow for responsiveness to market demand where demand exceeds what was projected.	The NPSUD places obligations to service land to meet projected demand. The additional 20% buffer is a significant cost to incur. This capacity must be available at a network wide level, given that Council's water, wastewater and roading network is considered integrated. If anticipated growth is lower than projected, Council is left with holding costs that may take much longer to recoup through development contributions. The probability of growth being less than anticipated is considered low, given that demand is currently exceeding what is projected, despite Covid-19. Legislative changes generally have transition periods for Councils to respond as necessary. In the case of the NPSFW, changes to Council's District plan are required to be made as soon as reasonably practicable. The principles of the NPSFW are being incorporated into urban development plan changes as they arise. A comprehensive update to the District Plan will likely be undertaken once the Regional Council has set in place the broader regulatory framework for water management. This will allow Palmerston North to have a freshwater management response that is consistent with higher order requirements.
Construction costs No major changes to the current cost structure, apart from what has been incorporated into the BERL inflation factor applied.	The price of some components may change relative to others due to changes in commodity prices and labour/plant/ materials ratios, as a result of technology and work practices changes. Some change is likely over 30 years. As a result, some programmes may become more or less viable. This will be addressed at the time.
Transport	
Financial assistance A NZTA financial assistance rate of 51% will apply to all qualifying expenditure for the first three years of the 10 Year Plan. Subsidies have been assumed at this rate for the term of the 30 years of the Infrastructure Strategy.	Should the rate of financial assistance change, this could impact on the viability of some city projects, particularly the regional freight ring road and further bridge crossing.
Demand for services Demand for services will grow in line with a growing city, but with particular increased demands on freight routes, with the city acting as a centre for North Island freight distribution and key arterial routes. Increased demand for pedestrian, cycling and public transport services.	Any substantial change to demand will lead to reassessment of timing and scope of programmes to meet these demands through the three-yearly 10 Year Plan process. There is low risk of infrastructure development getting out of line with demand.

Assumptions	Uncertainties and implications
Levels of service Generally, the overall levels of service remain at the same level apart from an increase in the areas of freight / heavy traffic movements, safety, cycling and passenger transport.	The Council is only the provider of the passenger transport infrastructure and not the services themselves. Waka Kotahi support is required to deliver the regional freight ring road.
Asset life cycles Shown in section 8.1	Life cycles are generally in line with accepted industry standards, with some modification for local conditions. With the generally shorter life cycles (15–30 years) for most transport assets there is a high level of certainty for adopted life cycles.
Stormwater	
Demand for services Demand for stormwater drainage services increases in line with household and industrial growth. Greater emphasis on hydraulic neutrality for new subdivisions will limit the need for enlarging the existing pipe stormwater network. Water-sensitive design and green infrastructure approaches to development and a wider use of tools such as water tanks, green roofs, swales, rain gardens and detention ponds will help address other issues such as climate change, water quality and biodiversity.	The sections of the stormwater system that need attention as a result of greater infill housing will depend on the locations of infill development. This is expected to happen gradually and will be addressed if needed through the three-yearly 10 Year Plan process.
Level of service provided The level of service provided remains at a similar level to that currently provided.	Climate change may alter this level of service for some properties and areas of the city. Provision is made in this Strategy for meeting expected changes.
Asset life cycles Shown in section 8.1	Life cycles are generally in line with accepted industry standards, with some modification for local conditions. Any variance will only become apparent over a long period of time, with gradual adjustment of programmes as required.
Wastewater	
Wastewater treatment and disposal	There is significant uncertainty about the best-practicable option review for wastewater treatment and disposal. The range of potential operating and capital costs is unknown at this stage and will not be known until completion of the review and the granting of the consent.

Assumptions	Uncertainties and implications
The resource consent for the discharge from the Council's main wastewater treatment plant to the Manawatū River is due to expire in 2028. A condition of the resource consent is that Council will complete a best-practicable option review for its wastewater treatment and disposal by June 2021 and lodge a complete consent application by June 2022. The review will need to identify ways to improve the city's wastewater treatment, particularly when the river level is low.	Council does not wish to prejudge which option might be chosen (or imposed through the regulatory process) but is required to make adequate financial provision for the final outcome. A number of factors will influence the final outcome and it is likely that national and regional policies for water quality will change before a final decision is made. Whatever option is chosen, it will have a significant impact on Council's debt levels and rates requirements.
Demand for services Demand will increase in line with household and industrial growth. The industrial demand will depend on the industry types established in the city.	This is based on monitoring and long-term usage trends and is linked to use of water. There is low risk of infrastructure development getting out of line with demand, with demand and programmes reassessed through the three-yearly 10 Year Plan process.
Levels of service The level of service provided for collection will remain at a similar level to what is currently provided. Council expects improvements to the quality of wastewater treatment following the upcoming review of the treatment plant.	The level of service is largely established by the infrastructure already in place. Severe earthquake could interrupt this service and would be addressed at the time.
Asset life cycles Shown in section 8.1	Life cycles are generally in line with accepted industry standards, with some modification for local conditions. Any variance will only become apparent over a long period of time, with gradual adjustment of programmes as required.
Water	
Resource consents New resource consents will be obtained when they become due, allowing the facilities to be operated as at present.	Several consents fall due for renewal during this period, including abstracting groundwater from the water bores and operating the Turitea dams. No major issues are expected to arise around renewal of these consents.
Demand for services Overall demand will increase in line with household and industrial growth, but demand per capita remains at or below current demand.	This is based on monitoring and long-term trends and will be adjusted with the three-yearly review of AMPs and 10 Year Plan if necessary. There is low risk of infrastructure development getting out of line with demand.

Assumptions	Uncertainties and implications
Levels of service The level of service provided will remain at a similar level to that currently provided, adjusted by any requirements of the New Zealand Drinking Water standards.	The level of service is largely established by the infrastructure already in place. Severe earthquake could interrupt this service and would be addressed at the time.
Asset Life cycles Shown in section 8.1	Life cycles are generally in line with accepted industry standards, with some modification for local conditions. The lower A/C life cycle to what was predicted when laid has been accounted for in this Strategy.
Parks and Reserves	
Demand for Services At present some sports are well catered for, whilst others must compete with the general public, particularly for winter sports training grounds, swimming pools and indoor courts. Where demand for new assets exists, we will explore partnerships with others to provide community access to their existing assets. The regional sports facilities investment framework will be used to ensure that needs are proven, and that a new facility is financially viable in the long-term, before we commit to funding a new facility, either by ourselves, or in conjunction with others.	As new sports emerge and our community grows, demand at key times of the day and week will continue to increase. It is impractical and unaffordable to provide new sports facilities, when we know they will only be used for a small proportion of the week.
Levels of Service The level of service provided will remain at a similar level to that currently	We will work closely with landowners and our city planners to ensure new growth areas of the city make adequate provision for parks and other recreation facilities that will meet the needs of the local neighbourhood, and support the park and walkway needs of the surrounding suburb. The cost to buy and develop these parks in line with our provision standards needs to be fairly shared between ratepayers and owners of the new properties. There needs to be adequate funding provision in the long-term plan to maintain these parks to the agreed standard well into the future.

10. Relationship to Financial Strategy

As a component of the Council's long-term planning framework, the Council also prepares a Financial Strategy. The Strategy only covers a 10-year period, although it also takes into account longer-term impacts on Council's long-term financial sustainability.

The Strategy not only incorporates information from the Infrastructure Strategy for the groups of activities it covers, but also includes the long-term planning and budgeting information for all other Council activities. The Strategy contains the debt and rates parameters Council uses to judge that its long-term plans are financially sustainable.

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Key elements of the Strategy are:

- to ensure the Council's long-term financial position is sustainable
- to recognise inter-generational funding requirements
- to manage debt within defined levels
- to maintain the infrastructure provided for the City by previous generations, for the use by current and future generations
- to ensure financial capacity for future generations so they are able to fund high-priority programmes
- timely provision of new infrastructure that builds capacity and enables the City to harness new development opportunities while avoiding the financial risks associated with over-provision.
- The Strategy envisages an approach that, among other things:
- encourages staff to find innovative and efficient ways of delivering services
- commits to funding capital renewals at levels required to maintain assets
- challenges expenditure proposals to ensure they are aligned to key Council strategies, that the proposed timing is realistic and that they are capable of being delivered

- peer-reviews capital expenditure budgets to ensure they are adequate in the current challenging contracting market
- make sure the expenditure required for growth is committed soon enough to enable the City to harness development opportunities, but not too far ahead of when the infrastructure will be required.

The Strategy recognises a number of challenges to the development of a financially sustainable 10 Year Plan including:

- recognition of underinvestment in costs of maintaining services and assets
- uncertainty about the level of funding required for the Nature Calls (wastewater treatment and disposal upgrade) project
- the nature and timing of proposed water reforms
- the impact of Covid-19
- climate change
- earthquake-prone buildings
- sustainable city growth

Based on the significant forecasting assumptions made within the Strategy, the forecast costs of maintaining services, providing for growth, providing for the new facilities considered necessary to meet the Council's Vision and Goals and, in particular, funding the upgrade to the wastewater treatment and disposal system requires significant increases in rates and the levels of Council debt during the 10 years of the Strategy.

It concludes that the funding requirements mean that the Council would need to borrow to levels that would result in a number of its prudent debt ratios being significantly exceeded and that this was not sustainable in the longer term under present governance structures and funding arrangements.

Given the uncertainty of the forecast sums (especially in relation to Nature Calls), and the future structure for the management of the three waters Council has determined that for the time being the forecast programme of capital development and consequential borrowing requirements are appropriate. Once these two key uncertainties are determined the Council will be in a better position to consider planning for the longer term. An updated 10 Year Plan will be prepared at that time, possibly in advance of the next scheduled update in 2024.

Financial Overview and Forecast Financial Statements

Forecast Financial Statements

The Council's 10 Year Plan covers the period 1 July 2021 to 30 June 2031. It incorporates operating and capital expenditure for the period for the core Council entity - consolidated statements have not been prepared to include subsidiaries. In this section financial information is provided at a summary level, but more detailed information for each activity and group of activities is included throughout the document.

The financial information contained in the 10 Year Plan is a forecast for the purposes of Public Benefit Entity (PBE) Financial Reporting Standard (FRS) 42. This information may not be appropriate for purposes other than those described. It has been prepared on the basis of assumptions (refer to Significant Forecasting Assumptions in section 3) about future events that the Council reasonably expects to occur, associated with the actions it reasonably expects to take, as at the date the forecast was prepared. The actual results are likely to vary from the information presented and may vary materially depending on the circumstances that arise during the period. The 10 Year Plan has been prepared in accordance with generally accepted accounting practice and the Council's accounting policies are outlined in section 3. The policies incorporate the latest PBE accounting standards and the changes have had no material effect.

The Funding Impact Statements in section 3 have been prepared in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014. The regulations are not consistent with generally accepted accounting practice.

Rates revenue is included net of any remissions granted under the Council's Rates Remission Policy. Remissions of $0.25 million per annum have been assumed.

Legislation states that councils are required to operate a 'balanced budget' i.e. income must equal or exceed expenditure (and expenditure must include non-cash items such as depreciation). However, if a council determines that it is prudent not to have a 'balanced budget' (i.e.an operating surplus is not required), it must make a formal decision to that effect. The decision must be a prudent one and have included consideration of levels of service and useful lifespan of assets. There are grounds for not having a surplus every year to avoid building up unnecessary cash reserves. Council's asset management plans ensure the Council is appropriately planning for renewals and its financial strategy is to make adequate financial provision to fund renewals from rates revenue. Council is making provision to fund between $25.4 million and $30.9 million p.a. for capital renewals throughout the 10 years of the Plan.

The Council's Prospective Statement of Comprehensive Revenue and Expense (next page) shows that after including capital revenue of between $18.2 million and $45.5 million p.a. there is a surplus of between $7.6 million and $38.2 million p.a. projected throughout the 10 years of the Plan. Council interprets the position to mean it is projected to have a 'balanced budget' throughout this period. It is appropriate for there to be surpluses at this level as the capital revenue that creates the surplus is either specifically related to planned new capital expenditure or used to fund the programmed retirement of debt.

These forecast financial statements were authorised for issue by Palmerston North City Council on 7 July 2021.

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Palmerston North City Council is responsible for these forecast financial statements, including the appropriateness of the assumptions underlying the forecast financial statements and all other disclosures.

Because the figures are rounded to the nearest thousand dollars, it may appear that they do not add up, but the total represents the sum of the individual forecast amounts. For a detailed view of forecasted revenue and expenses, including a proposed schedule of programmes, see the Council's Activities – How we are planning to get there – in section 2 of this Plan.

	PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE										
Budget		**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Revenue										
	Operating Revenue										
100,782	Rates	109,059	117,887	127,617	139,778	156,116	165,326	173,858	180,807	185,458	190,926
17	Interest & Dividends	17	17	17	17	17	17	17	17	17	17
3,395	Operating Subsidies & Grants	4,887	4,808	5,115	5,552	5,312	5,651	5,815	5,985	6,159	6,338
28,730	Other Operating Revenue	30,184	31,610	32,580	34,069	35,173	36,305	37,907	39,014	39,847	40,827
132,923		144,147	154,323	165,328	179,415	196,618	207,299	217,598	225,823	231,482	238,109
	Capital Revenue										
7,321	Capital Subsidies & Grants	14,162	13,632	21,352	29,148	28,274	25,497	31,266	32,700	32,598	13,751
1,891	Development Contributions	2,090	2,588	3,249	5,327	7,463	9,903	10,214	10,449	10,863	10,998
2,000	Vested Assets	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
11,212		18,252	18,220	26,601	36,475	37,737	37,400	43,480	45,149	45,461	26,749
144,135	TOTAL REVENUE	162,398	172,542	191,929	215,890	234,354	244,699	261,077	270,972	276,942	264,858
	Expenses										
101,756	Expenses	111,497	115,782	121,321	129,789	133,921	136,648	140,101	144,474	147,085	151,737
5,557	Interest	5,090	6,775	8,332	11,570	16,349	20,831	23,261	23,895	24,608	24,778
40,430	Depreciation and amortisation	38,210	40,368	43,155	45,880	50,781	57,967	62,639	64,353	69,655	72,129
147,742	TOTAL EXPENSES	154,797	162,924	172,808	187,238	201,051	215,446	226,002	232,722	241,348	248,643
(3,607)	SURPLUS/(DEFICIT)	7,601	9,618	19,121	28,652	33,304	29,253	35,076	38,250	35,594	16,215

	PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE										
Budget		**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Other Comprehensive Revenue and Expense										
-	Gain on property revaluations	7,066	21,939	5,332	7,197	85,194	11,420	7,381	122,752	19,475	7,612
(3,607)	TOTAL COMPREHENSIVE REVENUE AND EXPENSE	14,667	31,557	24,453	35,849	118,498	40,673	42,456	161,002	55,069	23,826
1.9%	**RATES INCREASE**	8.2%	8.1%	8.3%	9.5%	11.7%	5.9%	5.2%	4.0%	2.6%	2.9%

	PROSPECTIVE STATEMENT OF CHANGES IN EQUITY										
Budget		**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
1,568,800	Opening Balance	1,697,304	1,711,972	1,743,529	1,767,982	1,803,831	1,922,329	1,963,002	2,005,459	2,166,461	2,221,530
(3,607)	Total Comprehensive Revenue and Expense	14,667	31,557	24,453	35,849	118,498	40,673	42,456	161,002	55,069	23,826
1,565,192		1,711,972	1,743,529	1,767,982	1,803,831	1,922,329	1,963,002	2,005,459	2,166,461	2,221,530	2,245,356

	PROSPECTIVE STATEMENT OF FINANCIAL POSITION										
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
Budget		**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
14,569	Current Assets	13,920	14,198	14,482	14,772	15,068	15,369	15,676	15,990	16,310	16,636
	Non-Current Assets										

	PROSPECTIVE STATEMENT OF FINANCIAL POSITION										
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
Budget		**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Investment Fund	-	-	-	-	-	-	-	-	-	-
12,941	Investments in CCOs and industry companies	13,926	13,926	13,926	13,926	13,926	13,926	13,926	13,926	13,926	13,926
5,270	Investment Property & Other Financial Assets	4,550	4,550	4,550	4,550	4,550	4,550	4,550	4,550	4,550	4,550
1,750,856	Property, Plant & Equipment	1,937,344	2,022,238	2,104,067	2,318,740	2,604,389	2,802,556	2,865,579	3,047,744	3,134,541	3,140,976
1,783,636	**TOTAL ASSETS**	**1,969,741**	**2,054,912**	**2,137,026**	**2,351,988**	**2,637,933**	**2,836,401**	**2,899,732**	**3,082,211**	**3,169,327**	**3,176,088**
37,150	Current Liabilities	37,388	37,533	37,681	37,833	37,987	38,144	38,305	38,469	38,636	38,806
	Non-Current Liabilities										
1,131	Employee Entitlements	6,648	6,781	6,917	7,055	7,196	7,340	7,487	7,637	7,789	7,945
178,240	Term Liabilities	212,347	265,683	323,060	501,883	669,035	826,528	847,096	868,259	899,986	882,595
1,923	Provisions	1,386	1,386	1,386	1,386	1,386	1,386	1,386	1,386	1,386	1,386
	Equity										
1,046,511	Retained Earnings	1,063,037	1,072,655	1,091,775	1,120,427	1,153,731	1,182,984	1,218,059	1,256,309	1,291,904	1,308,118
518,681	Other Reserves	648,935	670,874	676,206	683,404	768,598	780,018	787,399	910,151	929,626	937,238
1,783,636	**TOTAL LIABILITIES/EQUITY**	**1,969,741**	**2,054,912**	**2,137,026**	**2,351,988**	**2,637,933**	**2,836,401**	**2,899,732**	**3,082,211**	**3,169,327**	**3,176,088**

	PROSPECTIVE STATEMENT OF CASH FLOWS										
Budget		**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Operating Activities										
	Cash Provided										

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	PROSPECTIVE STATEMENT OF CASH FLOWS										
Budget		**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
100,782	Rates	109,059	117,887	127,617	139,778	156,116	165,326	173,858	180,807	185,458	190,926
17	Interest	17	17	17	17	17	17	17	17	17	17
	Dividends										
3,395	Operating Subsidies & Grants	4,887	4,808	5,115	5,552	5,312	5,651	5,815	5,985	6,159	6,338
28,730	Other Revenue	30,184	31,610	32,580	34,069	35,173	36,305	37,907	39,014	39,847	40,827
7,321	Capital Subsidies & Grants	14,162	13,632	21,352	29,148	28,274	25,497	31,266	32,700	32,598	13,751
1,891	Development Contributions	2,090	2,588	3,249	5,327	7,463	9,903	10,214	10,449	10,863	10,998
	Cash Disbursed										
(5,557)	Interest	(5,090)	(6,775)	(8,332)	(11,570)	(16,349)	(20,831)	(23,261)	(23,895)	(24,608)	(24,778)
(101,756)	Expenses	(111,497)	(115,782)	(121,321)	(129,789)	(133,921)	(136,648)	(140,101)	(144,474)	(147,085)	(151,737)
34,822		43,811	47,986	60,276	72,531	82,085	85,220	95,715	100,603	103,249	86,343
	Investing Activities										
	Cash Provided										
-	From Asset Sales	5,000	3,075	7,826	7,502	-	-	-	-	-	-
	Cash Disbursed										
(70,466)	Capital Expenditure	(97,994)	(104,396)	(125,478)	(258,857)	(249,237)	(242,713)	(116,282)	(121,766)	(134,977)	(68,952)
-	Investments	-	-	-	-	-	-	-	-	-	-
(70,466)		(92,994)	(101,321)	(117,653)	(251,355)	(249,237)	(242,713)	(116,282)	(121,766)	(134,977)	(68,952)
	Financing Activities										
	Cash Provided										
35,643	Borrowing	49,184	53,336	57,377	178,824	167,151	157,493	20,567	21,163	31,727	-
	Cash Disbursed										
-	Loan Repayment	-	-	-	-	-	-	-	-	-	(17,391)

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	PROSPECTIVE STATEMENT OF CASH FLOWS										
Budget		**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**	**10 YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
35,643		49,184	53,336	57,377	178,824	167,151	157,493	20,567	21,163	31,727	(17,391)
-	Net Increase / (Decrease)	-	-	-	-	-	-	-	-	-	-
679	Cash at beginning	1,279	1,279	1,279	1,279	1,279	1,279	1,279	1,279	1,279	1,279
679	**CASH AT YEAR END**	**1,279**	**1,279**	**1,279**	**1,279**	**1,279**	**1,279**	**1,279**	**1,279**	**1,279**	**1,279**

2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
2,500	Rates revenue shown above includes the following amounts for metered water revenue	2,750	2,800	2,850	2,900	2,950	3,000	3,050	3,100	3,150	3,200

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Long-term plan disclosure statement for period commencing

1 July 2021

What is the purpose of this statement?

The purpose of this statement is to disclose the Council's planned financial performance in relation to various benchmarks to enable the assessment of whether the Council is prudently managing its revenues, expenses, assets, liabilities and general financial dealings. The Council is required to include this statement in its long-term plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the regulations). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

Rates affordability benchmark

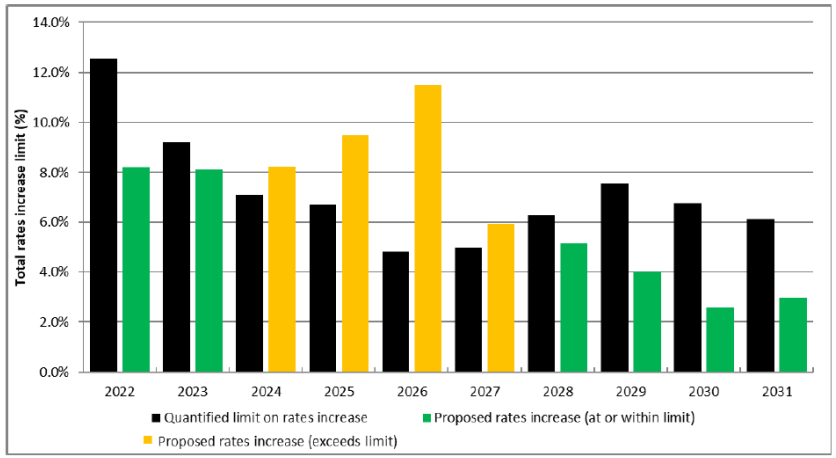
The Council meets the rates affordability benchmark if:

- its planned rates increases equal or are less than each quantified limit on rates increases.

Rates (increases) affordability

The following graph compares the Council's planned rates increases with a quantified limit on rates increases contained in the financial strategy included in this long-term plan. The quantified limit is that total rates will increase by no more than the Local Government Cost Index (LGCI):

- plus the growth in the rating base
- plus 3% (to fund the cost of higher standards and new services)
- plus increase in funding for asset renewal.

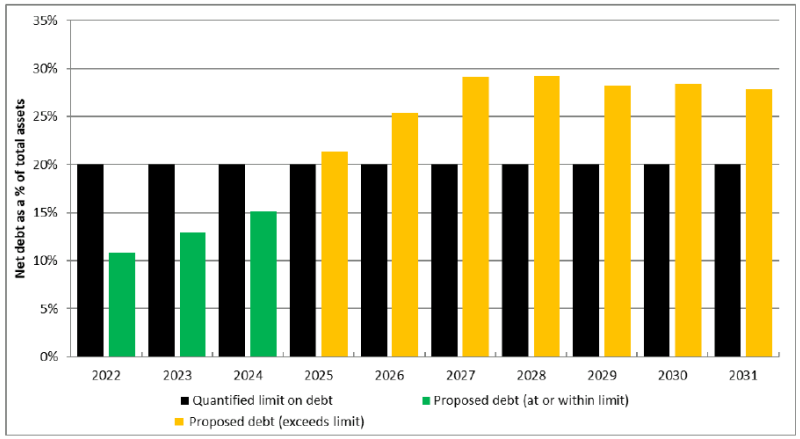


Debt affordability benchmark

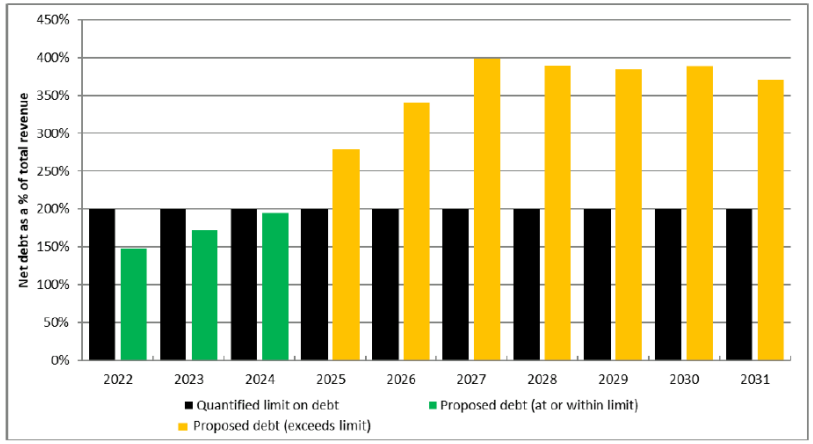
The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing.

The following four graphs compares the Council's planned debt with a quantified limit on borrowing contained in the financial strategy included in this long-term plan.

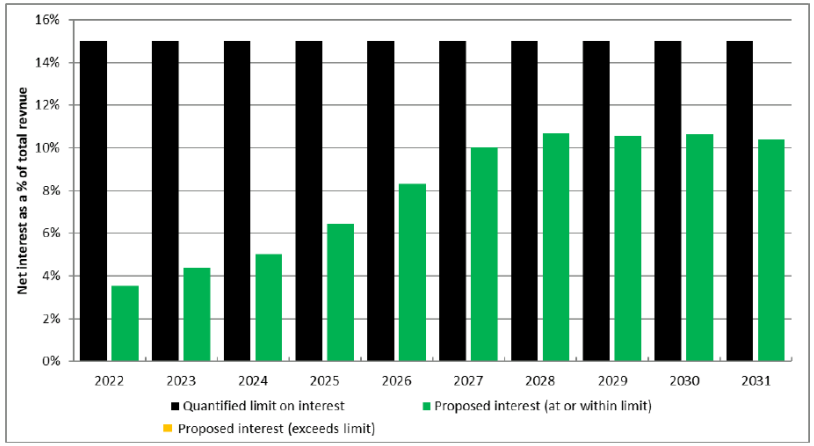
The quantified limit for this graph is that net external debt as a percentage of total assets will not exceed 20%.



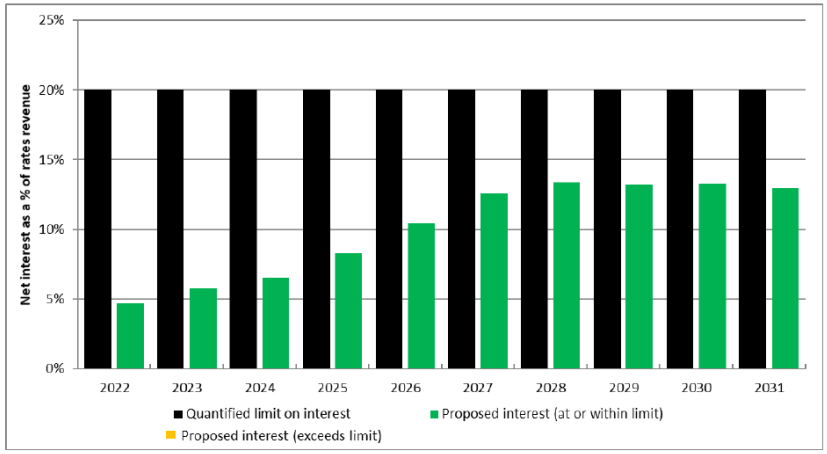
The quantified limit for this graph is that net external debt as a percentage of total revenue will not exceed 200%.



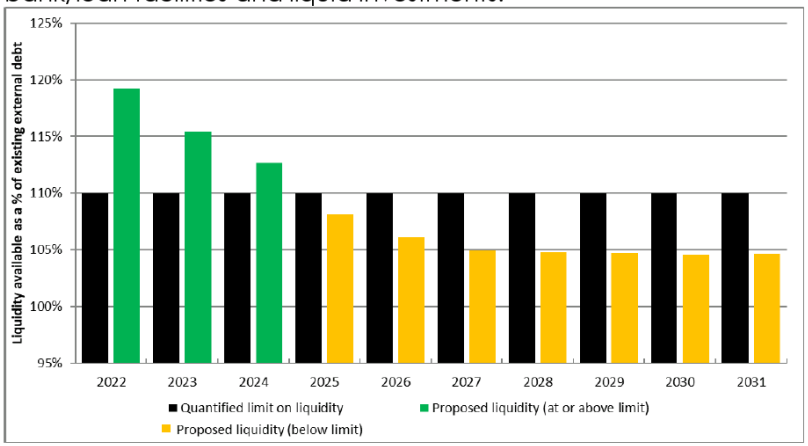
The quantified limit for this graph is that net interest as a percentage of total revenue will not exceed 15%.



The quantified limit for this graph is that net interest as a percentage of annual rates income will not exceed 20%.



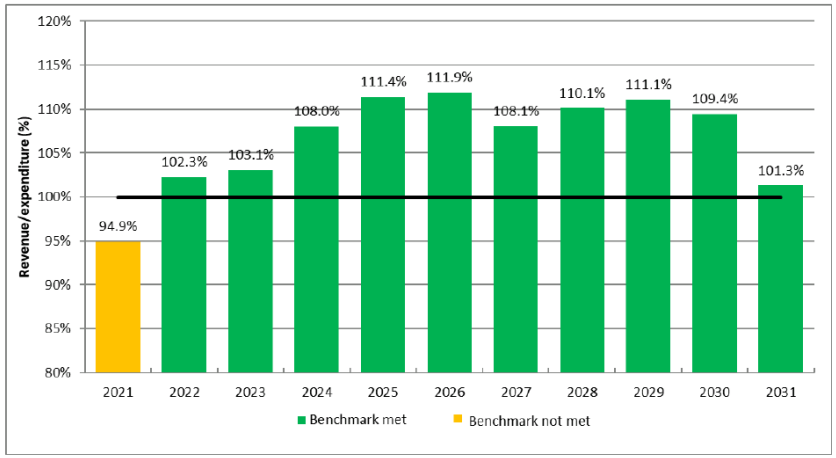
The quantified limit for this graph is that liquidity available will exceed 110% of existing external debt. Liquidity available is defined as the sum of existing external term debt, unused committed bank/loan facilities and liquid investments.



Balanced budget benchmark

The following graph displays the Council's planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant or equipment) as a proportion of planned operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant or equipment).

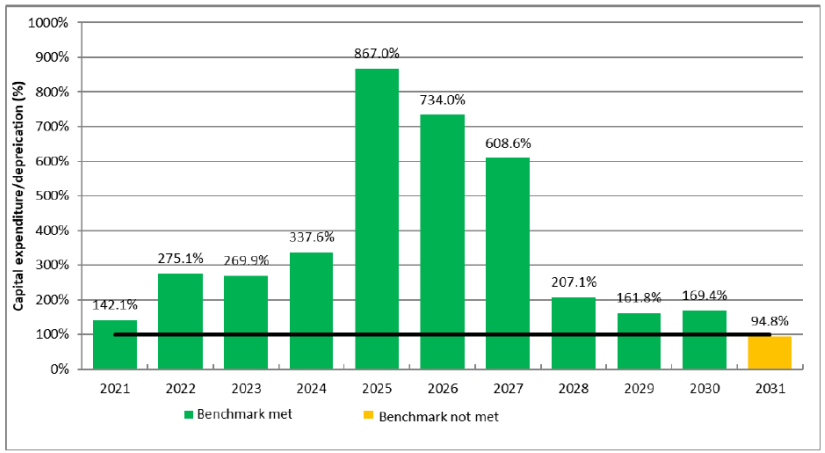
The Council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.



Essential services benchmark

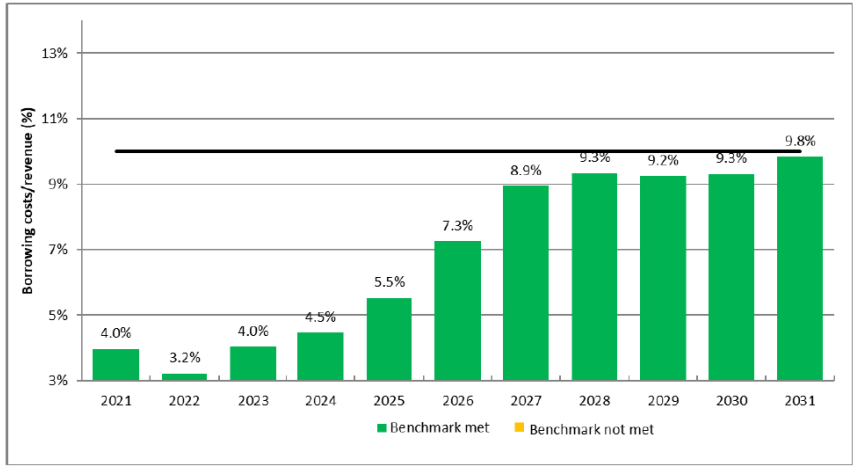
The following graph displays the Council's planned capital expenditure on network services as a proportion of expected depreciation on network services.

The Council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services.



Debt servicing benchmark

The following graph displays the Council's planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments, and revaluations of property, plant, or equipment). Because Statistics New Zealand projects the Council's population will grow as fast as the national population is projected to grow, it meets the debt servicing benchmark if its planned borrowing costs equal or are less than 10% of its planned revenue.



Additional information or comment

Rates (increases) affordability

At this stage the proposed 10 Year Plan does not achieve the policy aims for four of the years. To meet its Vision and Goals for the City the Council believes rates need to increase by more than its target limit when the full impact of the proposed upgrade to the wastewater treatment and disposal system takes effect. The forecast rates increases (and the policy maxima) include provision for significant accelerated expenditure on asset renewal from year one. The actual increase each year will be determined in the light of updated circumstances and the development of the Annual Plan.

Debt affordability benchmark

The forecast debt levels proposed in the 10 Year Plan will result in two of the debt affordability benchmarks being exceeded from year four onward. The Council recognizes this and will prepare an updated plan once there is more certainty about the preferred option for the wastewater upgrade project and the government's proposal for reform of 3 waters activities. These graphs acknowledge that under the present funding arrangements the Councils' financial strategy is not sustainable in the medium to longer term.

The forecasts for available liquidity are based on the current funding lines the Council has organised. The present funding lines will not be sufficient for the forecast requirements from 2025 onward updated funding lines will be arranged before then based on updated forecasts.

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HOW WE SPEND THE AVERAGE RESIDENTIAL CITY RATEPAYER'S RATES EACH WEEK. (based on proposed budget for 2021/22)

Council has changed the way these activities and budgets are structured since the last 10-year plan. This means direct comparisons of spending and levels of service cannot be made. Overall, there have been no significant changes in the levels of service Council is providing.

$7.83
14.33%

Active communities

Central Energy Trust Arena, reserves, sportsfields, swimming pools, support to recreation groups

$6.29
11.51%

Transport

Roads, footpaths, shared pathways, streetlights

$5.90
10.80%

Water

Treatment, storage, distribution

$5.69
10.41%

Wastewater

Collection, treatment, disposal

$4.49
8.22%

Governance and active citizenship

Mayor and Councillors, Council meetings, consultation, plans (including District Plan) and strategies, iwi relationships

$4.12
7.54%

Libraries

City and branch libraries, mobile library, youth space

$3.77
6.90%

Resource recovery

Kerbside recycling, rubbish and public recycling

$3.53
6.46%

Arts and heritage

Arts, culture and heritage facilities (including Te Manawa, Regent) and support

$3.51
6.43%

Connected communities

Community centres, Central Energy Trust Wildbase Recovery, public toilets, support to community groups, support to community and commemorative events and social housing

$1.94
3.55%

Economic development

Economic development, international relations, Conference and Function Centre, city marketing, economic events

$1.74
3.18%

Stormwater

Flood protection*

$1.65
3.00%

Organisational performance and strategic investments

Organisational support, Civic Administration Building and strategic investments

$1.57
2.87%

City growth

Building and planning services, housing and future development, urban design

$1.13
2.07%

Eco-City

Environmental sustainability, Manawatū River and environs (including Esplanade), climate change mitigation and adaption

$0.84
1.54%

Safe communities

Animal control, civil defence and safer community initiatives

$0.33
0.60%

City shaping

City centre, citymaking, place activation

$0.32
0.59%

Cemeteries

Cemeteries and crematorium

=
$54.65
per week for average ratepayer

*Horizons Regional Council is responsible for Manawatū River and Mangaone Stream flood protection

Revenue and Financing Policy

Introduction

The Local Government Act 2002 (The Act) requires the adoption of policies that outline how operating and capital expenditure will be funded for each activity. They are aimed at providing predictability and certainty about sources and levels of funding.

> The Act requires the Council to manage its finances prudently and in a way that promotes the current and future interests of the community. The Council must ensure that each year's projected operating revenues are set at a level sufficient to meet that year's projected operating expenses and that its long-term development programme is financially sustainable.

In deciding the most appropriate funding source for each activity the Council must show:

- the community outcomes to which the activity primarily contributes; and
- the distribution of benefits between the community as a whole, any identifiable part of the community, and individuals; and
- the period in or over which those benefits are expected to occur; and
- The extent to which the actions or inactions of particular individuals or a group contribute to the need to undertake the activity; and
- the costs and benefits, including consequences for transparency and accountability, of funding the activity distinctly from other activities; and
- the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental and cultural well-being of the community.

In its long-term plan (10 Year Plan) the Council identifies the Vision, Goals and Strategies that represent its desired community outcomes.

Vision

Palmerston North: Small city benefits, big city ambition

Goals

Goal 1: An innovative and growing city
Goal 2: A creative and exciting city
Goal 3: Connected and safe communities
Goal 4: An eco-city
Goal 5: A driven and enabling council

The Council's activities have been grouped into major groups of activities, as follows:

- Innovative and Growing City
- Transport (incorporating Roading and Footpaths)
- Creative and Exciting City
- Connected and Safe Communities
- Eco-city
- Stormwater
- Wastewater
- Water Supply
- Driven and Enabling Council

The relationships between these groups of activities and the identified community outcomes (Council's Vision and Goals) are outlined in detail in each Activity page of the 10 Year Plan.

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Funding of operating expenses

The Council has made a determination as to the most appropriate way of funding the operating expenses for each activity. This was based on an assessment of the nature of the benefits provided from the activity, and who benefits (i.e. the whole community, identifiable groups or individuals) and for what period. Funding source proportions were then attributed using the following scale:

High	80-100%
Med/high	60-79%
Med	40-59%
Med/low	20-39%
Low	0-19%

The specified funding source proportions are indicative only. They are not intended as an exact realisable proportion, rather as a guideline. It is recognised that within each activity there may be justification for variation from those proportions on a case-by-case basis. The basis for such variations will need to rest in the criteria outlined below.

In general terms the Council believes that:

- an activity should be collectively funded if the benefits of the activity are largely received by the broader community without differentiation, in equivalent proportions, and the costs of the activity cannot easily be attributed to an individual or group of individuals.
- *For example*: civil defence. *Everyone benefits. No individual can be responsible for the costs. Therefore it is entirely publicly funded.*
- an activity should be funded on a user-pays basis if an individual or group of individuals directly receives benefits of the activity exclusively, and the costs of the activity can easily be attributed to that individual or group of individuals.
- *For example*: Private Planning Services. Only those who seek resource consents benefit from them so they *can be held responsible for the costs. Therefore it is entirely funded by users.*
- an activity should be funded by an exacerbator if the benefits of the activity are largely received by the broader community without differentiation, in equivalent proportions, but the costs of the activity can be attributed to an individual or group of individuals.
- *For example*: parking enforcement. *Everyone faces the cost of unavailability of public parking if someone parks over the time they're allowed. The individual who parked over time can be held directly responsible for that cost. Therefore the public cost can be privately borne completely by that individual.*
- an activity can be funded from other sources if the benefits of the activity are largely received by the broader community without differentiation, in equivalent proportions, but the costs of the activity can be met by other means.
- *For example*: roading. *Everyone benefits. No individual can be responsible for the costs. However, the Council is eligible for central government subsidies from organisations such as the Waka Kotahi New Zealand Transport Agency. Therefore it is entirely publicly funded, but a proportion of the costs is recouped from 'other' sources.*
- although the Council believes that it would be appropriate to charge for some activities on a user-pays basis this is not always practicable and sometimes a proxy is required.
- *For example*: wastewater. *Everyone benefits although the extent of use depends on the nature of the use of the property. Trade waste can be measured and separately charged for. It is not practical to measure other non-residential users with higher volumes, such as motels or hospitals but a proxy of the number of pans can be used. Likewise, a targeted rate in the form of a fixed annual*

charge for each separately occupied portion of a rating unit is seen as a reasonable proxy for residential property.

The tables that follow show this analysis for each activity within the groups of activities. A summary is provided on the final page of the policy.

The process for funding operating costs of these activities is as follows:

- Any operating grants or subsidies for a particular activity are used to reduce the gross cost.
- Where it is practical to recover the designated portion of the net operating cost of an activity from a private user or exacerbator, fees and charges are set at levels designed to achieve this, provided there are no legislative constraints.
- Where a fee or charge is not practical, targeted rates may be set in accordance with Council's rating policies.
- Any net income from investments or fuel taxes may then be applied and any residual requirement will be funded through general rates and/or uniform annual general charges (UAGC) – these latter rates and charges will be set on a differential basis according to Council's rating policies. For the purposes of this policy any reference to general rates as a funding source is considered to include UAGCs.
- Rating policies including the details of targeted rates, the level of the UAGC, the choice of valuation base for the general rate and the details of the differential system will be outlined in the Funding Impact Statement in the 10 Year Plan or Annual Plan as appropriate.

Funding of capital expenditure

The Council takes a consolidated corporate approach to the management of its financial position. Through its 10 Year Plan it determines what capital expenditure is sustainable within the prudent guidelines it has set itself. These parameters are contained in the Financial Strategy.

Asset management plans are maintained for all infrastructural services and these provide information about asset condition and asset renewals required to maintain desired service levels.

Routine ongoing plant and equipment purchases are funded from operating revenue and proceeds of asset sales.

Renewals are funded from subsidies and grants (when available), revenue and, in extenuating circumstances, from borrowing.

New capital developments are funded from subsidies and grants (when available), user contributions, reserves, asset sales and, where necessary, from borrowing.

Through the application of its Development Contributions policy, the Council seeks to obtain contributions to fund infrastructure required due to city growth.

Borrowing is an appropriate funding mechanism to enable the effect of peaks in capital expenditure to be smoothed and to enable the costs of major developments to be borne by those who ultimately benefit from the expenditure. This is known as the 'intergenerational equity principle' and means that the costs of any expenditure should be recovered from the community at the time or over the period the benefits of that expenditure accrue. It is not appropriate or sustainable for all capital expenditure to be funded from borrowings. In periods of low capital expenditure borrowings should be reduced.

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REVENUE SOURCE	POLICY FOR FUNDING OPERATING EXPENSES[1]	POLICY FOR FUNDING CAPITAL EXPENDITURE [2]
General Rates		
General rates are currently set at rates of cents in the dollar of land value, calculated differentially based on the following classifications (and further sub-classifications) of property: • Single-unit Residential • Multi-unit residential • Non-residential • Miscellaneous • Rural/semi-serviced Its incidence is modified by a uniform annual general charge (UAGC).	General rates will be primarily used to fund those activities, or parts of activities, that benefit the community in general and where no identifiable individuals or groups benefit in a significantly different way from the rest of the community. General rates may also be used where the use of direct charging would discourage use, when encouraging use of the service is an explicit objective, or important to achieving the community outcomes to which the activity is intended to contribute. General rates may also be used where it is impractical, or too administratively expensive, to fund the activity from other funding sources. General rates are currently apportioned according to the land value and deemed use of each property. National studies have concluded that capital value is a better measure of benefits received from council services and of a ratepayer's ability to afford rates. To date the Council has not been convinced the benefits are so superior as to justify a change to the system. Further investigation is continuing, and this policy would enable a change to a capital value base following appropriate public consultation. Use of property is determined according to whether its primary use is single-unit residential, multi-unit residential, non-residential, miscellaneous or rural/semi-serviced. Each type of property pays different rates (cents in the dollar of land value). These	General rates may be used to retire debt. General rates may be used to purchase assets where the Council determines that funding the assets from debt is not the preferred option.

1. Operating expenses are those incurred to provide the day to day activities of the Council and include the costs of staff and consumables. Operating expenses are funded from the sources mentioned and for the reasons outlined.
2. Capital expenditures include those to purchase, build or acquire physical assets into council ownership. Such assets have service lives of more than one year. The principle of "intergenerational equity" says that expenditure that provides benefits over time should be funded over the same period, so that each generation of users pays a fair share.
Capital expenditures also include the renewal or replacement of existing assets. These are usually funded from resources built up from the revenue sources that fund the particular activity.
They also include debt repayment.

REVENUE SOURCE	POLICY FOR FUNDING OPERATING EXPENSES[1]	POLICY FOR FUNDING CAPITAL EXPENDITURE [2]
	differentials are designed to achieve an apportionment of rates that more closely reflects the estimated value of services received by each classification of property, after modification by the use of the UAGC and fixed charges (targeted rates). The UAGC is a fixed charge per rating unit which the Council treats as a part of the general rate. It is used as a mechanism to ensure each rating unit contributes a minimum amount of the general rate and also to moderate rates on high value properties.	
Targeted Rates		
Targeted rates, in the form of fixed amounts are set to cover the net cost of water, wastewater and rubbish/recycling. Targeted rates, in the form of a percentage of the service amount (the cost of insulation provided by the Council under a Warm Palmerston North scheme) may be set to cover the service amount and the cost of servicing the service amount. Targeted rates may be set to fund the operation of Business Improvement Districts (BIDs) if such	Targeted rates may be used to fund activities which identifiable categories of ratepayer, or ratepayers in identifiable locations, receive benefits from the activity to be funded in a significantly different way from other ratepayers. Targeted rates may be set as a fixed annual amount, or based on some other legally permissible basis such as land or capital value. They may be set differentially depending the location or classification of ratepayer or the nature of the service being provided. Targeted rates may be set for the purpose of achieving a more fair, efficient or transparent allocation of costs across the community.	Targeted rates may be used to retire debt, where the debt arose from the purchase of assets used for the activity funded from the targeted rate. Targeted rates may be used to purchase physical assets, where the Council determines that funding the assets from debt is not the preferred option, and the assets are to be used for the activity funded from the targeted rate.

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REVENUE SOURCE	POLICY FOR FUNDING OPERATING EXPENSES[1]	POLICY FOR FUNDING CAPITAL EXPENDITURE [2]
districts are established at the community's request.		
Lump sum contributions		
These are a mechanism for enabling ratepayers to elect to pay for capital projects by lump sums instead of by targeted rates.	Operating costs are not funded from lump sum contributions.	The Council may fund capital projects in whole or part through lump sum contributions.
Fees and charges		
A wide range of fees and charges are made to cover either the whole or part of the cost of activities.	Fees and charges will generally be used for services where the benefit is entirely, or in part, to the direct user of the service and where the use of the service is at the discretion of the user. This includes fees for various consents, licences, permits and property information. The user charge may recover all, including a market return on the value of the Council's investment, or part of the cost of the activity. Where the Council needs to ration the use of an activity, it may charge at a level above what would be necessary to recover the costs of the activity. Fees and charges may be in the form of fines, penalties or similar and used where the Council wishes to modify the behaviours that impose cost, or inconvenience, on other members of the community.	User charges may be used to retire debt, where the debt arose from the purchase of assets used for the activity funded by the user charge. User charges may be used to purchase physical assets, where the Council determines that funding the assets from debt is not the preferred option, and the assets are to be used for the activity funded from the user

REVENUE SOURCE	POLICY FOR FUNDING OPERATING EXPENSES[1]	POLICY FOR FUNDING CAPITAL EXPENDITURE [2]
		charge.
Interest and dividends from investments		
The Council receives interest and dividends from its investments and short-term cash management.	Ordinary budgeted interest and dividends, along with any other investment income, is treated as general revenue.	Investment income may be used to retire debt when that income has not been budgeted for other purposes.
Borrowing		
Borrowing involves the taking on of debt and in normal circumstances is only appropriate to fund assets with long lives.	Unless there are exceptional circumstances the Council will not borrow to fund operating costs. Some expenses that are classified as operating do provide a longer term benefit and in such situations the Council may consider borrowing to fund them (if the sum involved is significant) then repay the sum borrowed from revenue over the estimated period of benefit. Development and implementation of enterprise wide information management systems fit this criteria.	Borrowing is the preferred means of funding capital expenditure because it promotes intergenerational fairness. What is an appropriate level of borrowing is assessed against criteria in the Council's Financial Strategy. The Council may also borrow to fund insulation for homes under a Warm Palmerston North scheme in conjunction with the Energy Efficiency and

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REVENUE SOURCE	POLICY FOR FUNDING OPERATING EXPENSES[1]	POLICY FOR FUNDING CAPITAL EXPENDITURE [2]
		Conservation Authority (ECCA). The borrowing and associated servicing costs will be repaid from targeted rates set on the properties concerned for a term of up to nine years.
Proceeds from asset sales		
These are the sums received when physical assets are sold.	Operating costs are not funded from asset sales.	Proceeds from asset sales are an appropriate source for purchasing assets or retiring debt because they have a neutral effect on Council's financial position (assets versus liabilities).
Development contributions		
Development contributions are sums payable or assets transferred to Council by developers or new service users to cover the costs imposed on infrastructure and facilities by growth in numbers of users.	Operating costs are not funded from development contributions.	Development contributions will be used to fund that proportion of new asset expenditure that is made necessary by increased demand as a result of growth in the number of users. Contributions will be calculated in accordance with the

REVENUE SOURCE	POLICY FOR FUNDING OPERATING EXPENSES[1]	POLICY FOR FUNDING CAPITAL EXPENDITURE [2]
		Council's Development Contributions Policy.
Financial contributions under Resource Management Act		
Financial contributions are sums payable, or assets transferred to Council by developers or new service users to enable mitigation, avoidance or remedying of adverse effects arising from subdivision or development.	Operating costs are not funded from financial contributions.	Financial contributions may be used to fund that proportion of new asset expenditure that is made necessary by the effects of subdivision and development. The contribution may be required as a condition of consent, in accordance with any relevant rule in the District Plan.
Grants and subsidies		
These are payments from external agencies and are usually for an agreed specified purpose. The main source of these are Waka Kotahi NZ Transport Agency subsidies for road maintenance, renewals and improvements.	Grants and subsidies will be used for operating expenses only when this is consistent with the purpose for which they were given.	Grants and subsidies will be used for capital expenditure only when this is consistent with the purpose for which they were given.

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Innovative and Growing City

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
Economic development					
Economic development International relations City marketing Economic events	Individual businesses will benefit directly from specific initiatives and events Entire economy benefits from improved economic activity, choice, employment opportunities and incomes	Short-term business support initiatives, but on-going benefits of infrastructure development and flow-on effects Ongoing benefits for entire economy The benefits of events are both immediate and longer term, the latter bringing the perception of vibrancy of the city	Entire economy displays need for economic development Businesses display specific need for support services and infrastructure Need is created by those who wish to stage events	General rates, but with business differential (high) Central government funding (low) Other territorial local authorities (low) Private sector (low)	As the entire city benefits from the economic returns from this expenditure the cost should be funded from general rates Most businesses benefit from increased economic activity so should contribute a greater portion of the cost through the application of a differential on the general rate
Conference and function centre	Individual users benefit from the provision of the Conference and function centre	Benefits are on-going	Need is created by those who which to stage events, functions and conferences	General rates (medium/low) Fees and charges (medium/high)	Individual users of the conference and function centre should pay market rates for its use

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
	Accommodation, food and other businesses benefit from the presence of the users of the centre				As the entire City benefits from the economic returns from this expenditure the cost should be funded from general rates Many businesses benefit from increased economic activity so should contribute a greater portion of the cost through the application of a differential on the general rate
City growth					
Building services	The entire community benefits from safe reliable infrastructure and resources and consistent, transparent Council procedures Developers and property owners	Benefits of regulation in general are ongoing even though the specific regulations may change over time	Need is created by the following: • entire community for structure, consistency and certainty • those who do not comply with the rules (i.e.	General rates (medium/low) Fees and charges (medium/high)	As the main beneficiaries are property developers and building owners they should pay for the majority of the cost of the activity No particular group or individual benefits

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
	benefit from the building services advice, information and certainty provided by the Council		exacerbators) • property developers and building owners seeking building consents • Council for rules to protect its position and manage its risk exposure		more than others so the residual cost should be allocated to the whole city as part of the general rate
Housing & future development	The entire community benefits from Council's efforts to provide an appropriate framework to encourage development and housing	Benefits are ongoing	Need is created by the entire community for structure, consistency and certainty and a range of options for housing	**General rates (high)**	As the community at large benefits from this activity it is appropriate that the costs be funded as a public good from general rates
Planning services – public (includes planning advice, information, monitoring and enforcement) Planning services – private	The entire community benefits from safe reliable infrastructure and resources and consistent, transparent Council procedures The entire community benefits from advice relating to potential	Benefits of regulation in general are ongoing even though the specific regulations may change over time Benefits of providing free information to the public and monitoring resource	Need for information is created by entire community Need for enforcement is created by those who do not comply with the rules (i.e. exacerbators)	**Planning services – public**: General rates (high) Fees and charges (low) **Planning services – private**:	No particular group or individual benefits more than others from the provision of information, monitoring and enforcement activities so the cost should be allocated to the whole City as

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
(resource consent processing)	resource consents or resource management as well as from resource consent monitoring and enforcement activities Developers and property owners benefit from the resource consent advice, information and certainty provided by the Council	consents are ongoing	Need is created by developers and property owners seeking resource consents	Fees and charges (high)	part of the general rate As the main beneficiaries of processing resource consents are property developers and building owners they should pay for the cost of the activity
Urban design	The entire community benefits from increased citywide knowledge of the principles of good urban design	Benefits are ongoing	Need for information is created by entire community	General rates (high)	As the entire community benefits from the application of good urban design principles the cost should be funded through general rates

- this proportion relates to the whole of the activity, not the individual components of it, unless stated otherwise

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Creative and Exciting City

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
City Shaping					
City Centre Place activation City making/Placemaking	The entire community benefits from activity that leads to increased city centre vibrancy and improved perceptions of the City It also benefits from the development of accessible, active, comfortable and social public spaces The business community benefits from spending by visitors attracted to the central city	Benefits are ongoing	Need is created by the entire community who wish live in an environment that is interesting and vibrant	General rates (high) Sponsorship/grants (low) Fees and charges (low)	A vibrant City Centre is an important component of how a city is perceived The Council actively encourages partnerships with businesses and groups to enhance public spaces and to obtain external funding to do this where practicable As the entire city benefits from these activities any residual expenditure should be funded from general rates
Arts and Heritage					
Te Manawa (Museum, Art Gallery and Science Centre)	The entire community benefits from the educational	Ongoing benefits from an informed, creative and	Need is created by the entire community for access to	General rates (high) Some entry charges	Those who use the facilities should pay a reasonable charge

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
Other cultural facilities such as: Regent on Broadway Globe Theatre Caccia Birch House Creative Sounds (The Stomach) Support to arts, culture and heritage groups Heritage management	opportunities and cultural awareness that the provision of activities and facilities brings The business community benefits from spending by visitors attending facilities and events Specific benefit to those who use facilities and attend activities The entire community benefits from retention of sites and buildings of significance with heritage features Owners of heritage buildings benefit from any support given to	innovative population Benefits are ongoing	information about cultural heritage and creative media as well as for venues for the performing arts Need is created by building owners requiring assistance or support to preserve the city's heritage features	(low) Sponsorship/grants (low) Central government (low) Rental income (low) [Represents the manner in which the Council's share of the costs are funded. Organisations running some of these facilities also incur costs and receive any revenue associated with them] General rates (high)	but it is recognised that for some activities (such as Te Manawa) such a charge would be prohibitively high if set at a level to cover the entire cost Every effort will be made to obtain grant funding from external agencies As the entire city benefits from these activities any residual expenditure should be funded from general rates Although building owners benefit directly from the preservation of heritage sites and buildings, the entire community benefits

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
	preserve and protect them				from the city retaining its heritage features so any Council contribution toward achieving this should be funded through general rates
Active communities					
Central Energy Trust Arena City reserves Local reserves Sportsfields Swimming pools Support to recreation groups	The entire community benefits from choice of recreational activities and a healthy active community Particular event organisers also benefit from commercial gains from activities The business community benefits from spending by visitors attending facilities and events Specific benefits for users of facilities and spectators at events	Benefits are ongoing as long as facilities are maintained The benefit of events is both immediate and longer term, the latter being to the perception of vibrancy of the city	Need is created by entire community for recreational facilities, activities and choice Event organisers create a need for infrastructure in order to hold events	**Central Energy Trust Arena**: General rates (medium/high) User charges (medium/low) **City-wide reserves, local reserves and sports fields**: General rates (high) User charges (low) **Swimming pools:** General rates (high)# **Support to recreation groups:** General rates (high) [# Operation of the	Those who use the facilities should pay a reasonable charge but it is recognised that for some activities (such as swimming pools, sports fields and Central Energy Trust Arena) such a charge would be prohibitively high if set at a level to cover the entire cost Also it is impractical to charge users of some facilities such as city-wide and local area reserves Every effort will be made to obtain

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
				swimming pools is contracted to an external entity that incurs day-to-day operating costs and obtains all revenue from entry fees – the general rates funding represents the share of the costs incurred by Council]	grant funding from external agencies As the entire city benefits from these activities any residual expenditure should be funded from general rates

- this proportion relates to the whole of the activity, not the individual components of it, unless stated otherwise

Connected and Safe Communities

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
Connected Communities					
Cemeteries (including the Crematorium)	Individual users particularly families of the deceased The entire community benefits from the comfort that there is adequate provision for interring the deceased in an appropriate manner and that cemeteries are maintained as a place of remembrance	Benefits are on-going	The entire community creates the need for cemeteries and related services Families and genealogists researching cemetery records	General rates (medium/low) Fees and charges (medium/high)	As the main beneficiaries of the activity are those who use the service a significant portion of the cost should be borne by the users As there are public benefits from the service a portion of the cost should be funded from general rates As the service is partially subsidised by ratepayers a premium should be charged to non-city residents where this is practicable
Community centres	The entire community benefits from the existence of places to meet to foster	Benefits are ongoing as sharing of experiences and expertise leads to community enhancement	e entire community creates the need as the more integrated members of society are, the more they	General rates (high) Fees and charges (low)	Those who use the facilities should pay a reasonable charge but it is recognised there are wider community benefits

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
	community identity Specific benefits for users of facilities		contribute to the city's economic, social and cultural wellbeing		from the availability of community centres. The residual cost should be funded from general rates
Libraries	The entire community benefits from choice of leisure and recreational activities, a healthy caring community, the educational opportunities the library offers and from being informed Specific benefits for borrowers of material	Ongoing educational benefits from an informed, creative population Benefits are ongoing as sharing of experiences and expertise leads to community enhancement	Need is created by the entire community for library facilities and access to information sources	General rates (high) Fees and charges (low)	Those who utilise some services (such as CDs, DVDs, etc) should pay a reasonable charge as should non-residents provided it is practical and cost effective to do so City residents take great pride in the facilities and expect the resource to be available to all regardless of whether they actually use it It is not practical to charge visitors of the facility nor for the lending of basic resources so the net cost should be

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
					funded from general rates
Public toilets	The entire community benefits from the provision of public toilets	Benefits are ongoing	Need is created by the entire community for public toilets	General rates (high) Fees and charges (low)	Apart from the main central city facility it is not practical to charge individual users Costs should be funded through general rates
Social housing	People on low incomes who: • are superannuitants; or • have long-term disabilities; or • experience barriers to renting in the private market The whole community benefits from people having access to adequate housing	Benefits accrue through the period of tenancy Benefits to the whole community are ongoing	Need is created by the housing tenants	Fees and charges (high) General rates (low)	As the main beneficiaries of the activity are those who use the service the cost should be borne by the users taking into account Council's rental policies for tenants which are based on a tenant's income As far as practicable it has been the intention that this activity standalone financially and is fully funded from rental

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
					income Although central government funding assistance is sought (if available) it is recognised that at times it may be necessary for the activity to receive support from general rates
Support to community groups	Members of community groups and those they support	Benefits accrue for the period of the support		General rates (high) Central government grant agency funding (low)	Council's contribution is directed to community groups rather than individuals and to events and facilities that benefit the entire community so should be funded from general rates Although funding support is sought from external agencies this contribution is usually

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Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
					small
Central Energy Trust Wildbase Recovery	Th entire community benefits from seeing native wildlife rehabilitating after treatment at Massey University's Wildbase hospital Children in particular benefit from education programmes Visitors benefit from the visitor programmes	Ongoing benefits from an informed and educated population	Need is created by the entire community who wish to having an understanding of wildlife	General rates (high) Sponsorship/grants (low) (assisted by Wildbase Recovery Community Trust)	The main beneficiaries are those who visit the centre but the Council has determined that the centre will be provided as a public good. Volunteers assist with operating the centre and donations are encouraged from those who visit.
Community and commemorative events	The entire community benefits from community events that celebrate the richness of a diverse community and bring vibrancy to the city The business community benefits from spending by	The benefits of events are both immediate and longer term, the latter bringing the perception of vibrancy of the city	Need is created by those who wish to stage events Need is created by the entire community who wish to have a variety of events to attend	General rates (high) Sponsorship/grants (low) Fees and charges (low)	Many events are provided for the benefit of the entire community and are held in venues where it is not possible to charge those who attend Every effort will be made to obtain

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
	visitors attending events Specific benefit for those who attend events				grant funding from external agencies As the entire city benefits from these activities any residual expenditure should be funded from general rates
Public health	Licenced businesses gain economic advantage from the public health activity of the Council and the public benefit from a healthy, safe and clean city	Benefits of regulation in general are ongoing even though the specific regulations may change over time	Need is created by: • entire community for structure, consistency and certainty • those who do not comply with the rules (exacerbators) Council for rules to protect its position and manage its risk exposure	General rates (medium/high) Fees and charges (medium/low)	As licensed businesses are major beneficiaries they should bear a significant portion of the cost of the activity. The public at large also benefit from the activity so the residual cost should be allocated to the whole city as part of the general rate
Safe Communities					
Animal control	Animal control	Benefits of regulation in general are	Need is created by:	General rates (low)	A significant portion

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
	activity is principally related to the actions or inactions of dog owners - owners and the public at large (through reduced nuisance) benefit from this	ongoing even though the specific regulations may change over time	• entire community for structure, consistency and certainty • those who do not comply with the rules (i.e. exacerbators) Council for rules to protect its position and manage its risk exposure	Fees and charges (high)	of the costs should be borne by dog owners as the majority of the activity relates to their actions or inactions No particular group or individual benefits more than others so the residual cost should be allocated to the whole city as part of the general rate
Civil defence	The entire community benefits from having people who are trained and organised to help the community survive and cope with natural disasters	Benefits in terms of peace of mind for residents are ongoing, although direct benefits are short to medium term in the event of a disaster	Need is created by: • the entire community for an action plan in the event of a disaster or emergency • Council to meet legal obligations	General rates (high)	No particular group or individual benefits more than others so the cost should be allocated to the whole city as part of the general rate
Safer community initiatives	The entire community benefits from activities that aim to	Benefit is on-going	Need is created by the entire community, who wish to be able to feel	General rates (high)	As the benefits accrue to the entire community, the costs should be funded

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
	keep people safe		safe, especially in public places		from all ratepayers through the general rate

- this proportion relates to the whole of the activity, not the individual components of it, unless stated otherwise

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Eco-City

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
Climate change mitigation and adaption					
Climate change and mitigation	Entire community benefits from Council's leadership and commitment to meeting greenhouse emission targets, fostering sustainable practices and behaviours so City residents and organisations become more sustainable	Ongoing benefit	The entire community creates the need for a sustainable future	General rates (high)	As the activity being undertaken benefits the whole community the costs should be funded through the general rate
Resource recovery					
Landfill management Waste management (includes kerbside rubbish collection and disposal, public space rubbish collection and disposal) Waste minimisation (includes kerbside recycling and processing, green	Entire community benefits from safe and efficient disposal of solid waste Direct households benefit from kerbside refuse collection and recycling	Ongoing benefits as long as infrastructure is maintained	The entire community creates the need for a safe urban environment where solid waste is adequately dealt with Exacerbators and individual householders	**Landfill management:** Targeted rates(high) Fees and charges (low) **Waste management**: Rubbish bag sales or similar (high) Targeted rate with fixed annual property	To minimise the volume of waste, costs should be funded by the users of the service – through rubbish bag sales or other mechanism with the same effect The costs of public space rubbish collection and

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
waste, minimisation projects, recycling centre)				charge (low) **Waste minimisation**: Targeted rate with fixed annual property charge (high – net after sales of recyclable material) Subsidies and grants (low)	disposal should be funded by all ratepayers through a targeted rate (set on a fixed annual charge basis) Recycling costs should be funded as much as possible from the sale of recyclables but as the Council wishes to encourage recycling it is not desirable or practicable to charge individual users by volume. The residual cost should be funded from a targeted rate (set on a fixed annual charge basis)
Environmental sustainability					
Biodiversity Support to environmental groups Sustainable practices	The entire community benefits from activity that leads to improved environmental practices with more sustainable outcomes	Ongoing benefits	The entire community creates the need to implement more sustainable operating practices	General rates (high)	As the whole community benefits from this activity the costs should be funded from the general rate

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
Manawatu River					
Manawatu River (includes Manawatu River Park, Centennial Lagoon)	The entire community benefits from enhancing the River and its environs as a cultural, environmental and recreation resource	Ongoing benefits	The entire community creates the need for enhanced respect for, and use of the River and its environs	General rates (high)	As the whole community benefits from this activity the costs should be funded from the general rate

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Stormwater

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
Stormwater					
Stormwater collection and disposal	The entire community benefits from safe and efficient discharge of stormwater Specific benefit to owners of properties more prone to effects of stormwater	Ongoing benefits as long as infrastructure is maintained	The entire community creates the need for a safe urban environment where stormwater discharges are adequately dealt with Property owners directly affected by stormwater create a need for infrastructure to maintain adequate protection	General rates with business differential (high)	As the whole community benefits from this activity the costs should be funded from the general rate with a business differential due to the nature and volume of run-off from properties used for business

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Wastewater

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
Wastewater					
Wastewater collection Wastewater treatment and disposal	The entire community benefits from safe and efficient disposal of wastewater Commercial and industrial businesses benefit specifically from the provision of wastewater services Direct household benefit from the provision of wastewater services	Ongoing benefits as long as infrastructure is maintained	The entire community creates the need for a safe urban environment where wastewater is adequately dealt with Commercial and industrial enterprise create the need for wastewater services applicable to their business Property owners	Targeted rate with fixed annual charge for households and small users (medium/high) Targeted rate in form of pan charges for larger users (medium/low) Trade waste charges for exacerbators (low)	Although there is some overall community benefit from the activity, the major benefit is to those who use the facilities Volumes of trade waste are capable of being measured so those who discharge trade waste should be charged based on the nature and volume of discharge Those capable of being connected to the wastewater system are identifiable so should bear the cost through a targeted rate

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Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
					The cost of servicing each household is similar so a fixed annual charge is appropriate Costs are higher for those with more discharge so it is appropriate to charge non-residential users on a per-pan basis

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Water Supply

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
Water supply					
Water collection Water treatment Water distribution	The entire community benefits from safe and efficient provision of drinking water Commercial businesses benefit specifically from the provision of water services The entire community benefits from provision of water services for fire-fighting to maintain community safety services Direct household benefit from the provision of water services	Ongoing benefits as long as infrastructure is maintained	The entire community creates the need for a safe urban environment where water services are adequately provided and health standards maintained Commercial and industrial enterprise create the need for water services applicable to their business Property owners create need for water services to aid fire-fighting services	Targeted rate with fixed annual household charge (medium/high) Targeted rate through metering of non-residential users (medium/low)	Although there is some overall community benefit from the activity, the major benefit is to those who use the facilities Volumes of water used are capable of being measured so it would be desirable to charge by metered use The Council does not currently support a universal metering philosophy, so only non-residential users are metered Those capable of being connected to the water system are identifiable, so should bear the cost

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
					through a targeted rate The cost of servicing each household is similar, so a fixed annual charge is appropriate

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Driven and Enabling Council

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
Governance and active citizenship					
Elections Councillor meetings and administration Mayoral and Chief Executive's Offices Direction setting	The entire community benefits from the ability to elect local representatives and influence Council decisions Council benefits from the clarity of community needs and wants The entire community benefits from transparent Council goals and clear paths to meet them Council benefits from defined objectives and clear processes	Benefits of a good working relationship between the Council and the community are on-going Benefits of the Council being well led and operating as an effective, efficient organisation are ongoing Benefits of providing clear direction for city development are ongoing	Need is created by entire community for knowledge of and involvement in Council decisions Need is created by Council for guidance from the public in decision making Need is created by the entire community for a well-structured community infrastructure with adequate provision to cope with growth	General rates (high) Fees and charges (low)	No particular group or individual benefits more than others so the cost should be allocated to the whole city as part of the general rate Additional costs are incurred each third year to run the elections. Part of the cost is recovered from the Regional Council and Health Board Costs relating to processing private District Plan changes are recovered from applicants
Strategic investments					
External contracts (provision of services	The entire community benefits from the	Benefits are ongoing or for the life of the	Need for strategic investments is	General rates (high) Net cost or return	Commercial investments are

Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
to external entities) Investment property Investments in companies (including airport)	Council obtaining positive net financial returns on its investments The entire community benefits from the Council making sound strategic investments Lessees and users benefit from the provision of property	particular contract	created by community as a whole	from investments or provision of services to external entities	expected to generate a net return that can benefit the city as a whole and lead to lower rates, fees and charges Strategic investments benefit the whole city and so it is appropriate to fund any net cost from general rates
Organisational performance					
Civic Administration Building Customer services Financial services Human resources Information services Marketing and communication Print Synergy	The entire community benefits from access to Council information, efficient dealings with Council, and basic channel through which to communicate with Council Council benefits from clarity of community needs and wants, and efficient processing of public	Benefits are ongoing	All of the Council's activities require some corporate support Need is created by the entire community for knowledge and an accessible Council Need is created by Council for an efficient interface	Costs are allocated to other activities based on appropriate drivers	Organisational performance exists not for itself, but to enable the Council to provide its other activities. Support costs should therefore be reflected in the overall costs of other activities

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Nature of Activity	Who Benefits	Period of Benefit	Who Creates Need	(Funding Source Proportion #)	Funding Source Rationale
	enquiries		with the public		

- this proportion relates to the whole of the activity, not the individual components of it, unless stated otherwise

Revenue and Financing Policy

Funding source proportions for operating costs

	GENERAL RATES	TARGETED RATES	USER FEES AND CHARGES	OTHER
Innovative and Growing City				
Economic development				
City marketing	High			Low
Economic development	High			Low
Economic events	High			
Conference and function centre	Med/Low		Med/High	
International relations	High			
City growth				
Building services	Med/Low		Med/High	
Planning services – public	High			
Planning services – private			High	
Urban design	High			
Transport				
Roading				

	GENERAL RATES	TARGETED RATES	USER FEES AND CHARGES	OTHER
Parking			High	
Roads	High		Low	Low
Street facilities	High			Low
Street lighting	High			Low
Traffic services	High			
Active and public transport				
Footpaths	High			Low
Active transport	High			Low
Public transport	Med/High			Med/Low
Creative and Exciting City				
City shaping				
City Centre	High			
Place activation	High			
Placemaking	High			
Arts and heritage	High			Low
Te Manawa (see note 1)	High			
Other cultural facilities (see note 1)	High			
Support to arts, culture and heritage groups	High			
Heritage management	High			
Active communities	Med/High		Med/Low	
Central Energy Trust Arena	High		Low	
City reserves	High		Low	
Local reserves	High		Low	
Sports fields	High		Low	

	GENERAL RATES	TARGETED RATES	USER FEES AND CHARGES	OTHER
Swimming pools (see note 1)	High			
Support to recreation groups	High			
Connected and Safe Community				
Connected communities				
CET Wildbase Recovery	High		Low	Low
Cemeteries	Med/Low		Med/High	
Community centres	High		Low	
Community and commemorative events	High			
Libraries	High		Low	
Public health	Med/High		Med/Low	
Public toilets	High		Low	
Social housing	Low		High	
Support to community groups	High			
Safe communities				
Animal control	Low		High	
Civil defence	High			
Safer community initiatives	High			
Eco-city				
Climate change mitigation and adaption	High			
Resource Recovery				
Landfill management				
Waste management		High	Low	
Waste minimisation		Low	High	
Environmental sustainability		High		Low

	GENERAL RATES	TARGETED RATES	USER FEES AND CHARGES	OTHER
Biodiversity	High			
Support to environmental groups	High			
Sustainable practices	High			
Manawatu River	High			
Stormwater	High		Low	
Wastewater		High	Low	
Water Supply (see note 2)		High		
Driven and Enabling Council				
Governance and Active Citizenship				Low
Councillor meetings and administration	High		Low	
Elections	High			
Mayoral and Chief Executive's office	High			High
Direction setting				High
Organisational performance	High			
Strategic investments				

High	80 – 100%
Med/High	60 – 79%
Med	40 – 59%
Med/Low	20 – 39%
Low	0 – 19%

The funding proportions outlined in this table represent the Council's desired consolidated intention, that is, the share of the gross operating costs borne by each sector.

Note 1: The Council has varying levels of control over the actual revenue obtained from users of these facilities. Management and operations are contracted to other entities and revenue from entry fees is retained by them.

Note 2: Metered water is deemed to be a targeted rate.

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Significant Forecasting Assumptions

A forecasting assumption is defined as something the Council accepts as being true for the purposes of future decisions and actions.

The Local Government Act 2002 requires councils to disclose in their 10 Year Plan the significant forecasting assumptions they have used to develop their Plan and the risks underlying the financial estimates. In cases where the level of uncertainty is assessed as being high, this has to be disclosed as well as an estimate of the potential effects on the financial estimates.

This section contains assumptions about the following matters:

Issue	Level of uncertainty of assumption	Significance of financial impact on overall position
1. Population & Household Growth	Medium	Medium
2. City Growth – Nature, Type & Location	Medium	High
3. Covid-19 Pandemic	Medium	High
4. Climate Change	Medium	Low
5. Natural Disasters & Adverse Weather Events	High	High
6. Services Provided by Council	High	High
7. Continuity of External Funding	High	Low
8. Sources of Funds for Future Replacement of Assets	Low	Low
9. Waka Kotahi (NZTA) Subsidy	High	High
10. Airport Shareholding & Dividends	Low	Low
11. Revaluation of Property, Plant & Equipment Assets	Low	Low
12. Asset Lives	Low	Low
13. Depreciation	Low	Low
14. Inflation	Low	Low

Issue	Level of uncertainty of assumption	Significance of financial impact on overall position
15. Interest Rates for Borrowings	Low	Medium
16. Resource Consents (especially wastewater discharge)	High	High
17. Turitea Windfarm	Medium	Low
18. Weathertight (Leaky) Homes Claims	Low	Low
19. Insurance	Low	Low
20. Earthquake-prone Buildings	Medium	High
21. Regional freight ring road including an additional Road Crossing of Manawatū River	Medium	High
22. Legal Expenses	Low	Low
23. Delivery of Services Reviews	Low	Low
24. Residential Subdivision	Medium	Medium
25. Drinking Water Standards	Medium	Low
26. 3 Waters Reform	High	High
27. Capital Expenditure Delivery	High	High

2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
1. **Population** and household growth The population will increase as follows: • 10 year projection 2021–31, 1089 people per annum at 1.1% • 20 year projection 2021–41, 1039 people per annum at 1.0% • 30 year projection 2021–51, 1002 people per annum at 1.0%	City growth is at significantly different rates than assumed.	Medium	If growth is less than predicted, then some projects will be deferred and expenditure will be lower than forecast. If growth is higher than

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2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
The number of households will increase as follows: • 10 year projection 2021–31, 504 households per annum at 1.4% • 20 year projection 2021–41, 459 households per annum at 1.2% • 30 year projections 2021–51, 432 households per annum at 1.1% This is a medium growth population and household projection from Infometrics plus the additional margins required by the National Policy Statement for Urban Development. These population projections assume the city will retain its status as having one of the lowest median ages (34.2 in 2020 compared with the national median age of 37.4) but, as is projected for the rest of New Zealand, there will be a gradual ageing of the population. The difference between population and household growth is because of the reduction in average household size. Any change in the makeup of the city's population in terms of ethnicity or age will have minimal impact on the activities to be provided by the Council. Employment growth of 1.2% per annum (688 jobs) for the first 10 years and 1.0% per annum (621 jobs) for the next 20 years.			predicted, then some projects will go ahead earlier than forecast and expenditure will be higher than forecast. Higher or lower expenditure will impact on debt levels, the total rates requirement and the timing of the receipt of development contributions. Actual growth and changes to the makeup of the city's population will be monitored and any changes will be reflected in subsequent Annual and 10 Year Plans. The City already comprises a wide range of ethnicities and has programmes and events designed to cater for them. Council's target is 1,200 jobs per year, a growth rate of 1.9%.
2. City growth – nature, type and location The Strategies and Plans assume that during years 1–10, greenfields	Privately initiated		The Whakarongo residential

2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
residential growth will continue at Aokautere, be centred on the Whakarongo area and make a start in the Kakatangiata (formerly called City West) area and at Ashhurst. New industrial growth will be focused on the extended northeast area of the city, the proposed KiwiRail freight hub and in Longburn. Owners of private infrastructure in Longburn are assessing options to upgrade it to the standards required for it to be vested in the Council. This may involve the Council undertaking some works itself to enable development and seek to recoup the costs through development contributions or some other means. The types of residential development are assumed to remain constant throughout the next 30 years, based on a preference for greenfields development of 50%, infill development of 38%, and rural residential development of 12%. These percentages exclude the construction of apartments and housing units in retirement villages.	development is approved in areas other than those planned for by the Council or earlier than anticipated.	Medium	area is zoned and available for development – development is being led by the Council's own subdivision. Work is underway on a structure plan for further development in Aokautere to ensure co-ordinated outcomes in the area. Kakatangiata is a large area that will provide significant growth capacity for the next 30 years. Four small urban additions are being investigated at Ashhurst. High class soils, flooding and liquefaction risks and infrastructure costs will need to be weighed up against housing demand, and the requirement for Council to ensure there is sufficient capacity to meet projected demand. This will necessitate Council enabling and promoting higher density development opportunities to ensure efficient use of land is maximised, whilst avoiding or mitigating natural hazard and productive land constraints. While KiwiRail are in the process of securing land for the proposed freight hub, they are yet to secure funding to deliver

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2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
There will be no change to the City boundaries.	There will be a change to the City boundaries		it. If such development is approved, it may result in a need for increased infrastructural investment by the Council. This may lead to the Council needing to reprioritise other planned expenditure so that it can operate within its own prudent limits. It is difficult to predict how the market will respond to new housing choices and whether traditional infill is reaching a natural saturation point. The Local Government Commission recently assessed a request from a group of residents in the Tokomaru and Opiki areas to become part of the City. The Commission has declined the application.
3. Covid-19 Pandemic There will be no long-term significant economic or social disruption such as increased unemployment, homelessness, lack of income or reduced personal wellbeing that adversely affects residents of Palmerston North as a result of Covid-19 or any subsequent pandemic.	That the present Covid-19 worldwide crisis continues unabated (despite the	Medium	The Palmerston North economy is diverse and has significant activity funded by central and local government. To date this has helped shield the City from the worst of the economic

2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
There will be no lockdown for a significant period such as occurred in 2020 and if there were, the Council will continue to be able to deliver essential city services. Although there may be disruptions to the worldwide supply chains for some goods they will not be so significant as to disrupt the Council's ability to deliver essential services. Border restrictions will change to enable international travel once the community vaccination programme is sufficiently advanced.	development of vaccines) and it becomes a significant threat to people and the economic order in Palmerston North.		impacts of the world-wide Covid-19 pandemic. Although the Council's revenue was reduced during the period of national lockdown in 2020 and subsequently most revenue streams (except dividends from Palmerston North Airport Ltd) have now been restored to near previous levels. The Council was able to redirect staff resources to cope with working from home and continue to deliver essential city services. If necessary, the Council has the ability to modify its priorities through the Annual Plan process each year. The City is not a significant international tourist destination so it has not been significantly impacted by the closure of international borders.
4. **Climate change** In the longer term, increased frequency and intensity of storm	That changes to climate will be more significant	Medium	Most significant is the likelihood of a higher frequency of heavy rainfall events which would

2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
events and possibly, longer drought period. Efforts will be made to reduce Palmerston North's greenhouse gas emissions by 30% over the next 10 years, in line with targets set by Council and central government. (More information about climate change and its impact is in section 5.11 of the Infrastructure Strategy and the Council's Climate Change Plan.)	than assumed. That new levels of service and/or standards of living expectations will require a significant expansion in energy use and hence emissions. That the targets set will become more ambitious and enforced, as is intended under the COP21 Paris Accord signed by New Zealand.	Medium	increase both nuisance surface water ponding and flood events. As an inland City there is no exposure to rising sea levels or specific communities being unduly impacted by climate change. Provision is being made to adapt infrastructure for climate change based on NIWA predictions to 2090, given the long-life cycle of assets. If they are different from what is predicted this will be assessed as they become evident. Work is required to better understand the greenhouse gas emissions profile of Palmerston North, and to better understand what actions are required to meet the set targets. Further, while new technologies such as LED lights and electric vehicles (EVs) create significant opportunities for greater energy efficiency and, therefore, cost and emission reductions, many emerging technologies are

2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
			emission-intensive and will require significant offset if implemented widely. Palmerston North's emissions will also depend on future commodity prices, particularly for oil, and whether the current trend of falling EV and renewable energy prices continue.
5. Natural disasters and adverse weather events There will be no significant natural disasters such as storms, floods, earthquakes and volcanic eruptions that damage city infrastructure. There will be no adverse weather events that cause significant damage to the city's infrastructure, including parks.	That there will be a significant natural disaster or adverse weather event.	High	The Council currently contributes to the Local Authority Protection Programme (LAPP) and has the ability to source commercial infrastructure insurance if required. The LAPP fund was designed to cover 40% of the repair costs for certain damaged infrastructure. In certain circumstances, central government may fund the remainder of the costs, although this is subject to review by the Government. Roads and bridges are not covered by this programme, with the only relief available being from NZTA, which funds some of these repair costs. In the event of a disaster, the Council has the flexibility to fund uninsured repair costs by

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2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
			re-prioritising its capital expenditure programme and utilising available lines of credit. If there is an adverse weather event, the Council will need to reprioritise its operating budgets to cope or, in the short-term, utilise established lines of credit.
6. Services provided by council Unless otherwise stated in the individual activity sections, service levels are generally assumed to remain the same. Increases to service levels are shown in the individual activity sections as operating and capital programmes. It has been assumed there will be no unexpected changes to legislation or other external factors that alter the nature of services provided by Council.	That there will be some unexpected change to legislation or other factors.	High	In the past, changes have usually taken time to be developed then passed into legislation. There continues to be debate about the structure of local government (for example, the possibility of larger regional groupings) and the possible centralisation of some resource management functions but these have not developed to specific proposals in this region. Other possibilities for change include the water and roading activities. If these are to be progressed, costs and benefits will be assessed and an amended 10 Year Plan prepared if necessary.

2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
			The government is currently reviewing the way 3 waters (drinking water, wastewater and stormwater) is delivered – refer to assumption 26. The government has also recently announced proposed reforms of the resource management legislation that will lead to a significant review of the roles and responsibilities of the Council. Changes will be addressed through future 10 year and annual plans.
7. Continuity of external funding Unless otherwise stated in the individual activity sections, it is assumed that external funding sources will continue at present levels for the duration of the 10 Year Plan. It is also assumed that the Council will be able to borrow at the assumed levels. No provision has been made for any possible additional funding from central government for renewal and resilience programmes for the three waters (other than that already provided in 2020/21 that carries over into 2021/22).	That there is a material change to the way Council services are used or charged for that adversely impacts on revenue. That qualifying criteria or subsidy rates will be changed and/or the Council's	High	Any changes to the way Council services are charged for will be planned with consideration for the Revenue and Financing Policy and the impact on revenue. Use patterns are monitored and any change in use that impacts on revenue will be considered in subsequent Annual and 10 Year Plans. Lower external operating revenue would lead to an increased rates requirement.

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2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
	access to borrowing becomes restricted.		Qualifying criteria and subsidy ratios have traditionally been stable though there are indications that Waka Kotahi funding will be more limited in future (see assumption 9) If subsidy rates change, Council will reassess its commitment to undertaking the projects concerned. The Council has strong relationships with the financial markets and access to the Local Government Funding Agency to raise cost-effective funding, and will manage its financial arrangements in a manner designed to protect its AA S&P Global credit rating. However it is unlikely, under the present funding arrangements, funders would provide the Council sufficient funding to undertake the Nature Calls project.
8. Sources of funds for future replacement of assets Adequate funding will be provided to replace assets as scheduled. The funding approach is detailed in the Revenue and Financing Policy.	That a particular funding source is unavailable.	Low	As the Council operates a central treasury function, should one source of funding be unavailable for asset replacement, a further option would be available.

2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
			See the comments above regarding funding the Nature Calls project.
9. Waka Kotahi (NZTA) subsidy The present Waka Kotahi New Zealand Transport Agency financial assistance rate for the Council is 51% of qualifying expenditure. Waka Kotahi subsidies have been assumed at this rate throughout the term of the Plan and for the 30 years of the Infrastructure Strategy. A conservative view has been taken about which programmes will meet the qualifying criteria for subsidy. In June 2021 Waka Kotahi provided advice about the level of continuous programme subsidy it would provide over the three-year period 2021-24. This sum is similar to that provided over the previous three years but less than the Council had sought. The Council has responded by reducing the level of planned expenditure on transport maintenance and renewals by approx. $1.2 million over the three-year period. In the short term this is not expected to materially affect underlying asset condition or level of service. No change has been made to the expenditure programme levels or subsidy assumptions for years 4 to 10 of the Plan. One programme for $105 million (PNITI – Strategic Transport Corridor Improvements) assumes external funding at the rate of 75%. (refer assumption 21)	Changes in subsidy rate and variation in criteria for inclusion in subsidised works programmes.	High	In the past, the Government has demonstrated a long-term commitment to funding roading infrastructure that meets the funding agency's benefit/cost ratios. However, in recent times Waka Kotahi has had significant commitments to a number of very large projects throughout NZ, meaning it has been more difficult to obtain funding for capital projects in other areas. Over the 10 years of the Plan, it has been assumed that $306 million of new capital programmes will attract Waka Kotahi funding of $181 million. Of this, one programme for $105 million (PNITI – Strategic Transport Corridor Improvements) assumes external funding at the rate of 75% - the remainder assumes 51%. In the event this funding is not secured, the Council will review its priorities and may choose to delay projects until funding can be obtained. It is

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2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
			also highly likely that if the programme proceeds the roads involved will become State Highways meaning the level of Council contribution required will be further reduced.
10. Airport shareholding and dividends No dividend will be received from Palmerston North Airport Ltd (PNAL) for the period of the 10 Year Plan.	That the actual dividends may be received.	Low	PNAL's ability to pay dividends depends on the company's net surplus each year. In a policy sense the Council's expectation is that PNAL will pay a dividend of 40% of after-tax profits. PNAL's business was severely impacted by the downturn in air travel due to Covid-19 and the Council has agreed that in the immediate future dividends will not be expected but that any surpluses will be re-invested in the business.
No additional share capital will be required by the company in the foreseeable future.	That the company requires additional capital.	Low	PNAL has plans for significant capital development for the terminal and for sub-division of non-airside property. Current expectations are that the company will be capable of funding this through additional borrowing though servicing this will impact on the company's

2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
			operating surpluses in the short to medium term. PNAL had a debt to equity ratio of 22:78 at 1 July 2020 and at this stage the company's plans for future years are under review post Covid. The Council has the ability to consider business cases put forward by the company and to reorganise its priorities in future Annual and 10 Year Plans.
11. Revaluation of property, plant and equipment assets Property, plant and equipment assets will be revalued using the following cycle: Leisure assets – years 3, 6 and 9 Roading and parking – years 2, 5 and 8 Water and waste – years 2, 5 and 8 Property – years 3, 6 and 9 The revaluations have been based on current industry pricing and the Business and Economic Research Ltd (BERL) forecasts of price level change adjusters. Revaluation movements will be shown in the Statement of Comprehensive Revenue and Expense.	Actual revaluation results differ from those in the forecast.	Low	Where the actual inflation rate is different from what has been forecast, the actual revaluation will be different from the forecast. This would lead to depreciation being higher or lower than forecast, but as the Council does not directly fund depreciation, there will be no direct impact on ratepayers. Annual Plans will reflect the outcomes of actual revaluations, as will the new 10 Year Plan produced every three years.
12. Asset lives	That assets wear	Low	Asset life is based on estimates

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2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
Useful lives of assets are as recorded in asset management plans or based on professional advice. These are summarised in the depreciation note within the accounting policies. The 30 Year Infrastructure Strategy also contains summarised information about the roading, water, wastewater, stormwater, recreation and built property assets.	out or are decommissioned earlier than estimated.		of engineers, valuers and asset managers. In the event that assets need to be replaced in advance of the assumption, depreciation and interest costs may increase. The extent of the increase will depend on the nature and value of the asset. The renewal programme is reviewed annually, and any changes to planned timing of renewals will be reflected in the Annual Plan, with adjustments to funding arrangements if required.
13. Depreciation Depreciation has been calculated on asset values at their latest revaluation date, and on additions at cost afterwards. It is assumed that: • existing depreciation rates will continue • new assets' depreciation will be the result of their estimated lives and values • depreciation on new and renewal programmes will impact in the year following the capital programme.	That more detailed analysis of planned capital works once complete may alter the depreciation expense. That asset lives may be extended due to new technology improving asset lives, or reduced due to assets	Low	Council has asset management planning and upgrade programmes in place. Asset capacity and condition is monitored, with replacement works planned according to standard asset management and professional practices. Actual depreciation is calculated according to normal accounting and asset management practices, which require depreciation to start once an asset is commissioned. However, the planning assumption is considered

<table>
<tr><th>2021-31 10YP assumption</th><th>Risk</th><th>Level of uncertainty of assumption</th><th>Reasons and financial effect of uncertainty</th></tr>
<tr><td></td><td>being decommissioned sooner than originally assumed.</td><td></td><td>reasonable given the level of uncertainty about the likely timing of the commissioning of each asset. Also, from a funding perspective, the Council bases its funding decisions on the forecast average levels of renewals, so the forecast level of depreciation does not affect this.</td></tr>
<tr><td>14. Inflation
Costs and revenues for 2021/22 have been predicted. Beyond this, inflation has been included in the 10 Year Plan using the BERL mid-scenario forecasts of cost adjustors, issued in September 2020, as follows:
<table>
<tr><th>Year ending</th><th>Roading</th><th>Planning & regulation</th><th>Water & environment</th><th>Community activities</th></tr>
<tr><td>Jun 2022</td><td>3.3%</td><td>2.7%</td><td>6.0%</td><td>3.2%</td></tr>
<tr><td>Jun 2023</td><td>3.1%</td><td>2.5%</td><td>3.5%</td><td>2.7%</td></tr>
<tr><td>Jun 2024</td><td>3.0%</td><td>2.3%</td><td>2.6%</td><td>2.5%</td></tr>
<tr><td>Jun 2025</td><td>2.9%</td><td>2.2%</td><td>2.7%</td><td>2.4%</td></tr>
<tr><td>Jun 2026</td><td>2.9%</td><td>2.2%</td><td>2.9%</td><td>2.5%</td></tr>
<tr><td>Jun 2027</td><td>2.9%</td><td>2.2%</td><td>2.8%</td><td>2.4%</td></tr>
<tr><td>Jun 2028</td><td>2.9%</td><td>2.2%</td><td>3.2%</td><td>2.5%</td></tr>
<tr><td>Jun 2029</td><td>2.9%</td><td>2.2%</td><td>3.3%</td><td>2.6%</td></tr>
<tr><td>Jun 2030</td><td>2.9%</td><td>2.2%</td><td>3.4%</td><td>2.6%</td></tr>
<tr><td>Jun 2031 Remaining</td><td>2.9%</td><td>2.2%</td><td>3.1%</td><td>2.4%</td></tr>
</table>
</td><td>That actual inflation differs from what has been predicted and that decisions are made based on predicted inflation levels.</td><td>Low</td><td>Where the actual inflation rate is different from what has been forecast, the cost of projects and expenditure will be different from the forecast. In the two years following the adoption of the 10 Year Plan, this will be addressed through the Annual Plan process, and in the third year a new 10 Year Plan is produced.</td></tr>
</table>

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2021-31 10YP assumption					Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
20 years of Infrastructure Strategy	2.5%	2.0%	2.5%	2.1%			
15. Interest rates for Borrowings Interest on term debt is calculated using an interest rate of 2.8%. To allow for anticipated timing of capital expenditure, interest is provided for on only 50% of forecast new loan amounts in the year of the capital expenditure, but on the full amount in each year thereafter. For 2021/22 interest is provided for on 33% of the forecast new loan amounts.					That the interest rate will differ from what has been used in the calculations.	Low	This will be managed through the Treasury (incorporating Liability Management and Investment) Policy. The Council has hedging strategies to protect against upward movement in interest rates. It currently has an AA S&P Global credit rating and utilises the Local Government Funding Agency – both arrangements mean the Council has access to markets at prime rates. If the average cost of borrowing increased by 0.5% the interest expense for each year of the 10 Year Plan would increase as follows: 2021/22 $0.91 million 2022/23 $1.21 million 2023/24 $1.49 million 2024/25 $2.06 million 2025/26 $2.91 million 2026/27 $3.72 million 2027/28 $4.15 million 2028/29 $4.26 million 2029/30 $4.39 million

2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
			2030/31 $4.42 million There would be an equivalent reduction in each year if the average cost of borrowing was 0.5% lower than assumed.
16. Resource consents (especially wastewater discharge) Conditions of resource consents held by the Council will not be altered significantly, except for the discharge consent for the wastewater plant. In this case, it has been assumed that the new consent will require the Council to invest significantly to upgrade the plant with consequential ongoing operating cost impacts.	That resource consent conditions are altered in a way that is different from what was assumed.	High	Council's most significant resource consent is for the discharge from the main wastewater treatment plant to the Manawatū River, which is due to expire in 2028. A condition of the consent is that the Council will complete a best practicable option review for its wastewater treatment and disposal by June 2021 and lodge a complete consent application by June 2022. Financial provision of nearly $6 million has been made in the next six years to undertake investigations and manage the consent application process relating to this project. A range of potential options has been shortlisted and a preferred option is to be selected by June 2021.

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2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
			For the purpose of the 10 Year Plan, it has been assumed that a solution will be provided with a capital outlay of $350 million (plus inflation) and that the expenditure will be incurred between 2023 and 2027. In addition, it has been assumed there will be additional operating costs of $7.5 million per annum from 2026 on top of the debt servicing and repayment costs. The Council recognises that under present funding arrangements it is unlikely to be able to borrow the full sum assumed will be required for this project.
17. Turitea Windfarm Construction of Mercury's 60 turbine windfarm (with 30 on Council's Turitea Reserve land) will be 50% complete and operational by October 2021 & 100% complete and operational by mid 2023. Resulting from the contract Mercury will pay the Council at least $0.5 million during 2021/22 and $0.8 million p.a. thereafter.	That windfarm energy production is lower than assumed and/or wholesale electricity prices are lower than assumed.	Medium	It is assumed the 30 turbines will generate 420 Gwh p.a. A minimum annual payment of $0.76 million would be payable based on a 12-month rolling average wholesale price of $62 per Mwh. If they generated only 350 Gwh the minimum annual payment would be $0.63

2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
Any such revenue received from Mercury is planned to be used to fund operating costs for city reserves – this complies with the purposes outlined in the Reserves Act 1977.			million. If the rolling average wholesale price was $90 per Mwh revenue would total $1.1 million (for 420 Gwh) or $0.95 million for 350 Gwh. The current rolling average significantly exceeds this.
18. Weathertight (leaky) homes claims The Council will continue to receive claims relating to leaky homes and that it will be required to pay contributions toward settlement. Any uninsured claims that are paid will be charged against the balance of the previously funded provision.	That the number of claims and/or the level of settlement per claim is significantly higher than the levels assumed.	Low	The Council's exposure to new claims is uninsured. For several years, the Council funded a provision for future claims. The balance of this provision is expected to be approximately $0.5 million at 1 July 2021 and to be adequate to cope with claims in the foreseeable future. If the Council is faced with paying more than remains in the provision in any particular year, it will determine at the time whether it has the financial capacity to fund from operations or whether short-term borrowing will be required. The appropriateness of the level of expenditure assumed will be reviewed in

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2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
			each year's Annual Plan.
19. Insurance The Council will continue to be able to obtain adequate insurance cover for its infrastructure and property assets as well as for public liability and professional indemnity at terms and cost that are affordable. Material damage re-instatement cover will not be obtainable for the Council's properties that are classified as earthquake prone.	That the terms of insurance cover available become unreasonably restrictive and/or the premium cost is significantly higher than assumed.	Low	The significant earthquakes in New Zealand in the last decade have impacted on the terms and cost of insurance cover. The markets have largely stabilised. To date, the Council has retained its membership of the Local Authority Protection Programme, but each year it assesses other market options for underground infrastructure insurance. There continues to be uncertainty about the future basis of calculating fire service levies to fund Fire and Emergency New Zealand. Due to the number and nature of claims against local government it is becoming more difficult to obtain affordable liability cover for professional indemnity.
20. Earthquake-prone buildings	That when the upgrade work	Medium	Council's properties have been assessed, beginning with those

2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
The Council will need to incur significant expenditure to address any shortcomings in the standard of its buildings in relation to earthquakes. The Council will upgrade each of its buildings to a minimum of 34% of the New Build Standard (NBS) and that this will be done progressively over a 15-year period. Currently nine of the Council's buildings and facilities have been assessed as earthquake prone including the Civic Administration Building, Te Manawa, The Regent, the library, Square Edge, crematorium, Caccia Birch, Keith St historic power station & wastewater treatment plant.	starts, the actual cost will be significantly more than is currently contemplated.		that are the most significant (in terms of size and public exposure) and those considered to be the most likely to be at risk. Preliminary assessments have been made of the forecast cost of upgrading the buildings to meet a minimum of 34% of the NBS. Given what is known about the buildings at this stage, a proposed programme of works has been prepared (totalling approx. $155 million) to progressively upgrade the buildings over a 15-year period. As more information becomes available, the Council will reassess budget priorities. The outcomes of the civic and cultural precinct masterplan work will influence decisions about the nature of the investments to be made in relation to the library and Te Manawa. At all times the Council will

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2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
			have regard for the safety of occupiers and public users of the properties.
21. Provision of a regional freight ring road including an additional road crossing of the Manawatū River There will be progress made with the Palmerston North Integrated Transport Initiative (PNITI) to guide investment in strategic transport.	That regional economic growth may be hindered by the lack progress with implementing the PNITI.	Medium	Council has been collaborating with Waka Kotahi, Horizons and neighbouring local councils on the proposed regional freight ring road for more than a decade. Waka Kotahi have developed the Palmerston North Integrated Transport Initiative (PNITI) to guide investment in strategic transport in the city. PNITI is a package of interventions to support freight and distribution potential of the region, assist in building the region's resilience and provide a safer, more cost-effective connection between some of the regions key industrial areas whilst improving access and safety for Palmerston North residents. PNITI considers a programme of investment including a regional freight ring road, an additional Manawatu River crossing, improvements around Bunnythorpe, connections to the North East Industrial Zone, accessibility and

2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
			safety improvements throughout the city. Council's initial focus is on delivering the regional freight ring road. Delivering the PNITI and a further river crossing will only be viable for the Council with assistance from Waka Kotahi. The budget assumes expenditure of $105 million over the 10-year period, 75% of which would be funded by external subsidy. It is expected the new regional freight ring road would become a state highway meaning the Council should be able to expect a higher level of subsidy than this.
22 Legal expenses The Council will not be required to incur significantly more legal expenses than has been the case in recent years.	That the Council needs to incur more legal expenses than assumed.	Low	The nature of Council's activities (especially in the resource management and regulatory areas) means legal expenses are often incurred to develop and/or defend Council's position. The actual position will be monitored and, if necessary, changes made to operating budgets to cope.
23. Delivery of services reviews	That following the	Low	Changes would be proposed

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2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
The service reviews required under section 17A LGA 2002 will not lead to major changes to the governance, funding and delivery of Council's infrastructure or services.	reviews, the Council may decide to change certain current service delivery arrangements.		only if they were expected to produce a more effective and efficient outcome for citizens and ratepayers. If a change is proposed, the Council will be able to decide on any transitional arrangements to be made. The nature and extent of any public consultation undertaken will be assessed against the Council's Significance and Engagement Policy.
24. Residential subdivision The Council will progressively develop and sell 9.63ha of its land in the Whakarongo growth residential zone and that the subdivision will provide a net return of more than $6 million – these proceeds will be used to fund progressive renewal of the Council's social housing portfolio. Other land owned by the Council will be assessed for potential development for residential housing.	That development costs are higher than assumed (with additional requirements identified through detailed design or higher contracting costs). That the variability of the housing market will impact on the sale price and period taken to sell.	Medium	Construction of stage 1 of Council's subdivision in Whakarongo (Tamakuku Terrace) has commenced and resource consent is being sought for stage 2. Based on the present market demand for greenfields sites it is anticipated these sections should sell quickly.
25. Drinking water standards	That the	Medium	The city's water supply is fully

<table>
<tr><th>2021-31 10YP assumption</th><th>Risk</th><th>Level of uncertainty of assumption</th><th>Reasons and financial effect of uncertainty</th></tr>
<tr><td>The Council has made adequate financial provision to accommodate any changes that may be made as a result of the latest review of the NZ Drinking Water Standards.</td><td>expected changes to the standards will impose requirements that are more expensive and/or needed sooner than provided for.</td><td></td><td>chlorinated. Provision has been made in the 10 Year Plan for programmes to add an additional layer of barrier protection (UV treatment) to its water treatment to maintain compliance with the standards. It may be necessary to add storage to the city's bore sites so that free available chlorine contact time can be provided to the water from the bores.
The provisions will be reviewed when the updated standards are known, and the Council will be able to reassess the timing and/or scope of the work required when preparing future Annual and 10 Year Plans.</td></tr>
<tr><td>26. Three Waters Reform

Council will continue to have legislative responsibility for delivering the water, wastewater and stormwater activities over the term of the 10 Year Plan.

Over the period of the 10 Year Plan Council has assumed the following in relation to these activities:

<table><tr><td>$000</td><td>Water</td><td>Wastewater</td><td>Stormwater</td></tr><tr><td>Operating</td><td>144,993</td><td>306,708</td><td>51,529</td></tr></table></td><td>That responsibility for some or all of these activities will transfer to another entity.</td><td>High</td><td>Central government is proposing major reform of the delivery of the three waters activities. Like other territorial authorities the Council has entered a Memorandum of Understanding with the Crown to work together to identify an approach to service delivery reform that considers the following design features:
• Water service entities that</td></tr>
</table>

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2021-31 10YP assumption				Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
revenue (incl rates)						are: ○ Of significant scale (most likely multi-regional) to enable benefits from aggregation to be achieved over the medium to long term; ○ Asset owning entities, with balance sheet separation to support improved access to capital, alternative funding instruments and improved balance sheet strength; and ○ Structured as statutory entities with appropriate and relevant commercial disciplines and competency-based boards; • Delivery of drinking water and wastewater services as a priority, with the ability to extend to stormwater service provision only where effective and efficient to do so; • Water entities would be
Operating costs	52,495	133,903	28,637			
Interest costs	16,456	62,088	6,591			
Depreciation	39,396	87,008	31,322			
Book value of assets (as at 30 June 2031)	261,243	636,875	167,355			
Portion of Council debt associated with activity (as at 30 June 2031)	93,731	407,056	37,388			
Budgeted capital renewals	49,561	54,194	8,985			
Budgeted new capital	80,290	426,382	35,859			

2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
			publicly owned entities, with a preference for collective council ownership; • Mechanisms for enabling communities to provide input in relation to the new entities. The three waters are a core part of the Council's current responsibilities. The present design draft assumes a new entity would assume all of the income and expenditure relating to the activities transferred but at this stage it is not clear whether the Council would continue to have a role as a shareholder or an agent to raise the operating revenue for the entity. There would likely be second level impacts on the Council that would need to be analysed when assessing any proposal received. Once the proposals become more certain the Council will need to consider preparing an updated 10 Year Plan. At this stage it is not clear whether this

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2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
			will happen as part of the next three yearly planning cycle or before that. Whether the responsibility for delivery of these services remains with the Council or transfers to a new entity, property owners will continue to pay for the services either in the form of rates and charges from the Council or charges directly from the new entity. The 10 Year Plan proposes significant increases in the costs of providing these services and therefore in rates and charges from the Council to fund them. It is likely the government will progress its plans quickly and that as a result the Council will need to engage further with the community within the next 12 months.
27. Capital Expenditure Delivery Council will have adequate resources to initiate and manage the significant capital expenditure programme within the timeframes assumed.	That there will not be sufficient capacity to undertake the work within the	High	There is a huge pipeline of projected public and private work scheduled for the region. The Council is already experiencing some difficulty

2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
The construction industry will have the capacity to undertake the Council's programmes in addition to the other large public and private projects planned for the next 10 years. Interruptions to international supply chains will not materially adversely impact on the Council's ability to complete the planned capital expenditure programme.	timeframes or budgets that have been assumed		obtaining contractors for programmed works. In recognition of this some non-critical programmes have been scheduled later. Council will be proactively working with contractors to find ways of reducing the level of uncertainty. It has been assumed approx. $15.8 million of the scheduled capital expenditure programme for 2020/21 will not be completed and will be carried forward to 2021/22. If the actual level of carry forward is greater than this the programme of scheduled work for 2021/22 will be reviewed and, if necessary, components delayed. Delays in undertaking capital expenditure mean there is a risk that when the work is actually done it will cost more than previously assumed. Council will assess the impacts of this on a case by case basis and, if necessary, reassess priorities and possibly defer

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2021-31 10YP assumption	Risk	Level of uncertainty of assumption	Reasons and financial effect of uncertainty
			other works. Such delays would mean raising new debt later than programmed with consequential short-term savings in interest expense. As borrowing is undertaken as required this is not an issue. Delays in undertaking capital renewal expenditure mean there is an increased risk that unplanned maintenance may be required. The Council believes this risk is manageable and that if required other works could be re-prioritised.

Statement of Accounting Policies

Reporting entity

Palmerston North City Council (the Council) is a territorial local authority governed by the Local Government Act 2002 and is domiciled and operates in New Zealand.

The financial statements in the 10 Year Plan are those of the Council as a separate legal entity and not of the Council group.

The Council provides local infrastructure, regulatory services and local public services to the community and does not operate to make a financial return. Accordingly, the Council has designated itself as a public benefit entity (PBE) for financial reporting purposes.

The prospective financial statements of the Council are for the years ended 30 June 2022 to 30 June 2031. The Council does not intend to update the prospective financial statements subsequent to presentation.

Basis of preparation

The financial statements have been prepared on the going concern basis, and the accounting policies have been applied consistently throughout the period.

Statement of compliance

The financial statements of the Council have been prepared in accordance with the requirements of the Local Government Act 2002, which includes the requirement to comply with New Zealand generally accepted accounting practice (NZGAAP).

These financial statements have been prepared in accordance with NZGAAP. They comply with PBE FRS 42, NZ Public Benefit Entity Standards, other applicable financial reporting standards, as appropriate for public benefit entities, and are prepared in accordance with Tier 1 PBE Standards.

Measurement base

The financial statements have been prepared on an historical cost basis, modified by the revaluation of land and buildings, infrastructural assets, investment property, biological assets and certain financial instruments (including derivative instruments).

Presentation currency and rounding

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars ($000), unless shown otherwise.

Changes in accounting policies

There have been no changes in accounting policies during the financial year.

Standards issued that are not yet effective and have not been early adopted

The following are new accounting standards that are applicable for future year ends. The standards have been issued but are not yet required to be adopted and applied for the year ending 30 June 2022.

For subsequent years, 2023-2031, PBE IPSAS 41 Financial Instruments will be applicable as this new accounting standard will become effective for the period beginning 1 July 2022. The main differences between PBE IPSAS 29 and PBE IPSAS 41 relate to the classification

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of financial assets and liabilities, impairment and hedging. Under PBE IPSAS 41 the financial classification should not significantly change the value of the financial assets or liabilities. The required change in impairment model should have no impact as impairments are not usually significant when considering prospective financial statements and the hedging requirements under PBE IPSAS 41 can be continued as they were under PBE IPSAS 29.

Significant accounting policies

Revenue

Revenue is measured at the fair value of consideration received or receivable when it is probable that the economic benefit will flow to the Council.

Rates revenue

The following policies for rates are applied:

- General rates, targeted rates (excluding metered water), and uniform annual general charges are recognised at the start of the financial year to which the rates resolution relates. They are recognised at the amounts due. The Council considers the effect of payment of rates by instalments is not sufficient to require discounting of rates receivables and subsequent recognition of interest revenue.
- Rates arising from late payment penalties are recognised as revenue when rates become overdue.
- Revenue from metered water rates is recognised on an accrual basis based on usage. Unbilled usage, as a result of unread meters at year end, is accrued on an average usage basis.
- Rates remissions are recognised as a reduction of rates revenue when the Council has received an application that satisfies its rates remission policy.

Agency revenue

Where revenue is derived by acting as an agent for another party, the revenue that is recognised is the commission or fee on that transaction.

Provision of services

Revenue from the rendering of services is recognised on a percentage completion basis with reference to the recoverable costs incurred at balance date.

Sale of goods

Sales of goods are recognised when a product is sold to the customer. Sales are usually in cash or by credit card. The recorded revenue is the gross amount of the sale, including credit card fees payable for the transaction. Such fees are included in other expenses.

Government subsidies and other grants

The Council receives government subsidies from Waka Kotahi New Zealand Transport Agency, which subsidises part of the Council's costs of maintenance and capital expenditure of the local roading infrastructure. The subsidies are recognised as revenue upon entitlement, as conditions pertaining to eligible expenditure have been fulfilled.

Other grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

Traffic and parking infringements

Traffic and parking infringements are recognised when the infringement notices are issued, less assessed impairment losses determined by the collection history over the last year.

Vested assets

Where a physical asset is acquired for nil or nominal consideration the fair value of the asset received is recognised as capital revenue when control over the asset is obtained. Fair value is determined by reference to the cost of constructing the asset or construction cost of the property developer.

Development contributions

Development and financial contributions are recognised as revenue when the Council provides, or is able to provide, the service for which the contribution was charged. Otherwise, development and financial contributions are recognised as liabilities until such time the Council provides, or is able to provide, the service.

Development contributions are classified as part of 'Capital Revenue' in the Statement of Comprehensive Revenue and Expense.

Interest and dividends

Interest income is recognised using the effective interest method.

Dividends are recognised when the right to receive payment has been established.

Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

Grant expenditure

The Council's grants awarded have no substantive conditions attached.

Non-discretionary grants are those grants that are awarded if the grant application meets the specified criteria and are recognised as expenditure when an application that meets the specified criteria for the grant has been received.

Discretionary grants are those grants where the Council has no obligation to award on receipt of the grant application and are recognised as expenditure when a successful applicant has been notified of the Council's decision.

Income tax

Income tax expense comprises both current tax and deferred tax, and is calculated using tax rates that have been enacted or substantively enacted by balance date.

Current tax is the amount of income tax payable based on the taxable surplus for the current year, plus any adjustments to income tax payable in respect of prior years.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable surplus.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable surpluses will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset and liability in a transaction that is not a business combination and, at the time of the transaction, affects neither accounting surplus nor taxable surplus.

Current tax and deferred tax are recognised against the surplus or deficit for the period, except to the extent that it relates to a business

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combination, or to transactions recognised in other comprehensive income or directly in equity.

Operating Leases

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

Trade and other receivables

Trade and other receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

Financial instruments

For year 1 (2021/22) of the 10 Year Plan, PBE IPSAS 29 *Financial Instruments* applies as below. The comparative prospective financial instruments for 2020/21 were also prepared using this accounting standard.

For subsequent years, 2023-2031, PBE IPSAS 41 *Financial Instruments* will be applicable as this new accounting standard will become effective for the period beginning 1 July 2022. The prospective financial statements for the years 2 to 10 have not been prepared using this new standard as the Council does not consider that the financial information will be materially different. The main differences between PBE IPSAS 29 and PBE IPSAS 41 relate to the classification of financial assets and liabilities, impairment and hedging. Under PBE IPSAS 41 the financial classification should not significantly change the value of the financial assets or liabilities. The required change in impairment model should have no impact as impairments are not usually significant when considering prospective financial statements and the hedging requirements under PBE IPSAS 41 can be continued as they were under PBE IPSAS 29.

Current accounting policies under PBE IPSAS 29

Financial classification

Financial instruments include financial assets (loans and receivables and financial assets at fair value through other comprehensive revenue and expense)., financial liabilities (payables and borrowings) and derivative financial instruments. Financial instruments are initially recognised on trade-date at their fair value plus transaction costs. Subsequent measurement of financial instruments depends on the classification determined by the Council. Financial instruments are derecognised when the rights to receive cash flows have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

Financial instruments are classified into the categories outlined below based on the purpose for which they were acquired. The classification is determined at initial recognition and re-evaluated at the end of each reporting period.

Financial assets

Financial assets and liabilities are initially recognised at fair value plus transaction costs unless they are carried at fair value through surplus or deficit in which case the transaction costs are recognised in the surplus or deficit.

Purchases and sales of financial assets are recognised on trade-date, the date on which the Council commits to purchase or sell

the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all the risks and rewards of ownership.

The Council classifies its financial assets into the following categories:

- fair value through surplus or deficit
- loans and receivables
- held-to-maturity investments
- fair value through other comprehensive revenue and expense.

The classification depends on the purpose for which the investment was acquired. Management determines the classification of its investments at initial recognition.

Financial assets at fair value through surplus or deficit

Financial assets at fair value through surplus or deficit include financial assets held for trading. A financial asset is classified as held for trading if acquired principally for the purpose of selling in the short term or it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of short-term profit taking. Derivatives are also categorised as held for trading unless they are designated as hedges (the Council does not apply hedge accounting).

Assets in this category are classified as current assets unless settlement is beyond 12 months and in management's assessment they are likely to be held to maturity or are not expected to be realised within 12 months of the balance sheet date.

After initial recognition they are measured at fair values with gains or losses on remeasurement recognised in the surplus or deficit.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets. The Council's loans and receivables comprise cash and cash equivalents, trade and other receivables, term deposits, community and related party loans.

After initial recognition, they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Loans to community organisations made by the Council at nil or below market interest rates are initially recognised at the present value of their expected future cash flows, discounted at the current market rate of return for a similar financial instrument. The loans are subsequently measured at amortised cost using the effective interest method. The difference between the face value and present value of the expected future cash flows of the loan is recognised in the surplus or deficit as a grant.

Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Council has the positive intention and ability to hold to maturity.

After initial recognition, they are measured at amortised cost, using the effective interest method to each repricing date, less impairment.

Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Assets in this category include NZLGFA borrower notes.

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Financial assets at fair value through other comprehensive revenue and expense

Financial assets at fair value through other comprehensive revenue and expense are those that are designated at initial recognition or not classified in any of the other categories above. They are included in non-current assets unless management intends to dispose of the investment within 12 months of the balance date. The Council's financial assets at fair value through other comprehensive revenue and expense include:

- investments, the Council intends to hold long term but which may be realised before maturity (that is, unlisted shares held in Civic Financial Services Ltd)
- shareholdings the Council holds for strategic purposes.

The Council's investments in its subsidiary companies are not included in this category as they are held at cost (as allowed by PBE IPSAS 35 Consolidated Financial Statements and PBE IPSAS 36 Investments in Associates and Joint Ventures) whereas this category is to be measured at fair value.

After initial recognition these investments are measured at their fair value, with gains and losses recognised in other comprehensive revenue and expense, except for impairment losses, which are recognised in the surplus or deficit.

On derecognition, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified from equity to the surplus or deficit.

Fair value

The fair value of financial instruments traded in active markets is based on quoted market prices at the balance sheet date. The quoted market price used is the current bid price.

The fair value of financial instruments (including financial assets at fair value through surplus or deficit) that are not traded in an active market is determined using appropriate valuation techniques. The Council uses a variety of methods and makes assumptions based on market conditions existing at each balance date. Quoted market prices or dealer quotes for similar instruments are used for long-term debt instruments held. Other techniques, such as discounted expected cash flows, are used to determine fair value for the remaining financial instruments.

Impairment of financial assets

At each balance sheet date, the Council assesses whether there is any objective evidence that a financial asset or group of financial assets is impaired. Any impairment losses are recognised in the surplus or deficit.

Impairment of a loan or receivable is established when there is objective evidence that the Council will not be able to collect all amounts due according to the original terms. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate.

Impairment for all other financial assets is established when there is objective evidence that the Council will not be able to collect amounts due on original terms or there is a significant or prolonged decline in fair value of an investment. Any impairment losses are recognised in the surplus or deficit.

Inventories

Inventories (such as spare parts and other items) held for distribution or consumption in the provision of services are measured at cost adjusted for any loss of service potential.

The amount of any write-down from cost for any loss of service potential is recognised in the surplus or deficit.

When land held for development and future resale is transferred from property, plant and equipment to inventory, the fair value of the land at the date of transfer is its deemed cost.

Costs directly attributable to the developed land are capitalised to inventory, with the exception of infrastructural assets which are capitalised to property, plant and equipment.

Non-current assets held for sale

Non-current assets held for sale are classified as held for sale if their carrying amount will be recovered principally through a sale transaction, rather than through continuing use. Non-current assets held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

Any impairment losses for write-downs of non-current assets held for sale are recognised in the surplus or deficit.

Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have been previously recognised.

Non-current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.

Property, plant and equipment

Property, plant and equipment consists of:

Operational assets - including land, buildings, recreation and community facilities, landfill post-closure, library books, heritage and art collections, plant and equipment, and motor vehicles.

Restricted assets – Council-owned parks and reserves that provide a benefit or service to the community and cannot be disposed of because of legal or other restrictions.

Infrastructure assets - the fixed utility systems owned by the Council, including transport, water, wastewater and stormwater networks, and waste management. Each asset class includes all items that are required for the network to function, such as, reticulation piping and sewer pump stations for wastewater reticulation.

Property, plant and equipment is shown at cost or valuation, less accumulated depreciation and impairment losses.

Revaluation

The following plant, property and equipment asset groups are revalued at least every three years to ensure their carrying amount does not differ materially from fair value:

- roading (except land under roads) and parking network
- water, wastewater and stormwater networks
- parks, building property, recreation, sportsfields and community facilities.

All other asset classes are carried at depreciated historical cost.

The Council assesses the carrying values of its revalued assets annually to ensure they do not differ materially from the assets' fair values. If there is a material difference, then the off-cycle asset classes are revalued.

The Council accounts for revaluations of property, plant and equipment on a class of asset basis.

Land under roads is generally considered 'non-tradable' due to the perpetual nature of community use. As there is no generally accepted methodology for the valuation of land under roads, the Council is not revaluing this land and will carry this at deemed cost.

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Under the previous NZ IFRS, the Council has elected to use the fair value of land under roads as at 1 July 2005 as deemed cost.

Accounting for revaluation

The results of revaluing are included in other comprehensive revenue and expense and credited or debited to an asset revaluation reserve for that class of asset. Where this results in a debit balance in the asset revaluation reserve, this balance is expensed in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed.

Additions

The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably.

In most instances, an item of property, plant and equipment is recognised at its cost. Where an asset is acquired through a non-exchange transaction, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

Subsequent costs

Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to the Council and the cost of the item can be measured reliably.

The costs of day-to-day servicing of property, plant and equipment are recognised in the surplus or deficit as they are incurred.

Disposals

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposals are reported net in the surplus or deficit. When revalued assets are sold, the amounts included in asset revaluation reserves in respect of those assets are transferred to retained earnings.

Depreciation

Depreciation is provided on a straight-line basis on all property, plant and equipment (except as referred to in the following paragraph), at rates that will write off the cost (or valuation) of the assets to their estimated residual values over their useful lives.

Land, land under roads, restricted assets, assets under construction, investment properties, biological assets and heritage assets are not depreciated.

The useful lives and associated depreciation rates of major classes of assets have been estimated as follows:

OPERATING ASSETS	***YEARS***
Buildings	50-100
Building fitout	10-50
Plant and equipment	3-25
Furniture and fittings	4-25
Motor vehicles	3-18
Computer equipment	2-7
Library books	3-10
Exhibitions	1-5
Leasehold improvements	1-30

INFRASTRUCTURAL ASSETS	***YEARS***
Roading	
Bridges and culverts	25-125
Sub-base and base course	100
Surfaces	1-20

Footpaths	15-99
Kerb and channel	80
Signage	20
Signals, streetlights	5-80
Trees	100
Vehicle crossing	80
Car parks	
Car parking buildings	50
Sub-base and base course	100
Surfaces	20-40
Waste management	
Buildings	50-100
Safety fence, portable screens	40
Pumps	30
Sumps, drainage	100
Machinery	15-35
Wheelie bins	15
Stormwater	
Pipework	120-175
Sumps	150
Laterals, manholes	120-150
Pumping station/pumps	10-100
Wastewater	
Pipeworks, laterals, manholes	120
Pumps	15-30
Pumping stations	30-100
Buildings	50-100
Treatment plants	15-120
Water	
Pipeworks, laterals	50-120
Hydrants	80
Tobies	55-70
Valves	80
Water meters	15-25
Pumping stations	15-100
Dams	15-1000
Reservoirs	100

The residual value and useful life of an asset is reviewed, and adjusted if applicable, at each financial year end.

Intangible assets

Goodwill

Goodwill on acquisition of subsidiaries is included in Intangible Assets.

Separately recognised goodwill is tested for impairment annually and carried at cost less accumulated impairment losses. An impairment loss recognised for goodwill is not reversed in any subsequent period.

Goodwill is allocated to cash-generating units for the purposes of impairment testing. The allocation is made to those cash-generating units or groups of cash-generating units that are expected to benefit from the business combination in which the goodwill arose.

Software acquisition and development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs that are directly associated with the development of software for internal use by the Council are recognised as an intangible asset. Direct costs include the software development employee costs and an appropriate portion of relevant overheads.

Costs associated with maintaining computer software and staff training costs are recognised as an expense when incurred.

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Other intangible assets

Costs incurred are capitalised on assets constructed on third party land, such as an athletic track, which have long-term access available to residents.

Car park leases

Acquired carpark leases are capitalised on the basis of the costs incurred to acquire and bring to use the specific car parks.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date the asset is derecognised. The amortisation charge for each period is recognised in the surplus or deficit.

The useful lives and associated amortisation rates of major classes of intangible assets have been estimated as follows:

Computer software and licences	3-7 years
Athletic track	9 years
Carpark leases	50 years

Impairment of property, plant and equipment and intangible assets

Intangible assets subsequently measured at cost that have an indefinite useful life, or are not yet available for use, and goodwill, are not subject to amortisation and are tested annually for impairment.

Property, plant and equipment and intangible assets subsequently measured at cost that have a finite useful life are reviewed for impairment at each balance date and whenever events or changes in circumstances indicate the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value, less costs to sell, and its value in use.

If an assets carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in a debit balance in the revaluation reserve, the balance is recognised in the surplus or deficit.

For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit.

The reversal of an impairment loss on a revalued asset is credited to comprehensive revenue and expense, and increases the revaluation reserve for that class of asset. However, to the extent that an impairment loss for that class of asset was previously recognised in the surplus or deficit, a reversal of the impairment loss is also recognised in the surplus or deficit.

For assets not carried at a revalued amount, the reversal of an impairment loss is recognised in the surplus or deficit.

Value in use for non-cash-generating assets

Non-cash-generating assets are those assets not held with the primary objective of generating a commercial return.

For non-cash-generating assets, value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

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Value in use for cash-generating assets

Cash-generating assets are those assets held with the primary objective of generating a commercial return.

The value in use for cash-generating assets and cash-generating units is the present value of expected future cash flows.

Forestry assets

Standing investment forestry assets are independently revalued annually at fair value, less estimated costs to sell for one growth cycle. Fair value is determined based on the present value of expected net cash flows discounted at a current market-determined rate. This calculation is based on existing sustainable felling plans and assessments for growth, timber prices, felling costs and silvicultural costs and takes into consideration environmental, operational and market restrictions.

Gains or losses arising on initial recognition of biological assets at fair value less estimated costs to sell and from a change in fair value less estimated costs to sell are recognised in the surplus or deficit.

The costs to maintain the forestry assets are included in the surplus or deficit when incurred.

Compensating emission units relating to pre-1990 forest land are recorded at a nil cost. Possible deforestation penalties relating to pre-1990 forest land are not recognised.

Investment property

Properties leased to third parties under operating leases are classified as investment property unless the property is held to meet service delivery objectives rather than to earn rentals or for capital appreciation.

Investment property is measured initially at its cost, including transaction costs.

After initial recognition, the Council measures all investment property at fair value as determined annually by an independent valuer.

Gains or losses arising from a change in the fair value of investment property are recognised in the surplus or deficit.

Trade and other payables

Trade and other payables are recorded at their face value.

Employee benefits

Short-term employee benefits

Employee benefits that the Council expects to be settled within 12 months of balance date are measured at nominal values based on accrued entitlements at current rates of pay.

These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, retiring and long service leave entitlements expected to be settled within 12 months, time in lieu and sick leave.

The Council recognises a liability for sick leave to the extent that compensated absences in the coming year are expected to be greater than the sick leave entitlements earned in the coming year. The amount is calculated based on the unused sick leave entitlement that can be carried forward at balance date, to the extent that the Council anticipates it will be used by staff to cover those future absences.

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Long-term employee benefits

Entitlements that are payable beyond 12 months, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and contractual entitlements information
- the present value of the estimated future cash flows, discounted at a current market determined rate.

Superannuation schemes

Defined contribution schemes - obligations for contributions to defined contribution superannuation schemes are recognised as an expense in the surplus or deficit as incurred.

Defined benefit schemes - the Council belongs to the Defined Benefit Plan Contributors Scheme (the scheme), which is managed by the board of trustees of the National Provident Fund. The scheme is a multi-employer defined benefit scheme.

Insufficient information is available to use defined benefit accounting, because it is not possible to determine from the terms of the scheme the extent to which the scheme's surplus/deficit will affect future contributions by individual employers, as there is no prescribed basis for allocation. The scheme is therefore accounted for as a defined contribution scheme.

Provisions

The Council recognises a provision for future expenditure of uncertain amount or timing when there is a present obligation (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included in Finance Costs.

Financial guarantee contracts

A financial guarantee contract requires the Council to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due.

Financial guarantee contracts are initially recognised at fair value. If a financial guarantee contract was issued in a stand-alone arm's length transaction to an unrelated party, its fair value at inception is equal to the consideration received. When no consideration is received a provision is recognised based on the probability the Council will be required to reimburse a holder for a loss incurred discounted to present value. The portion of the guarantee that remains unrecognised, prior to discounting to fair value, is disclosed as a contingent liability.

Financial guarantees are subsequently measured at the initial recognition amount, less any amortisation, but if the Council assesses that it is probable that expenditure will be required to settle a guarantee, then the provision for the guarantee is measured at the present value of the future expenditure.

Borrowings

Borrowings are initially recognised at their fair value net of transaction costs incurred. After initial recognition, all borrowings are measured at amortised cost using the effective interest method.

Borrowings are classified as current liabilities unless the Council has an unconditional right to defer settlement of the liability for at least 12 months after the balance date.

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Equity
Equity is the community's interest in the Council and measured as the difference between total assets and total liabilities. Equity is disaggregated and classified into the following components:

- retained earnings
- special reserves and funds
- asset revaluation reserves, and
- fair value through other comprehensive revenue and expense.

Special reserves and funds
Special reserves and funds are a component of equity generally representing a particular use to which various parts of equity have been assigned. Special reserves and funds may be legally restricted or created by the Council.

Special reserves and funds are those subject to specific conditions accepted as binding by the Council and which may not be revised by the Council without reference to the courts or a third party. Transfers from these reserves may be made only for certain specified purposes or when certain specified conditions are met.
Also included in special reserves and funds are reserves restricted by Council decision. The Council may alter them without reference to any third party or the courts. Transfers to and from these reserves are at the discretion of the Council.

Asset revaluation reserves
Asset revaluation reserves relate to the revaluation of property, plant and equipment to fair value.

Fair value through other comprehensive revenue and expense
Fair value through other comprehensive revenue and expense reserve relates to the cumulative net change of fair value of financial assets through other comprehensive revenue and expense.

Goods and services tax (GST)
All items in the financial statements are stated exclusive of GST, except for trade and other receivables and trade and other payables, which are stated on a GST-inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from or payable to the Inland Revenue Department (IRD) is included as part of receivables or payables in the Statement of Financial Position.

The net GST paid to or received from the IRD including the GST relating to investing and financing activities, is classified as an operating cash flow in the Statement of Cash Flows.

Commitments and contingencies are disclosed exclusive of GST.

Cost allocation
The Council has derived the cost of service for each significant Council activity using the cost allocation system outlined below.

Direct costs are those costs directly attributable to a significant activity. Indirect costs are those costs which cannot be identified in an economically feasible manner with a specific significant activity.

Direct costs are charged directly to significant activities. Indirect costs are charged to significant activities using appropriate cost drivers such as actual usage, staff numbers and floor area.

Critical accounting estimates and assumptions
In preparing these financial statements the Council has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of

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future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities or the Council's financial performance are disclosed on Pages *** under Significant Forecasting Assumptions.

Reporting format

These financial statements incorporate applicable amendments to legislation governing financial reporting requirements. The effect of these is that any required additional or amended disclosure has also required restatement of 2021 comparative information from what was previously reported.

Rating system, rates and Funding Impact Statements

1. Introduction

Rating incidence is governed by the Council's Revenue and Financing Policy and its Rating Policies. This section outlines details of the present rating system used by the Council. It also incorporates the Funding Impact Statements in the form prescribed by the Local Government (Financial Reporting and Prudence) Regulations 2014.

At various points within this section a level of rate or charge is outlined. These are indicative figures provided to give ratepayers an estimate of what their level of rates is likely to be in the forthcoming year. They are not necessarily the actual figures as these will not be known until the Council's rating information database is finalised. Rates figures in this section are GST-inclusive unless otherwise specified.

2. Rating objectives

These are the Council's rating objectives:

- to encourage growth and confidence in the city by operating a stable, easily understood method of setting rates
- to set rates in a manner that is fair and equitable as between various ratepayers and classes of ratepayer, and consistent with Council's planning objectives
- to ensure that all citizens contribute to the cost of providing city services by charging on a user-pays basis where practicable
- to foster the sense of a single community by operating a common system throughout the city.

3. Components of the present rating system - a summary

The Council's rating system, designed to meet these objectives, is utilised to fund the net cost of operations and programmes outlined in the 10 Year Plan and Annual Plan. It comprises the following components:

A common system applies throughout the city.

Targeted rates, in the form of fixed amounts (as proxy user charges) are made to cover the costs of services that are identifiable by property (water supply, wastewater disposal, and rubbish and recycling). In addition, significant non-residential and some rural users of water are metered and some non-residential wastewater users are charged on the basis of the number of pans. A targeted rate (comprising a fixed amount and a variable amount based on capital value) is made on non-residential properties within the central city palmy BID area.

A Uniform Annual General Charge (UAGC) is applied as a fixed amount to every rating unit within the city. It is used as a mechanism to ensure each rating unit contributes a minimum amount of the general rate and also to moderate rates on high land-value properties.

A General Rate, based on the land value, is applied to each rating unit, with different rates (differentials) applying to each property category.

The categories in the Council's differential rating scheme reflect differing property use and can be broadly grouped as follows:

- Single-unit residential
- Multi-unit residential

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- Non-residential
- Rural and semi-serviced
- Miscellaneous.

Differential surcharges (that is, a higher rate in the dollar) are applied to multi-unit residential and non-residential properties, while lower rates are applied to single unit residential and rural/semi-serviced properties. No surcharge is applied to miscellaneous properties.

4. Examples of proposed rates for 2021/22

Examples of proposed rates for 2021/22 are shown in the following table:

	Land value	Rates 2020/21	Rates 2021/22
Single unit residential			
Average	243,000	2,639	2,842
Median	230,000	2,561	2,760
Quartile 1	185,000	2,292	2,474
Quartile 3	280,000	2,860	3,077
Two unit residential			
Average	273,000	4,265	4,633
Median	255,000	4,107	4,466
Quartile 1	220,000	3,801	4,141
Quartile 3	300,000	4,502	4,884
Non-residential			
Average	708,000	15,107	16,010
Median	400,000	8,885	9,420
Quartile 1	230,000	5,451	5,783
Quartile 3	790,000	16,764	17,765
Rural & semi-serviced (5ha or more)			
Average	829,000	1,828	1,905
Median	475,000	1,288	1,333
Quartile 1	320,000	1,052	1,083
Quartile 3	840,000	1,845	1,923
Rural & semi-serviced (between 0.2 and 5ha)			
Average	316,000	1,648	1,714
Median	315,000	1,644	1,710
Quartile 1	250,000	1,422	1,474
Quartile 3	365,000	1,816	1,892
Miscellaneous			
Average	594,000	5,092	5,362
Median	315,000	2,965	3,109
Quartile 1	145,000	1,669	1,737
Quartile 3	630,000	5,366	5,653

If all of the properties in the category of property were listed from lowest to highest land value, then the 'median' is the value at the half way point in the list, quartile 1 is the value at the first quarter point in the list, and quartile 3 is the value at the three-quarter point in the list.

For example, if there are 1,000 properties and they are sorted from the lowest to the highest land value then quartile 1 in the 250th property from the lowest.

The three-yearly revaluation of the city for rating purposes was undertaken in 2018 and those valuations are the base for general rates set in 2021/22.

The examples should be read with regard for the following assumptions:

- the Council's total rates revenue will increase by 8.2%
- the Uniform Annual General Charge will remain at $500 per rating unit
- targeted rates in the form of fixed amounts will be applied for water supply ($307); wastewater disposal ($296); kerbside recycling ($130); rubbish and public recycling ($66) ($255, $241, $126 and $64 respectively in 2020/21)

- a targeted rate for wastewater disposal will be set on non-residential properties on the basis of the number of pans, in excess of three, on the rating unit. The charge per pan will be $296 compared with $241 per pan in 2020/21

The examples shown for non-residential, miscellaneous and rural/semi-serviced properties do not include the charges (either fixed or metered) for water, wastewater or kerbside recycling because these vary from property to property but they do include the rubbish and public recycling rate. They do not include the proposed targeted rates to fund the Palmy BID as these will be applied to selected properties in the defined central city Palmy BID area.

5. Components of the rating system – more detail

5.1 General rate

The Council proposes to set a general rate based on the land value of each rating unit in the city.

The general rate will be set on a differential basis based on land use (see description in 5.4), with the differential factors as shown in the following table:

Differential group		Differential factor (expressed as % of Group Code MS)	Rate (cents in $ of LV)
Code	**Brief description**		
R1	Single-unit residential	Balance (approx. 79%)	0.6350
R2	Two-unit residential	115	0.9285
R3	Three-unit residential	125	1.0093
R4	Four-unit residential	135	1.0900
R5	Five-unit residential	145	1.1707
R6	Six-unit residential	155	1.2515
R7	Seven-unit residential	165	1.3322
R8	Eight- or more unit residential	175	1.4130
MS	Miscellaneous	100	0.8074
CI	Non-residential (commercial/industrial)	265	2.1396
FL	Rural/semi-serviced (5 ha or more)	20	0.1615
FS	Rural/Semi-serviced (0.2 ha or less)	60	0.4844
FM	Rural/Semi-serviced (between 0.2 & 5 ha)	45	0.3633

5.2 Uniform annual general charge

The Council proposes to set a uniform annual general charge of $500 ($500 for 2020/21) on each rating unit.

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5.3 Targeted rates

For the purposes of the targeted rates proposed below the term 'residential' is defined as "having a predominant or exclusive residential use and on which one or more residential units is erected."

For the purposes of the targeted rates proposed below, a 'separately used or inhabited part (SUIP) of a rating unit' is defined as:

"Any part of the rating unit that is, or is able to be, separately used or inhabited by the ratepayer, or any other person who has the right to use or inhabit that part by virtue of a tenancy, lease, licence or other agreement.

This definition includes separately used parts, whether or not actually occupied at any particular time, which are provided by the owner for rental (or other form of occupation) on an occasional or long-term basis by someone other than the owner.

For the purposes of the definition, vacant land and vacant premises offered or intended for use or habitation by a person other than the owner and usually used as such are defined as 'used'.

For the avoidance of doubt, a rating unit that has a single use or occupation is treated as having one SUIP.

For a residential property a SUIP will have a separate entrance, kitchen facilities (including sink or cooking facilities), living facilities and toilet/bathroom facilities.

By way of example the following would be considered to have separately used or inhabited parts of a rating unit:

- A single dwelling with flat attached
- Two or more houses, flats or apartments on one certificate of title."

The Council does not have a lump sum contribution policy and lump sum contributions will not be invited for any targeted rate.

5.3.1 Water supply

The Council proposes to set targeted rates for water supply. For residential rating units it shall be on the basis of a fixed amount per separately used or inhabited part, and for all other properties a fixed amount per rating unit. The charge will be set on a differential basis based on the availability of the service (either 'connected' or 'serviceable'). Connected means the rating unit is connected to a Council-operated waterworks while serviceable means the rating unit is not connected to a Council-operated waterworks but is within 100m of such waterworks and Council would allow a connection. The serviceable rate will be 50% of the connected rate.

Rating units that are not connected to the scheme and are not serviceable will not be liable for this rate. The estimated rates for the 2021/22 year are:

Connected:	$307
Serviceable:	$153.50

There are situations where the Council will require water to be supplied on a metered basis. Where this occurs, the Council proposes instead of the above to set metered water targeted rates that comprise a fixed amount (estimated at $190 per metered connection for connections of 25mm or less and $415 for connections greater than 25mm) and a variable amount (estimated at $1.3915 per cubic metre) based on the volume of water supplied.

5.3.2 Wastewater disposal

The Council proposes to set a targeted rate for wastewater disposal. For residential rating units, it shall be set on the basis of a fixed charge per separately used or inhabited part, and for all other properties a fixed charge per rating unit. The charge will be set on a differential basis based on the availability of the service (either 'connected' or 'serviceable'). Connected means the rating unit is connected to a public wastewater drain, while serviceable means the rating unit is not connected to a public wastewater drain but is within 30m of such a drain, and Council would allow a connection. The serviceable rate will be 50% of the connected rate.

Rating units that are not connected to the scheme, and which are not serviceable will not be liable for this rate.

The estimated rates for the 2021/22 year are:

Connected:	$296
Serviceable:	$148

In addition, for the 2021/22 year the Council proposes to set a targeted rate for connected non-residential rating units of $296 per pan (water closet or urinal) for each pan in excess of three.

5.3.3 Rubbish and recycling

5.3.3.1 Kerbside recycling

The Council proposes to set a targeted rate for kerbside recycling on the basis of:

- a fixed amount per separately used or inhabited part of a rating unit for residential properties receiving the Council's kerbside collection service
- a fixed amount per rating unit for non-residential and rural/semi-serviced properties receiving the Council's kerbside collection service

Where ratepayers elect, and the Council agrees, additional levels of service may be provided. These additional services could be providing more recycling bins or more frequent service. Each additional level of service will be charged at a rate of $130. This may include charges to non-rateable rating units where the service is provided. Rating units for which the Council is not prepared to provide the service will not be liable for these rates.

The estimated rates for the 2021/22 year are:

Kerbside recycling	$130

5.3.3.2 Rubbish and public recycling

The Council proposes to set a targeted rate for rubbish and public recycling on the basis of a fixed amount per separately used or inhabited part of each residential rating unit and a fixed amount per rating unit for all other rating units. Rating units that are vacant land will not be liable for these rates.

The estimated rates for the 2021/22 year are:

Rubbish and public recycling	$66

5.3.4 Warm Palmerston North

The Council proposes to set a targeted rate on properties that have benefited from the installation of insulation through the Warm Palmy Home Insulation Scheme. The rate is calculated as a percentage of the service amount (the cost of the installation) until the service amount and costs of servicing the service amount are recovered. For 2021/22 the rate is proposed to be 16%.

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5.3.5 Palmy BID

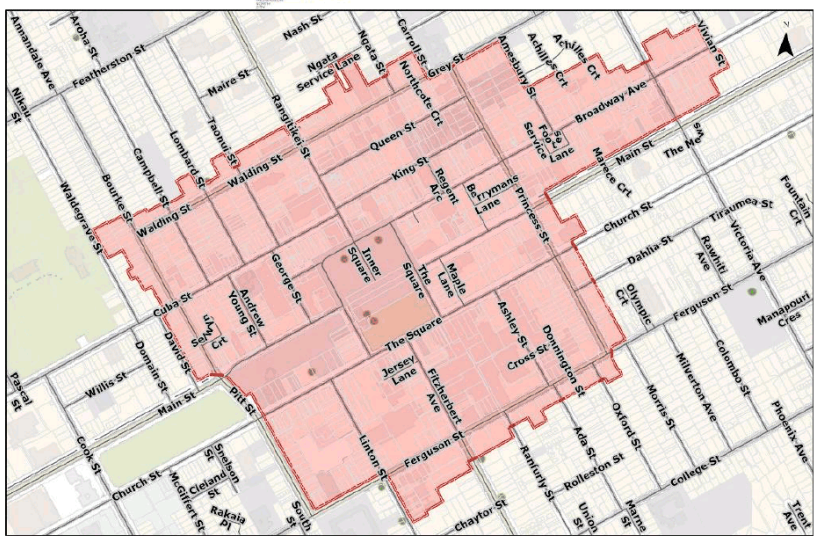
The Council proposes to set targeted rates on those properties within the central city Palmy BID area as shown on the following map that are categorised as non-residential for the Council's general rate. The rate will fund a grant to the Palmy BID group.

The targeted rates will comprise:

A fixed amount of $340 per rating unit; and

A variable amount of 0.0153 cents in the $ of the capital value of the rating unit.

PALMY BID RATE AREA



5.4 Differential matters and categories

5.4.1 Objectives of differentials for general rate

The Council believes that a uniform general rate based on land value would not produce a fair and equitable allocation of rates. For this reason, it operates a system of differentials based on land use. Descriptions of the land use categories are shown in 5.4.2.

The Council describes the relationship between the rates charged to each group in terms of a factor expressed as a percentage of the rate that would apply if there were no differential rating in place – that is, the group described as Miscellaneous (MS). Each year, the Council reviews the differential factors applied to each land use category. The factors proposed for 2021/22 are outlined in 5.1 and are unchanged from 2020/21.

The factors have been developed to address the following matters:

- rating units containing more than one residential unit will place an increasing demand on Council services as the number of units increase
- the land value for non-residential property is often driven by different influences from the land value for residential or rural land and therefore is not directly comparable as a rating base
- the Council's Revenue and Financing Policy identifies a number of activities where it believes non-residential users gain a greater benefit than other users and should bear a greater share of the cost
- for large rural rating units a pure land value system would produce rates charges that would be unsustainable
- rural and semi-serviced rating units generally have limited or, in some cases, no access to some Council activities funded through the general rate

5.4.2 Differentials based on land use

The Council proposes to differentiate the general rate primarily on the basis of land use. Properties with more than one use will be placed in a category that the Council considers reflects the primary use.

The Council will consider partitioning the property into parts and allocate each part to the most appropriate category in situations such as the following:

- where there are discreet parts of the property used for different purposes such as a retail shop and a residence
- for manager's residences associated with motel complexes
- where part of the property is used for not-for-profit or other community purposes and the remainder is used for other purposes
- where the property is not serviced and is used for commercial, industrial or business purposes but a significant part is used for farming or horticultural purposes
- where a property has a rural zoning but is serviced and has one or more residential units then the first 2ha will be classified as group code R1 and the balance as FM or FL depending on its size.
- where a property that is greater than 5ha (and residential use is a permitted activity under the city's District Plan) becomes serviced the first 5ha (or the area of the actual sub-divisional development if larger than this) will be categorised in group code R1 and the remainder will continue to be treated as not serviced for rating purposes
- where a property that is less than 5ha becomes serviced and features of the land or District Plan requirements impede subdivision the part that reflects the extent of the impediment will continue to be treated as not serviced for rating purposes

Note that, subject to the rights of objection to the rating information database set out in sections 29 and 39 of the Local Government (Rating) Act 2002, the Council is the sole determiner of the categories.

In the context of the general rate, 'serviced' means the property is either connected or serviceable for wastewater disposal. Connected means the rating unit is connected to a public wastewater drain, while serviceable means the rating unit is not connected to a public wastewater drain but is within 30m of such a drain, and Council would allow a connection.

The following differential categories will be used:

Single-unit residential (R1)

Every serviced rating unit not otherwise classified:

- having a predominant or exclusive residential use (excluding home occupations) and on which is erected one residential unit; or
- being vacant property where residential use is a permitted activity under the city's District Plan.

Multi-unit residential (R2 - R8)

Every serviced rating unit not otherwise classified on which is erected:

- two residential units (R2); or
- three residential units (R3); or
- four residential units (R4); or
- five residential units (R5); or
- six residential units (R6); or
- seven residential units (R7); or
- eight or more residential units (R8).

In determining what is a residential unit, the Council will apply the same criteria as defined for a SUIP, as shown in 5.3.

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Miscellaneous (MS)

Every rating unit not otherwise classified of the following types:

- property used primarily for not-for-profit or other community purposes, excluding retail shops
- property owned by the Council that is used by it for parking that is available for public use
- property where the ratepayer conducts or permits to be conducted a business (a Home Occupation, as defined in the city's District Plan), which would otherwise qualify for inclusion in group code R1
- vacant serviced property where non-residential use is a permitted activity under the city's District Plan
- property that is not serviced and would otherwise qualify for inclusion in group code FL, FS or FM but is used for predominantly commercial, industrial or business purposes (excluding farming and horticulture).
- Property not specifically categorised in any of the other group codes.

Non-residential (CI)

Every serviced rating unit, not otherwise classified, used for commercial, industrial or business purposes including licensed hotel, serviced apartments or residential institution including a guesthouse, rooming house, boarding house, private hotel, motel, residential club or hostel.

Rural and semi-serviced (FL, FS and FM)

FL – Every rating unit not otherwise classified that is not serviced and has either

- an area of 5ha or more; or
- an area less than 5ha but on which there is no residential dwelling or non-residential improvements.

When the rating unit becomes serviced, as defined above (and provided it is zoned to permit subdivision), the property will be reclassified to the higher rated differential category in the immediately following year.

FS – Every rating unit not otherwise classified that is not serviced and has an area of 0.2ha or less and on which there is a residential dwelling.

FM – Every rating unit not otherwise classified that is not serviced and has an area greater than 0.2ha and less than 5ha and on which there is either residential dwellings or non-residential improvements.

6. Early payment of rates

Sections 55 and 56 of the Local Government (Rating) Act 2002 empowers councils to accept early payment of rates.

The Council will accept any payment of rates for either the current or future years in advance of the due date.

7. Rates payable by instalment and due dates

The Council provides for rates to be paid in four equal instalments. For the 2021/22 year the due dates (that is, final dates for payment without incurring penalty charges) will be:

Instalment 1:	31 August 2021
Instalment 2:	26 November 2021
Instalment 3:	25 February 2022
Instalment 4:	27 May 2022

Ratepayers may elect to pay on a more regular basis if they choose. They may also elect to pay the full year's rates in one lump sum prior to the due date for instalment 2 without incurring penalty charges on instalment 1.

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Rates may be paid using any one of a number of payment methods acceptable to the Council, including direct debit, cash or Eftpos at Council's office, direct credit and other bank transfer methods. Payment by credit card can be made using the Internet or at Council's office, subject to the payment of a fee to cover costs.

The due date for metered water targeted rates will be the 20th of the month following the invoice date as follows:

Monthly Invoicing	
Instalment	Due date
1	20 July 2021
2	20 August 2021
3	20 September 2021
4	20 October 2021
5	20 November 2021
6	20 December 2021
7	20 January 2022
8	20 February 2022
9	20 March 2022
10	20 April 2022
11	20 May 2022
12	20 June 2022

Two-monthly invoicing			
Linton, East & North Rounds		Ashhurst, South West, PNCC & Central Rounds	
Instalment	Due date	Instalment	Due date
1	20 July 2021	1	20 August 2021
2	20 September	2	20 October 2021
3	2021	3	20 December 2021
4	20 November 2021	4	20 February 2021
5	20 January 2022	5	20 April 2021
6	20 March 2022	6	20 June 2021

[1] As at 30 June of the preceding year – for example, 2021/22 = as at 30 June 2021.

	20 May 2022		

8. Rates penalties

To provide an incentive for rates to be paid by the due date, penalties will be imposed when rates are not paid on time. A penalty of 10% will be added to any portion of an instalment remaining unpaid after the due date for payment, as outlined in clause 7 above.

A penalty charge of 10% will be added to any outstanding rates (including penalties) assessed in previous years and remaining outstanding at 1 July 2021 and again on 5 January 2022.

Penalty charges will not be applied to the metered water targeted rate.

9. Rating base information

The number of rating units projected for each year of the Plan as at the end of the preceding financial year is as follows:

Year [1]	No. of rating units	Year	No. of rating units
2021/22	33,850	2026/27	35,350
2022/23	34,150	2027/28	35,650
2023/24	34,450	2028/29	35,950
2024/25	34,750	2029/30	36,250
2025/26	35,050	2030/31	36,550

The following are projected as at 30 June 2021:
Total capital value of all rating units: $20,070,000,000
Total land value of all rating units: $10,170,000,000

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10. Rates summary

	Basis of rates	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
		$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
General Rates											
General Rates	rate in $ of LV (differentiated by use)	67,511	71,845	78,761	83,544	88,012	90,785	93,672	97,911	101,420	104,713
UAGC	fixed charge p rating unit	14,252	14,670	15,094	15,522	15,956	16,395	16,839	17,288	17,743	18,203
Targeted rates											
Water											
- connected	fixed charge p SUIP (residential) or p rating unit (non-residential)	8,088	9,976	10,975	11,579	11,058	11,536	11,888	12,535	12,415	12,520
- serviceable	fixed charge p SUIP (residential) or p rating unit (non-residential)	99	121	132	137	130	134	137	143	141	140
- metered	$ p m3 plus fixed charge	2,750	2,800	2,850	2,900	2,950	3,000	3,050	3,100	3,150	3,200
Wastewater											
- connected	fixed charge p SUIP (residential) or p rating unit (non-residential)	8,177	9,507	10,441	15,105	23,746	27,954	31,387	32,026	32,481	33,398
- serviceable	fixed charge p SUIP (residential) or p rating unit (non-residential)	93	94	102	145	226	264	293	296	298	304
- pans	fixed charge p pan in excess of three	2,319	2,659	2,897	4,135	6,437	7,508	8,368	8,464	8,521	8,696
Rubbish & Recycling											
- kerbside recycling	fixed charge p SUIP	3,574	3,421	3,559	3,926	4,923	5,153	5,614	6,533	6,764	6,898
- rubbish & public recycling	fixed charge p SUIP	1,946	2,536	2,544	2,515	2,402	2,315	2,320	2,212	2,220	2,541
Palmy BID		250	257	263	270	276	283	290	298	305	313
		109,059	117,887	127,617	139,778	156,116	165,326	173,858	180,807	185,458	190,926
Note - SUIP = Separately Used or Inhabited Part of Rating Unit											

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11. Source and application of funds statements (Funding Impact Statements)

The Local Government (Financial Reporting and Prudence) Regulations 2014 prescribe the format for statements showing the sources and application of funds for the whole of Council and for each group of activities of the Council.

These statements are designed to show where operational and capital funding comes from, and how they are used.

This information is presented in two ways, firstly at the Whole of Council level, and in a slightly different form at the "Group of Activities" level. At the Group of Activities level, internal revenue and expenditure are shown as separate items, while at the Whole of Council level they are not displayed because the amounts balance each other out.

Capital Expenditure is grouped into three broad categories based on which one the programme most relates to. The three categories are:

- to meet additional demand
- to improve the level of service
- to replace existing assets.

The categories do not clearly represent the fact that some programmes will contribute to more than one purpose.

In addition to the statements mentioned, the Council is also providing Activity Financial Statements which show the revenue and expenses for the services provided, as well as how the rates are calculated (see section 1).

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Funding Impact Statements

Whole of Council – Funding Impact Statements

	Funding Impact Statements										
Budget	Whole of Council	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP
2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000s		$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
	Sources of Operating Funding										
77,734	General Rates, UAGC & Rates Penalties	82,012	86,773	94,117	99,335	104,244	107,461	110,800	115,497	119,471	123,230
23,047	Targeted Rates	27,046	31,114	33,500	40,442	51,872	57,865	63,058	65,311	65,988	67,697
3,395	Subsidies & Grants for Operating Purposes	4,887	4,808	5,115	5,552	5,312	5,651	5,815	5,985	6,159	6,338
6,479	Fees and Charges	7,520	7,710	7,888	8,063	8,242	8,425	8,612	8,803	8,999	9,199
17	Interest and Dividends from investments	17	17	17	17	17	17	17	17	17	17
22,251	Other Operating Funding *	22,664	23,901	24,691	26,006	26,931	27,880	29,296	30,211	30,848	31,628
132,923	Total Operating Funding	144,147	154,323	165,328	179,415	196,618	207,299	217,598	225,823	231,482	238,109
	Applications of Operating Funding										
101,756	Payments to Staff and Suppliers	111,497	115,782	121,321	129,789	133,921	136,648	140,101	144,474	147,085	151,737
5,557	Finance Costs	5,090	6,775	8,332	11,570	16,349	20,831	23,261	23,895	24,608	24,778
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
107,313	Total Applications of Operating Funding	116,588	122,557	129,653	141,359	150,269	157,479	163,362	168,369	171,693	176,514
25,611	Surplus/(Deficit) of Operating Funding	27,559	31,766	35,675	38,056	46,348	49,820	54,235	57,454	59,789	61,594
	Sources of Capital Funding										
7,321	Subsidies and Grants for Capital Expenditure	14,162	13,632	21,352	29,148	28,274	25,497	31,266	32,700	32,598	13,751
1,891	Development & Financial Contributions	2,090	2,588	3,249	5,327	7,463	9,903	10,214	10,449	10,863	10,998

	Funding Impact Statements										
Budget	**Whole of Council**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Sources of Operating Funding										
35,643	Increase/(Decrease) in Debt	49,184	53,336	57,377	178,824	167,151	157,493	20,567	21,163	31,727	(17,391)
-	Gross proceeds from sale of assets	5,000	3,075	7,826	7,502	-	-	-	-	-	-
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
44,855	Total Sources of Capital Funding	70,435	72,630	89,803	220,800	202,888	192,893	62,047	64,312	75,188	7,358
	Applications of Capital Funding										
	Capital Expenditure:-										
2,241	- to meet additional demand	16,658	17,792	7,907	13,153	14,288	19,112	5,338	3,813	10,934	2,794
41,470	- to improve the level of service	50,818	56,408	87,449	208,954	199,455	188,862	76,077	84,631	87,437	26,486
26,754	- to replace existing assets	30,518	30,196	30,123	36,749	35,494	34,740	34,868	33,322	36,606	39,672
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
70,466	Total Applications of Capital Funding	97,994	104,396	125,478	258,857	249,237	242,713	116,282	121,766	134,977	68,952
(25,611)	Surplus/(Deficit) of Capital Funding	(27,559)	(31,766)	(35,675)	(38,056)	(46,348)	(49,820)	(54,235)	(57,454)	(59,789)	(61,594)
()	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

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Goal 1 - Innovative and Growing City – Group of Activities – Funding Impact Statements

	Funding Impact Statements										
Budget	**Innovative & Growing City - Group of Activities**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Sources of Operating Funding										
6,394	General Rates, UAGC & Rates Penalties	8,093	8,157	8,721	8,757	8,741	8,716	8,896	9,342	9,505	9,633
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
-	Subsidies & Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-
4,051	Fees and Charges	5,672	5,814	5,948	6,079	6,213	6,350	6,489	6,632	6,778	6,927
883	Internal Charges & Overheads Recovered	30	31	32	33	34	34	35	36	37	38
4,759	Other Operating Funding *	1,513	1,551	1,586	1,621	1,657	1,693	1,731	1,769	1,808	1,847
16,087	Total Operating Funding	15,309	15,553	16,287	16,490	16,644	16,793	17,151	17,778	18,127	18,445
	Applications of Operating Funding										
11,518	Payments to Staff and Suppliers	11,318	11,708	11,727	12,019	12,235	12,546	12,780	13,104	13,352	13,686
(32)	Finance Costs	5	12	21	21	22	22	23	23	23	24
2,264	Internal Charges & Overheads Applied	3,560	3,659	3,848	3,959	3,802	3,851	3,918	3,996	4,056	4,136
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
13,750	Total Applications of Operating Funding	14,884	15,380	15,596	16,000	16,059	16,419	16,721	17,123	17,430	17,846
2,337	Surplus/(Deficit) of Operating Funding	426	173	691	490	585	374	430	655	697	599
	Sources of Capital Funding										
-	Subsidies and Grants for Capital Expenditure	-	-	-	-	-	-	-	-	-	-
-	Development & Financial Contributions	-	-	-	-	-	-	-	-	-	-
(2,037)	Increase/(Decrease) in Debt	(4,750)	(3,020)	(6,937)	(7,798)	265	35	50	(440)	(121)	539
-	Gross proceeds from sale of assets	5,000	3,075	7,340	7,502	-	-	-	-	-	-

	Funding Impact Statements										
Budget	**Innovative & Growing City - Group of Activities**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Sources of Operating Funding										
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(2,037)	Total Sources of Capital Funding	250	55	403	(296)	265	35	50	(440)	(121)	539
	Applications of Capital Funding										
	Capital Expenditure:-										
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
-	- to improve the level of service	15	7	77	16	-	-	17	-	-	-
300	- to replace existing assets	661	221	1,018	178	851	408	463	215	576	1,138
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
300	Total Applications of Capital Funding	676	228	1,094	194	851	408	480	215	576	1,138
(2,337)	Surplus/(Deficit) of Capital Funding	(426)	(173)	(691)	(490)	(585)	(374)	(430)	(655)	(697)	(599)
()	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

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Goal 2 – Creative and Exciting City – Group of Activities – Funding Impact Statements

	Funding Impact Statements										
Budget	**Creative & Exciting City - Group of Activities**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Sources of Operating Funding										
23,690	General Rates, UAGC & Rates Penalties	25,603	26,447	28,323	29,578	30,898	31,536	32,729	34,497	36,522	38,374
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
64	Subsidies & Grants for Operating Purposes	64	66	67	69	70	72	73	75	76	78
-	Fees and Charges	-	-	-	-	-	-	-	-	-	-
1,164	Internal Charges & Overheads Recovered	1,852	2,157	1,955	1,890	1,887	1,928	1,973	2,025	2,075	2,124
1,366	Other Operating Funding *	2,844	3,229	3,310	3,390	3,475	3,558	3,647	3,742	3,839	3,931
26,284	Total Operating Funding	30,363	31,898	33,655	34,927	36,329	37,094	38,422	40,338	42,513	44,508
	Applications of Operating Funding										
18,974	Payments to Staff and Suppliers	13,942	14,647	15,488	16,182	16,981	17,618	18,224	19,105	19,323	19,927
1,283	Finance Costs	1,230	1,526	1,821	2,129	2,381	2,661	2,946	3,492	4,395	4,833
2,317	Internal Charges & Overheads Applied	8,803	9,187	9,316	9,219	8,982	9,137	9,218	9,479	9,646	9,773
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
22,574	Total Applications of Operating Funding	23,976	25,360	26,625	27,530	28,344	29,416	30,388	32,077	33,364	34,533
3,710	Surplus/(Deficit) of Operating Funding	6,388	6,539	7,030	7,396	7,985	7,678	8,034	8,261	9,149	9,975
	Sources of Capital Funding										
529	Subsidies and Grants for Capital Expenditure	1,529	2,326	3,259	2,489	6,047	5,000	2,561	401	-	-
294	Development & Financial Contributions	325	283	355	582	814	1,081	1,114	1,140	1,185	1,200
19,357	Increase/(Decrease) in Debt	7,165	12,040	14,375	12,421	7,682	12,874	7,906	32,041	34,102	(2,061)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-

	Funding Impact Statements										
Budget	**Creative & Exciting City - Group of Activities**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Sources of Operating Funding										
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
20,180	Total Sources of Capital Funding	9,020	14,649	17,990	15,492	14,543	18,955	11,581	33,582	35,287	(861)
	Applications of Capital Funding										
	Capital Expenditure:-										
1,119	- to meet additional demand	41	1,326	957	1,876	1,034	1,695	335	1,005	2,398	130
16,877	- to improve the level of service	10,336	14,444	19,013	16,469	15,710	20,276	14,556	36,901	37,656	4,676
5,894	- to replace existing assets	5,030	5,417	5,049	4,543	5,785	4,662	4,725	3,937	4,381	4,309
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
23,890	Total Applications of Capital Funding	15,407	21,188	25,020	22,889	22,528	26,633	19,615	41,843	44,436	9,114
(3,710)	Surplus/(Deficit) of Capital Funding	(6,388)	(6,539)	(7,030)	(7,396)	(7,985)	(7,678)	(8,034)	(8,261)	(9,149)	(9,975)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

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Goal 3 – A Connected and Safe Community – Group of Activities – Funding Impact Statements

	Funding Impact Statements										
Budget	Connected & Safe Community - Group of Activities	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP
2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000s		$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
	Sources of Operating Funding										
17,304	General Rates, UAGC & Rates Penalties	18,745	19,623	20,564	21,375	21,195	21,778	22,470	22,901	23,452	23,975
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
58	Subsidies & Grants for Operating Purposes	52	53	55	56	57	59	60	62	63	65
1,262	Fees and Charges	1,450	1,486	1,520	1,554	1,588	1,623	1,659	1,695	1,732	1,771
478	Internal Charges & Overheads Recovered	-	-	-	-	-	-	-	-	-	-
3,954	Other Operating Funding *	4,153	4,259	4,438	4,538	4,644	4,749	4,858	4,971	5,087	5,202
23,057	Total Operating Funding	24,400	25,421	26,577	27,523	27,485	28,209	29,047	29,629	30,335	31,013
	Applications of Operating Funding										
14,046	Payments to Staff and Suppliers	15,255	15,504	16,119	16,723	16,989	17,423	17,859	18,303	18,776	19,194
709	Finance Costs	540	703	750	842	1,007	1,059	1,035	1,005	984	969
5,990	Internal Charges & Overheads Applied	5,816	6,058	6,453	6,696	6,244	6,355	6,510	6,643	6,721	6,862
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
20,744	Total Applications of Operating Funding	21,611	22,265	23,322	24,261	24,241	24,836	25,403	25,951	26,481	27,025
2,313	Surplus/(Deficit) of Operating Funding	2,789	3,156	3,255	3,261	3,244	3,372	3,644	3,677	3,854	3,988
	Sources of Capital Funding										
582	Subsidies and Grants for Capital Expenditure	253	613	79	-	-	-	-	251	1,457	-
-	Development & Financial Contributions	-	-	-	-	-	-	-	-	-	-
5,832	Increase/(Decrease) in Debt	6,852	5,364	732	8,863	5,429	(777)	(23)	(428)	358	(1,071)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-

	Funding Impact Statements										
Budget	**Connected & Safe Community - Group of Activities**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Sources of Operating Funding										
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
6,414	Total Sources of Capital Funding	7,105	5,976	811	8,863	5,429	(777)	(23)	(177)	1,814	(1,071)
	Applications of Capital Funding										
	Capital Expenditure:-										
-	- to meet additional demand	-	866	-	-	-	-	-	354	2,058	-
6,451	- to improve the level of service	6,889	5,039	1,427	8,749	5,572	181	336	190	574	200
2,276	- to replace existing assets	3,005	3,227	2,640	3,375	3,101	2,414	3,285	2,955	3,036	2,718
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
8,727	Total Applications of Capital Funding	9,894	9,132	4,067	12,124	8,674	2,595	3,621	3,500	5,669	2,918
(2,313)	Surplus/(Deficit) of Capital Funding	(2,789)	(3,156)	(3,255)	(3,261)	(3,244)	(3,372)	(3,644)	(3,677)	(3,854)	(3,988)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

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Goal 4 – An Eco City – Group of Activities – Funding Impact Statements

	Funding Impact Statements										
Budget	Eco-City - Group of Activities	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP
2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000s		$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
	Sources of Operating Funding										
714	General Rates, UAGC & Rates Penalties	1,390	1,731	2,023	1,984	2,071	2,141	2,205	2,288	2,367	2,409
5,297	Targeted Rates	5,520	5,958	6,102	6,441	7,325	7,469	7,935	8,745	8,983	9,438
350	Subsidies & Grants for Operating Purposes	340	352	361	371	382	392	405	418	432	446
-	Fees and Charges	-	-	-	-	-	-	-	-	-	-
42	Internal Charges & Overheads Recovered	-	-	-	-	-	-	-	-	-	-
2,347	Other Operating Funding *	2,775	2,890	3,058	3,198	3,291	3,383	3,491	3,606	3,728	3,844
8,749	Total Operating Funding	10,025	10,931	11,545	11,994	13,068	13,385	14,035	15,058	15,511	16,137
	Applications of Operating Funding										
5,275	Payments to Staff and Suppliers	7,268	8,029	8,224	8,605	9,522	9,707	10,053	10,387	10,652	11,118
207	Finance Costs	233	363	452	499	547	574	686	791	779	765
2,139	Internal Charges & Overheads Applied	1,361	1,416	1,466	1,505	1,483	1,513	1,544	1,595	1,623	1,656
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
7,621	Total Applications of Operating Funding	8,862	9,809	10,142	10,608	11,553	11,794	12,283	12,774	13,054	13,539
1,128	Surplus/(Deficit) of Operating Funding	1,162	1,122	1,403	1,385	1,516	1,591	1,753	2,284	2,457	2,598
	Sources of Capital Funding										
-	Subsidies and Grants for Capital Expenditure	-	-	281	251	-	-	-	-	-	-
-	Development & Financial Contributions	-	-	-	-	-	-	-	-	-	-
(624)	Increase/(Decrease) in Debt	3,847	4,291	1,961	1,716	1,969	(404)	8,097	(638)	(790)	(260)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-

	Funding Impact Statements										
Budget	**Eco-City - Group of Activities**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Sources of Operating Funding										
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
(624)	Total Sources of Capital Funding	3,847	4,291	2,242	1,968	1,969	(404)	8,097	(638)	(790)	(260)
	Applications of Capital Funding										
	Capital Expenditure:-										
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
311	- to improve the level of service	4,586	4,975	3,185	2,500	2,630	517	8,814	782	565	470
193	- to replace existing assets	423	438	460	853	855	670	1,036	864	1,102	1,869
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
504	Total Applications of Capital Funding	5,009	5,413	3,645	3,353	3,485	1,187	9,849	1,647	1,667	2,338
(1,128)	Surplus/(Deficit) of Capital Funding	(1,162)	(1,122)	(1,403)	(1,385)	(1,516)	(1,591)	(1,753)	(2,284)	(2,457)	(2,598)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

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Goal 5 – A Driven and Enabling Council – Group of Activities – Funding Impact Statements

	Funding Impact Statements										
Budget	**Driven & Enabling Council - Group of Activities**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Sources of Operating Funding										
10,771	General Rates, UAGC & Rates Penalties	11,201	11,184	11,649	12,641	14,381	14,208	13,672	13,771	13,617	12,567
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
4	Subsidies & Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-
1,160	Fees and Charges	210	215	220	225	230	235	240	246	251	256
29,003	Internal Charges & Overheads Recovered	33,264	34,536	36,166	37,035	35,983	36,702	37,338	38,201	38,753	39,363
4,345	Other Operating Funding *	4,462	4,853	4,988	5,267	5,712	5,896	6,252	6,543	6,530	6,673
45,283	Total Operating Funding	49,136	50,788	53,024	55,167	56,306	57,041	57,502	58,760	59,151	58,860
	Applications of Operating Funding										
34,980	Payments to Staff and Suppliers	33,407	34,554	35,589	37,288	33,602	34,355	34,952	36,009	36,467	37,059
479	Finance Costs	454	572	697	761	815	790	753	797	766	744
8,674	Internal Charges & Overheads Applied	13,393	13,654	14,196	14,584	14,432	14,704	15,009	15,262	15,512	15,843
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
44,133	Total Applications of Operating Funding	47,253	48,780	50,481	52,634	48,849	49,849	50,713	52,067	52,746	53,646
1,150	Surplus/(Deficit) of Operating Funding	1,883	2,008	2,543	2,534	7,457	7,192	6,789	6,693	6,405	5,214
	Sources of Capital Funding										
-	Subsidies and Grants for Capital Expenditure	-	-	-	-	-	-	-	-	-	-
-	Development & Financial Contributions	-	-	-	-	-	-	-	-	-	-
2,958	Increase/(Decrease) in Debt	4,446	3,819	3,178	4,235	(832)	(721)	(845)	(2,433)	(368)	668
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-

	Funding Impact Statements										
Budget	**Driven & Enabling Council - Group of Activities**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Sources of Operating Funding										
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
2,958	Total Sources of Capital Funding	4,446	3,819	3,178	4,235	(832)	(721)	(845)	(2,433)	(368)	668
	Applications of Capital Funding										
	Capital Expenditure:-										
-	- to meet additional demand	-	-	-	-	-	-	-	-	-	-
356	- to improve the level of service	1,428	866	1,411	1,870	2,131	1,055	962	808	465	475
3,752	- to replace existing assets	4,901	4,961	4,310	4,898	4,495	5,416	4,982	3,452	5,572	5,407
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
4,108	Total Applications of Capital Funding	6,329	5,827	5,721	6,768	6,625	6,471	5,944	4,260	6,037	5,882
(1,150)	Surplus/(Deficit) of Capital Funding	(1,883)	(2,008)	(2,543)	(2,534)	(7,457)	(7,192)	(6,789)	(6,693)	(6,405)	(5,214)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

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Transport – Group of Activities – Funding Impact Statements

	Funding Impact Statements										
Budget	**Transport - Group of Activities**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Sources of Operating Funding										
15,646	General Rates, UAGC & Rates Penalties	13,367	15,506	18,118	20,052	21,806	23,667	25,125	26,753	28,162	30,276
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
2,918	Subsidies & Grants for Operating Purposes	4,201	4,337	4,632	5,056	4,803	5,128	5,277	5,430	5,587	5,749
-	Fees and Charges	134	139	143	147	151	156	160	165	169	174
-	Internal Charges & Overheads Recovered	-	-	-	-	-	-	-	-	-	-
4,127	Other Operating Funding *	5,686	5,844	6,002	6,158	6,320	6,486	6,657	6,832	7,013	7,200
22,691	Total Operating Funding	23,389	25,826	28,894	31,414	33,080	35,436	37,218	39,180	40,932	43,400
	Applications of Operating Funding										
15,735	Payments to Staff and Suppliers	6,988	7,367	8,934	9,865	9,957	10,685	11,178	11,649	12,006	13,056
1,566	Finance Costs	1,281	1,744	2,089	2,525	3,039	3,444	3,788	4,058	4,396	4,647
(612)	Internal Charges & Overheads Applied	10,760	11,550	11,693	11,781	11,664	11,979	12,151	12,560	12,855	13,034
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
16,689	Total Applications of Operating Funding	19,029	20,661	22,716	24,171	24,661	26,108	27,117	28,266	29,257	30,737
6,002	Surplus/(Deficit) of Operating Funding	4,360	5,165	6,178	7,243	8,419	9,328	10,101	10,914	11,675	12,662
	Sources of Capital Funding										
6,210	Subsidies and Grants for Capital Expenditure	8,889	10,693	17,733	26,408	22,227	20,497	28,705	32,048	31,141	13,751
657	Development & Financial Contributions	726	814	1,022	1,675	2,347	3,114	3,212	3,286	3,416	3,458
1,809	Increase/(Decrease) in Debt	15,801	15,356	12,484	21,870	15,195	12,441	11,462	8,178	16,554	651
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-

Budget	Funding Impact Statements Transport - Group of Activities	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP
2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000s		$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
8,676	Total Sources of Capital Funding	25,417	26,863	31,239	49,953	39,769	36,052	43,379	43,513	51,111	17,860
	Applications of Capital Funding										
	Capital Expenditure:-										
563	- to meet additional demand	8,700	8,867	2,708	6,010	3,036	7,636	1,250	1,531	5,295	2,140
8,501	- to improve the level of service	14,869	17,432	28,521	43,506	36,312	27,868	41,796	41,875	45,998	16,584
5,613	- to replace existing assets	6,207	5,729	6,188	7,681	8,840	9,876	10,434	11,020	11,493	11,798
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
14,678	Total Applications of Capital Funding	29,776	32,028	37,417	57,196	48,188	45,380	53,480	54,426	62,786	30,523
(6,002)	Surplus/(Deficit) of Capital Funding	(4,360)	(5,165)	(6,178)	(7,243)	(8,419)	(9,328)	(10,101)	(10,914)	(11,675)	(12,662)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

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Stormwater – Group of Activities – Funding Impact Statements

	Funding Impact Statements										
Budget	Stormwater - Group of Activities	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP
2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000s		$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
	Sources of Operating Funding										
3,171	General Rates, UAGC & Rates Penalties	3,579	4,036	4,572	4,791	5,014	5,275	5,571	5,808	5,706	5,863
-	Targeted Rates	-	-	-	-	-	-	-	-	-	-
-	Subsidies & Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-
-	Fees and Charges	-	-	-	-	-	-	-	-	-	-
19	Internal Charges & Overheads Recovered	-	-	-	-	-	-	-	-	-	-
2	Other Operating Funding *	6	6	6	7	7	7	7	7	8	8
3,192	Total Operating Funding	3,585	4,042	4,578	4,798	5,021	5,282	5,578	5,816	5,714	5,871
	Applications of Operating Funding										
1,018	Payments to Staff and Suppliers	3,142	3,313	3,641	3,816	3,974	4,165	4,300	4,327	4,199	4,340
174	Finance Costs	236	380	481	556	603	641	727	789	790	784
933	Internal Charges & Overheads Applied	(886)	(912)	(938)	(963)	(988)	(1,010)	(1,039)	(1,067)	(1,095)	(1,127)
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
2,125	Total Applications of Operating Funding	2,493	2,781	3,184	3,408	3,589	3,796	3,987	4,050	3,894	3,997
1,067	Surplus/(Deficit) of Operating Funding	1,093	1,261	1,394	1,390	1,432	1,486	1,591	1,766	1,819	1,874
	Sources of Capital Funding										
-	Subsidies and Grants for Capital Expenditure	-	-	-	-	-	-	-	-	-	-
126	Development & Financial Contributions	139	132	166	272	381	506	522	534	555	562
1,428	Increase/(Decrease) in Debt	5,846	4,072	3,843	2,533	1,217	1,517	4,572	98	169	(601)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-

	Funding Impact Statements										
Budget	**Stormwater - Group of Activities**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
	Sources of Operating Funding										
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
1,554	Total Sources of Capital Funding	5,985	4,204	4,009	2,805	1,598	2,023	5,094	632	724	(39)
	Applications of Capital Funding										
	Capital Expenditure:-										
151	- to meet additional demand	4,690	2,370	1,728	938	561	1,396	12	553	763	131
1,610	- to improve the level of service	1,383	2,054	2,364	2,297	1,582	1,306	5,839	984	890	787
860	- to replace existing assets	1,005	1,040	1,311	960	887	808	833	861	890	918
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
2,621	Total Applications of Capital Funding	7,078	5,465	5,403	4,194	3,030	3,509	6,685	2,398	2,543	1,835
(1,067)	Surplus/(Deficit) of Capital Funding	(1,093)	(1,261)	(1,394)	(1,390)	(1,432)	(1,486)	(1,591)	(1,766)	(1,819)	(1,874)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

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Wastewater – Group of Activities – Funding Impact Statements

	Funding Impact Statements										
Budget	Wastewater - Group of Activities	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP
2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000s		$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
	Sources of Operating Funding										
-	General Rates, UAGC & Rates Penalties	-	-	-	-	-	-	-	-	-	-
8,529	Targeted Rates	10,589	12,260	13,440	19,384	30,410	35,727	40,048	40,787	41,298	42,399
-	Subsidies & Grants for Operating Purposes	230	-	-	-	-	-	-	-	-	-
5	Fees and Charges	6	6	6	7	7	7	7	7	8	8
42	Internal Charges & Overheads Recovered	-	-	-	-	-	-	-	-	-	-
1,331	Other Operating Funding *	1,195	1,237	1,269	1,522	1,790	2,071	2,614	2,700	2,792	2,878
9,907	Total Operating Funding	12,020	13,503	14,715	20,912	32,207	37,805	42,668	43,494	44,097	45,285
	Applications of Operating Funding										
3,944	Payments to Staff and Suppliers	9,219	9,339	10,085	13,275	19,135	18,122	18,516	18,639	19,194	19,920
455	Finance Costs	406	534	865	2,823	6,151	9,496	10,980	10,636	10,277	9,920
2,014	Internal Charges & Overheads Applied	(1,880)	(1,949)	(2,007)	(2,038)	(2,041)	(2,091)	(2,134)	(2,190)	(2,253)	(2,305)
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
6,413	Total Applications of Operating Funding	7,745	7,924	8,943	14,060	23,245	25,527	27,362	27,085	27,218	27,536
3,494	Surplus/(Deficit) of Operating Funding	4,275	5,579	5,773	6,853	8,961	12,278	15,306	16,409	16,879	17,750
	Sources of Capital Funding										
-	Subsidies and Grants for Capital Expenditure	2,302	-	-	-	-	-	-	-	-	-
482	Development & Financial Contributions	533	1,022	1,283	2,104	2,949	3,912	4,035	4,128	4,292	4,345
2,478	Increase/(Decrease) in Debt	3,756	3,881	19,601	122,111	119,274	122,008	(13,448)	(11,713)	(14,345)	(11,517)
-	Gross proceeds from sale of assets	-	-	-	-	-	-	-	-	-	-

Budget	Funding Impact Statements	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP
2020/21	Wastewater - Group of Activities	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000s		$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
2,960	Total Sources of Capital Funding	6,591	4,903	20,884	124,215	122,223	125,920	(9,413)	(7,585)	(10,053)	(7,172)
	Applications of Capital Funding										
	Capital Expenditure:-										
103	- to meet additional demand	1,003	1,470	1,239	1,707	954	58	60	61	64	66
2,210	- to improve the level of service	4,823	4,554	21,353	122,678	125,682	132,363	1,024	2,841	1,094	3,291
4,142	- to replace existing assets	5,040	4,459	4,065	6,683	4,548	5,777	4,810	5,921	5,669	7,221
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
6,454	Total Applications of Capital Funding	10,866	10,482	26,657	131,068	131,185	138,198	5,893	8,824	6,826	10,577
(3,494)	Surplus/(Deficit) of Capital Funding	(4,275)	(5,579)	(5,773)	(6,853)	(8,961)	(12,278)	(15,306)	(16,409)	(16,879)	(17,750)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

Water – Group of Activities – Funding Impact Statements

	Funding Impact Statements										
Budget	Water - Group of Activities	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP	10YP
2020/21		2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
$'000s		$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
	Sources of Operating Funding										
-	General Rates, UAGC & Rates Penalties	-	-	-	-	-	-	-	-	-	-
9,265	Targeted Rates	10,938	12,896	13,958	14,617	14,138	14,670	15,076	15,778	15,706	15,859
-	Subsidies & Grants for Operating Purposes	-	-	-	-	-	-	-	-	-	-
-	Fees and Charges	48	49	50	52	53	55	57	58	60	62
189	Internal Charges & Overheads Recovered	201	208	255	261	269	275	282	291	299	307
37	Other Operating Funding *	47	49	50	322	53	55	56	58	60	62
9,491	Total Operating Funding	11,234	13,203	14,313	15,252	14,513	15,054	15,471	16,186	16,126	16,290
	Applications of Operating Funding										
4,236	Payments to Staff and Suppliers	3,213	3,342	3,565	4,094	3,804	4,171	4,281	4,737	4,670	4,781
715	Finance Costs	691	896	1,089	1,340	1,710	2,076	2,256	2,237	2,131	2,030
131	Internal Charges & Overheads Applied	2,145	2,221	2,300	2,374	2,312	2,352	2,413	2,485	2,541	2,616
-	Other operating funding applications	-	-	-	-	-	-	-	-	-	-
5,082	Total Applications of Operating Funding	6,049	6,459	6,953	7,809	7,826	8,598	8,949	9,459	9,342	9,427
4,409	Surplus/(Deficit) of Operating Funding	5,184	6,744	7,359	7,444	6,686	6,456	6,522	6,727	6,784	6,863
	Sources of Capital Funding										
-	Subsidies and Grants for Capital Expenditure	1,188	-	-	-	-	-	-	-	-	-
332	Development & Financial Contributions	367	337	423	694	972	1,290	1,331	1,361	1,415	1,433
4,442	Increase/(Decrease) in Debt	5,361	6,196	7,699	12,933	17,013	10,585	2,864	(3,434)	(3,761)	(3,669)
-	Gross proceeds from sale of assets	-	-	486	-	-	-	-	-	-	-

	Funding Impact Statements										
Budget	**Water - Group of Activities**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**	**10YP**
2020/21		**2021/22**	**2022/23**	**2023/24**	**2024/25**	**2025/26**	**2026/27**	**2027/28**	**2028/29**	**2029/30**	**2030/31**
$'000s		**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**	**$'000s**
-	Lump sum contributions	-	-	-	-	-	-	-	-	-	-
-	Other dedicated capital funding	-	-	-	-	-	-	-	-	-	-
4,774	Total Sources of Capital Funding	6,916	6,533	8,608	13,627	17,985	11,875	4,195	(2,073)	(2,346)	(2,236)
	Applications of Capital Funding										
	Capital Expenditure:-										
305	- to meet additional demand	1,464	1,538	1,275	2,623	8,703	8,327	3,681	307	356	328
5,154	- to improve the level of service	6,260	6,813	9,435	10,868	9,834	5,296	2,733	250	195	4
3,724	- to replace existing assets	4,376	4,925	5,257	7,579	6,134	4,708	4,302	4,096	3,887	4,295
-	Increase/(Decrease) in Reserves	-	-	-	-	-	-	-	-	-	-
-	Increase/(Decrease) of Investments	-	-	-	-	-	-	-	-	-	-
9,183	Total Applications of Capital Funding	12,100	13,277	15,967	21,070	24,671	18,331	10,716	4,654	4,437	4,627
(4,409)	Surplus/(Deficit) of Capital Funding	(5,184)	(6,744)	(7,359)	(7,444)	(6,686)	(6,456)	(6,522)	(6,727)	(6,784)	(6,863)
-	Total Funding Surplus/(Deficit)	-	-	-	-	-	-	-	-	-	-

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Wāhanga 4
Section 4
4
He Kōrero Āpiti
Additional Information

4

- Policy on Significance and Engagement
- Māori Participation in Council Decision Making
- Council Controlled Organisations
- The Role and Structure of the Council
- How to Contact the Council
- Glossary

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Significance and Engagement Policy 2021

Purpose of this Policy

Significance and Engagement Policy (2021)

This Policy sets out how the Council will determine the significance (importance) of its proposals and decisions – and hence, how it will ensure that its engagement on these proposals and decisions meets community preferences. It also lists Council's strategic assets.

It is a requirement of s76AA of the Local Government Act.

Context for this Policy

The Council has a Good Governance and Active Citizenship Plan. This Plan sets Council's overall approach and commitment to community engagement. Thus it gives Council's broader context for the Significance and Engagement Policy:

"The purpose of the Good Governance and Active Citizenship Plan is to have greater community participation in decision-making. Robust decisionsare made when the aspirations of all our communities are heard by Elected Members. Participation is not only voting, it is about taking opportunities to voice opinions, make formal submissions, get involved in local projects and initiatives. This is where the benefits of a small city can really be seen.

"The purpose of local government is to enable democratic local decision-making and action by, and on behalf of, communities and to promote the social, economic, environmental and cultural well-being of communities in the present and for the future. The Local Government Act was amended in 2019 to make the Chief Executive of the local authority responsible for "facilitating and fostering representative and substantial elector participation in elections and polls held under the Local Electoral Act" Section42 (2)(da). Appropriate engagement leads to good planning and effective solutions which reflect community aspirations.

"A city with 'active citizens' is a place where residents choose to engage and serve their community; where there is access to good information; and where diverse voices contribute ideas and experience to collaborate on inclusive solutions which will benefit this generation and the next. Active citizenship contributes to a healthy democracy where individuals and communities are empowered to have a say; where elected officials are accountable; and where decisions are transparent."

The Council is also committed to engaging with Rangitāne o Manawatū.

The Council and Rangitāne signed a Partnership Agreement in 2019 that formally acknowledges the status of Rangitāne as mana whenua. This has created a reciprocal working relationship with iwi leadership to align their priorities with those of Council across the suite of strategies and policies that guide our collective decisions. It sets out how Rangitāne and Council will work together and understand each other's aspirations.

The Meaning of Community Engagement in Decision Making

Community engagement is a very important part of Council's decision making.

Community engagement means Council and people connecting together to share ideas and build understanding.

Key elements of good engagement are:

- Council involving people throughout the process
- Council giving people the time and information they need to have their say
- Council and people listening to each other and feeling listened to
- Council valuing and genuinely considering peoples' ideas
- Council giving people information about the decisions it has made and the reasons for these
- That it is purposeful and aimed at shaping the decisions and actions of Council.

In good community engagement, peoples' ideas may or may not be fully adopted, but they know that they have been genuinely listened to and that their ideas have been fully considered.

Community engagement is a planned process that occurs right through the decision-making process. Hence it is a wider process than consultation, which tends to be more formal and to happen towards the end of the decision-making process.

The Council's General Approach to Community Engagement

The Council uses a model based on the IAP2 (International Association for Public Participation) continuum to guide its engagement (see the following diagram).

This shows that community engagement for decision making is a continuum. At one end of the continuum the Council gives people information about what it is doing. At the other end Council delegates decision making to the public. In the middle it uses a range of techniques to gather community views and to involve people in making its decisions.

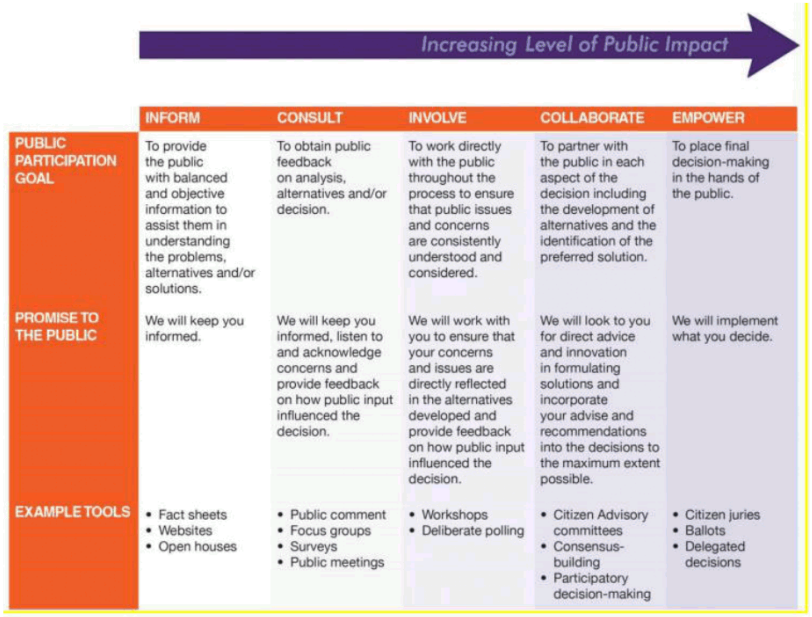
Most of the Council's engagement will be in the middle of the continuum - at the Consult, Involve or Collaborate levels. In general, the more important (or significant) the decision, the more the Council will work at the Involve or Collaborate level.

In some cases the Council will use engagement techniques from a mix of levels and it may use different levels at different points of the engagement. For example, when it is exploring issues and options Council could use Collaborative techniques, and then use techniques from the Consult level to get community views on these options.

The Council also has a set of Community Engagement Principles to guide its community engagement. These principles sit alongside the consultation principles from s82 of the Local Government Act (see Appendix 1), and the wider decision making and consultation requirements in sections 76-90 of the Act.

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The Council's Community Engagement Principles say that when it engages with local residents and organisations it will:

- Engage in a way that shows people that their contribution is valued and will be fully considered
- Be clear about the process being used and the level of influence that people have
- Encourage as many people as reasonably possible to take part from the start to the finish of the process, especially affected and interested people
- Make it easy for people to give their views to the Council
- Engage in the community by going to where people are and not always expecting them to come to the Council
- Give people time to think about the issues and respond to them
- Use honest and easy to understand information
- Listen to everybody who engages with the Council and gather other information so that it understands a reasonably wide range of peoples' views
- Tell people what it decides and why
- Use relevant information from previous engagement processes
- Take a common sense, cost effective approach.

The Local Government Act Meaning of Significance

The LG Act (s5) says that significance means the degree of importance of the issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for:

a. the district or region;
b. any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter;
c. the capacity of the local authority to perform its role, and the financial and other costs of doing so.

Significance is a continuum that ranges from decisions of low significance to decisions of high significance. The Act says that a decision of high significance is 'significant' (s5). The legislation does not contain any specific criteria to distinguish between significant and non-significant decisions. Instead, the legislation says that that is a decision for each Council to make in each instance.

The Council will ensure that its community engagement and decision making is appropriate for the significance of each decision it makes, irrespective of whether or not the decision is significant.

If a decision is significant (under s5) then the Council will meet a higher standard of engagement and (as required by s76(3) of the LG Act) will

ensure that the decision making and consultation principles of s77, 78, 80, 81 and 82 have been appropriately complied with.

Council's Approach to Significance

Based on the above definitions the Council will determine the significance of a decision by assessing:

- Its impact on the achievement of the Council's 10 Year Plan (Long-Term Plan). The 10 Year Plan sets out what the Council is aiming to achieve (see the following table). In general, a significant decision is one that has high and ongoing impact on the achievement of the Council's 10 Year Plan
- Its impact on those persons who are particularly affected by or interested in the decision. In general, a significant decision is one that has high and ongoing impact on or interest from many people across the community
- Its impact on the Council's resources and capacity to perform its role. In general, a significant decision is one that has high and ongoing cost.

It is the Council that decides whether or not a decision is significant. In making this decision the Council will take into account community views.

The Council has no pre-set triggers or thresholds to determine what is high or ongoing.

In making its decision the Council will take into account all three of the above criteria - a single criterion on its own does not necessarily determine significance. The Council will also consider the cumulative impact of closely related decisions.

10 Year Plan Vision and Goals

Vision:

Palmerston North: Small city benefits, Big city ambition
He iti rā, he iti pounamu

Goals:

An innovative and growing city
He tāone auaha, he tāone tiputipu

A creative and exciting city
He tāone whakaihiihi, tapatapahi ana

Connected and safe communities
He hapori tūhonohono, he hapori haumaru

An eco city
He tāone tautaiao

A driven and enabling Council
He Kaunihera ahunui, whakamana i te iwi

All reports that go to Council will contain an assessment of the significance of the recommended decisions. If the recommendations are considered to be significant a recommendation confirming this and that the Council has engaged appropriately will be included. A statement showing how the Council will (or has) appropriately observe(d) the applicable sections of the Act will also be included.

Whether or not a decision is significant, the Council will still engage appropriately.

Most recommended Council decisions will not be significant.

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If the Council substantially changes the report's recommendations then it will have to assess the significance of the new recommendations before it adopts them.

Council's Strategic Assets

The Significance and Engagement Policy must list Council's strategic assets.

A strategic asset is any "asset or group of assets that the local authority needs to retain if the local authority is to maintain the local authority's capacity to achieve or promote any outcome that the local authority determines to be important to the current or future well-being of the community" (LG Act s5).

The Act also says that any housing Council owns to provide affordable housing as part of its social policy and any airport company shares are strategic assets.

In general, if Council is making a decision about a strategic asset it will use a greater degree of engagement than it will for a non-strategic asset. In particular, the Council cannot transfer ownership or control of a strategic asset unless it has first consulted with the community through a Long-Term Plan Consultation Document (LG Act s97).

The Council's strategic assets are:

- social housing as a whole (for low-income older people or people on low incomes with additional needs)
- public rental housing as a whole
- shares in Palmerston North Airport Ltd
- roading and traffic network as a whole (including footpaths, street lighting & parking)
- wastewater reticulation network and treatment plant as a whole
- water supply, treatment, storage and reticulation network as a whole
- stormwater network and land drainage system as a whole
- Te Marae o Hine - The Square as a whole
- reserves zoned for recreation purposes or subject to the Reserves Act as a whole
- the Esplanade, Ongley Park, Fitzherbert Park and Manawaroa Park as a whole
- aquatic facilities as a whole
- Central Energy Trust Arena as a whole
- walkways as a whole
- Ashhurst Domain as a whole
- Memorial Park as a whole
- the parts of the Manawatū River Park owned by Council, as a whole
- Linklater Park as a whole
- Te Manawa
- the Regent Theatre
- the Globe Theatre
- Caccia Birch
- City Library (including community libraries and mobile library) as a whole
- archives as a whole
- Square Edge
- community centres as a whole
- Hancock Community House
- cemeteries and crematorium as a whole
- that portion of the Civic Administration Building sited on The Square - Te Marae o Hine.

The Council considers each asset and groups of assets listed above as a single whole asset. This is because the asset or group of assets as a whole delivers the service.

"Strategic assets", therefore refers to the whole asset or group of assets and not individual components unless that component substantially affects the ability of the Council to deliver the service. If the Council is considering a decision on any individual component of a strategic

asset that substantially affects the ability of the Council to deliver or promote its services then that component will be treated as strategic.

The Council recognises that there will be some assets that, although not fitting the legal definition of strategic asset, are of high community importance and interest. The Council will appropriately engage with the community on issues relating to these assets. In these cases proposals or decisions regarding these assets may be significant.

Monitoring and Review

This Policy will be reviewed every three years through the 10 Year Plan.

It will be monitored as part of Council's monitoring of the Good Governance and Active Citizenship Plan.

Appendix 1:

Local Government Act s82 Principles of Consultation

(1) Consultation that a local authority undertakes in relation to any decision or other matter must be undertaken, subject to subsections (3) to (5), in accordance with the following principles:

a. that persons who will or may be affected by, or have an interest in, the decision or matter should be provided by the local authority with reasonable access to relevant information in a manner and format that is appropriate to the preferences and needs of those persons:

b. that persons who will or may be affected by, or have an interest in, the decision or matter should be encouraged by the local authority to present their views to the local authority:

c. that persons who are invited or encouraged to present their views to the local authority should be given clear information by the local authority concerning the purpose of the consultation and the scope of the decisions to be taken following the consideration of views presented:

d. that persons who wish to have their views on the decision or matter considered by the local authority should be provided by the local authority with a reasonable opportunity to present those views to the local authority in a manner and format that is appropriate to the preferences and needs of those persons:

e. that the views presented to the local authority should be received by the local authority with an open mind and should be given by the local authority, in making a decision, due consideration:

f. that persons who present views to the local authority should have access to a clear record or description of relevant decisions made by the local authority and explanatory material relating to the decisions, which may include, for example, reports relating to the matter that were considered before the decisions were made.

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Māori Participation in Council Decision Making

The Council acknowledges Rangitāne o Manawatū as mana whenua – the original custodians and stewards of this whenua.
The Local Government Act 2002 provides Councils with clear direction regarding their role as obligatory stewards of Treaty Partnership on behalf of the Crown. The contribution of Māori to local government decision making processes is integral to inter-generational well-being of all citizens. In line with Treaty principles Councils are required to create systems and pathways that contribute to that well-being through partnership, representation, and meaningful consultation with mana whenua and wider Māori communities.

Council has committed to its partnership with Rangitāne and in turn the wider Māori community to strengthen those relationships and encourage participation. This will ensure that Rangitāne and Māori interests are reflected and contributions to positive Māori development are captured in the Long-term Plan.

Rangitāne o Manawatū Partnership

The Council signed a Partnership Agreement in 2019 that formally acknowledges the status of Rangitāne as mana whenua. This has created a reciprocal working relationship with Iwi leadership to align their priorities with those of Council across the suite of Council Strategies and Plans.

Rangitāne are also represented on Council by Iwi appointees to Council's Community Development, Economic Development, and Environmental Committees. Rangitāne are also represented on the Rangitāne Co-management Committee for Te Motu o Poutoa (Anzac Park). This latter Committee may also expand its mandate to cover other ancestral sites of significance to the Iwi.

The Council has resolved to establish a Māori Ward or Wards for the 2022 and 2025 elections. Māori Councillors will represent the wider Māori community and will sit alongside Rangitāne appointees to Committees.

Council staff and management meet regularly with Iwi leaders regarding a very broad set of projects and programmes. In particular there is a monthly hui that traverses the range of activities that are relevant to Iwi. The Council provides capacity funding to support this engagement and acknowledges the significant contribution that mana whenua bring to the City, including the specific Treaty-based legislative responsibilities that must be led by local government. This is augmented by early engagement between Rangitāne and Elected Members on the Long Term Plan and other major projects such as the Palmerston North BPO (Best Practicable Option) wastewater review.

The Council also maintains a Māori advisory function to ensure Elected Members and staff understand Māori mātauranga (practices and principles) so that Rangitāne and wider Māori are appropriately involved in Council decisons.

The need to understand and work alongside the relationships that can assist Council to reach the Māori community is key. Organisations such as Te Tihi o Ruahine, Te Wānanga o Aotearoa, Massey University, UCOL, Māori Health and Social Service providers, kōhanga reo and schools are key connections who are already working alongside whānau. For council to know when to adopt the role of facilitator, supporter or leader where appropriate is vital to a connected sector that is making a difference to the aspiration of Māori development and participation in local government decision making processes.

The visibility of Rangitāne in the landscape of Te Papioea is increasing rapidly and this can be directly attributed to that partnership and spaces where Rangitāne have representation and contribution. Visibility of Iwi provides a strong signal to our community that Iwi Māori and perspectives are relevant and valued and this has a connection to levels of Māori engagement. A number of high profile public spaces have resulted such as: Te Whakahaumanu Wildbase Project, He Ara Kotahi bridge and trailways, the Village Gateways project, The 'Tini Whetu ki te Rangi' atea/gathering space, the Te Arapiki a Tāne steps, and the soon to be completed Arena 'Te Aho Tangata' stadium upgrade.

Iwi continue to provide leadership as partners with the Manawatū River Framework and the establishment of the working group Te Ohunga Mauri. This ensures Council staff and Rangitāne continue to work together to create an engaging and inspiring environment as well as affirm and share cultural and historical narratives. Iwi have been at the heart of emerging major events at the River and this year the winter Pūanga-Mataariki event and the Kōanga bonfire festival continued to showcase the River as a key place where we gather together as a City to enjoy our environment and celebrate community. The Hei Manga Oranga cultural monitoring initiative is progressing with its focus on ensuring the improvement in the health and mauri of our urban and rural streams. Combined, these elements reinforce how a bicultural approach is a key to invigorating civic engagement at an individual, neighbourhood and wider community level.

The Welcoming Communities programme has continued to flourish as Rangitāne are able to express and socialise their tikanga. The ability to express manaakitanga alongside agency partners and the Council to welcome and orientate new arrivals to the City has brought great value. The bicultural platform has enhanced the space for our diverse community to stand, be heard and advocate on their own behalf. Rangitāne also embrace local, national and international relationships alongside elected members in the hosting of many events, functions, and conferences in the City and Te Ao Māori is seen as an important part of our City identity.

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Council Controlled Organisations

Note: the Statements of Intent for CEDA and the Cultural CCOs are currently being developed. Council has received and commented on the draft Statements. The CCOs are currently updating the Statements in light of Council's comments. The information in this section is based on the draft Statements.

The Council provides some of its services and facilities through Council Controlled Organisations (CCOs). These organisations independently manage Council facilities or deliver specific services and developments on behalf of residents.

A CCO is an organisation where Council (or Councils) owns or controls at least 50 percent of the voting rights or has the right to appoint at least 50 percent of the directors or trustees.

These organisations can bring business and community expertise that Council may not be able to access easily. They can also attract funding from sources other than ratepayers.

Run by independent boards, CCOs and Council Control Trading Organisations (CCTO) operate at arm's length from the Council and annually agree on the services they will provide. The agreement is called a Statement of Intent. Council then provides funding (if required), so the board can implement their statement of intent.

Reporting CCOs:

- Caccia Birch Trust Board (until 1 July 2022)
- Central Economic Development Agency (CEDA)
- Globe Theatre Trust Board
- Te Manawa Museums Trust
- The Regent Theatre Trust

Apart from CEDA, these CCOs meet their obligations by:

- Providing a range of entertainment and recreational opportunities for a wide variety of performers and audiences.
- Preserving and promoting the City's heritage.
- Adding to the City's science, education and research base.
- By cultivating a vibrant and creative city that enhances its attractiveness to residents and visitors, these CCOs add to the City's economic development and cultural capital.

CEDA contributes to the City's economic sustainability by attracting, nurturing and retaining businesses and jobs.

Council Controlled Trading Organisations (CCTO)

- Palmerston North Airport Ltd (PNAL)

PNAL advances the region by maximising connectivity, simulating investment and by providing support for its range of economic sectors.

Council can exempt small CCOs from the planning and reporting requirements of the Local Government Act. These are called exempted organisations. Exempted Organisations are:

- Palmerston North Performing Arts Trust
- Manawatū-Wanganui Regional disaster Relief Fund Trust

This section summarises key information from the CCOs' Statements of Intent.

Caccia Birch Trust

Note: in May 2021 Council resolved to "bring the Caccia Birch service delivery in-house by July 2022". At that point it will not be a CCO.

Strategic Objectives:

- Maintain and enhance the heritage values of Caccia Birch House and Gardens
- Increase the range of opportunities for residents and their visitors to experience the property and gardens and learn about its history.
- Increase income generated through the house and garden as a venue for hire, focusing on its market strength as the only Category 1 Heritage Status Homestead in Palmerston North

Performance Measures	Actual	Target		
	2019/20	2021/22	2022/23	2023/24
No. of visitors to open days		600	NA	NA
No. of hires		425	NA	NA
No. of community hires		25	NA	NA

Globe Theatre Trust

The Globe Theatre comprises of two community theatres run for the Council by the Globe Theatre Trust Board.

The Board controls, develops, promotes and maintains the Globe Theatres so that they can be used and enjoyed by residents and visitors to the Manawatū region.

Strategic Objectives:

- Ensure that there are more, and more visible, arts and activities at the Globe that contribute to the Council's aspirations as an arts powerhouse
- Support the local performing arts community to showcase their diverse talents at the Globe, and working to ensure our users represent the diversity of the Palmerston North community
- Maintain and develop facilities that enable our communities to produce and enjoy the very best performing arts that can be offered, ensuring that the Globe remains a cutting edge, visible and resilient cultural institution/facility.

Performance Measures	Actual	Target		
	2019/20	2021/22	2022/23	2023/24
Number of usages	534	650	675	675
Number of performances	215	220	240	240
No. of visitors / audience	15,487	26,000	27,000	27,000
Satisfaction (hirers)	94%	Maintain or improve previous year	Maintain or improve previous year	Maintain or improve previous year
% of use from community groups	31%	Maintain or increase previous year	Maintain or increase previous year	Maintain or increase previous year

Regent Theatre Trust

The Regent Theatre (Regent on Broadway) is one of the Council's major arts and cultural facilities and is a regional centre for the performing arts. Constructed as a movie theatre in 1930 it was completely refurbished in 1998 and consists of a 1400-seat civic auditorium.

The Regent Theatre Trust develops, promotes, enhances and maintains the Regent as a vibrant and unique venue for live performances, community events, graduations and the performing arts attracting international, national and local performances.

Strategic Objectives:

- To be a venue for exciting community and performing arts experiences for the people of Palmerston North and the wider Manawatū region including recognising the role of local Tangata Whenua and heritage status of the building.
- To engage in effective collaboration with our stakeholders and clients, enabling the best customer experience.
- To engage with diverse audiences via a marketing and promotion strategy that is continually developing and responding to regional demographics and artistic/cultural trends.
-

Performance Measures	Actual	Target		
	2019/20	2021/222	2022/23	2023/24
Days the main auditorium is hired	106	180	200	210
Live national / international performances in main auditorium	17	35	40	55
Total No. of events	296	350	400	410
Number of school concerts	8	10	11	11
Number of school prize givings	13	14	16	16

Note: aim is to achieve these target numbers or higher.

Te Manawa Museums Trust

Te Manawa is one of the Council's major arts and cultural facilities. It consists of the museum, science centre and art gallery and is managed for the Council by Te Manawa Museums Trust. It has key roles in promoting and supporting Kaupapa Māori and Rangitāne, the arts, culture and science, as well as educating visitors by providing challenging experiences and programmes.

Strategic Objectives:

- A collaborative and future-focussed organisation
- Innovative experiences that attract visitors
- Enhanced learning and engagement

Performance Measures	Actual	Target		
	2019/20	2021/222	2022/23	2023/24
In person visits	100,599	150,000	150,000	150,000
On-line reach	664,932	600,000	600,000	600,000
Participation in learning programmes	21,316	24,000	24,000	24,000
Visitor satisfaction	99%	>96%	>96%	>96%

Objective:

CEDA is a limited liability company incorporated and registered under the Companies Act 1993 that is 50 percent owned by the Council and 50 percent owned by Manawatu District Council.
It has operated since September 2016. The primary objective of CEDA is to drive and facilitate the creation and growth of economic wealth for Manawatu and beyond.

What the Board does:

CEDA is currently developing its Statement of Intent for 2021-22. The Councils' Letter of Expectation set out their expectations to guide its development. CEDA core functions and outcomes are:

- Inward investment (both national and international), retention and expansion of business in the Manawatu region, along with survival and recovery of businesses due to COVID-19.
- Developing a talent pipeline.
- Domestic Visitation (due to impacts from COVID-19).

Top priorities for the City Council are:

- Implementation of the Central NZ Distribution Hub Strategy.
- Support advocacy on the Palmerston North Integrated Transport Investment project.
- Increased investment in Palmerston North city.
- Assist with a smooth transition of specified functions to PNCC.

CEDA's success will be measured by the shareholders using the following indicators of the health of the regional economy:

- Job growth
- Increase in median household income
- Number of investment leads and deals secured
- Strength of the relationship with strategic partners

The shareholders acknowledge that the first two measures are not directly under CEDA's control. Significant changes in international and national economic factors will be taken into account when the Shareholders measure CEDA's performance.

All of CEDA's work is undertaken in partnership with local and central government, iwi and the business community.

The Council also has one Council Controlled Trading Organisation (CCTO). A CCTO is a CCO that is set up to make a profit for the Council, and hence the ratepayers.

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Palmerston North Airport Limited (PNAL)

Palmerston North Airport Limited (PNAL) owns and operates Palmerston North Airport. The Council has 100% shareholding in PNAL

Objective:

To ensure the City has an appropriate air gateway for passengers and freight

Performance Measures	Target
Net surplus before interest/tax/revaluations to total assets	4%
Net surplus after interest/tax to consolidated shareholders' funds	3%
Maintain ratio of shareholders' fund to total assets > 40%	72%
Interest cover (net surplus before interest and tax to interest)>=2.5	6.5
Maintain a net tangible worth>$50m	$71.3m
Maintain a customer satisfaction Net Promoter Score >=30	Achieve
Passenger throughput p.a.	480,000
CAA part 139 certification	Maintain
Lost time injuries to those who work within airport community	Zero
Achievement of ACA level 2 & other sustainability initiatives	Level 2 Achieved
Emission reduction targets for waste & water	Achieve

The Role and Structure of the Council

The purpose of the Council is to enable democratic local decision-making and to provide cost-effective and good-quality local infrastructure, local public services and regulatory functions.

Council Representation

The Council is made up of 16 elected members – a Mayor and 15 Councillors. The Chief Executive is appointed by the Council to be in charge of Council operations, and certain powers of management are delegated to that position. The Chief Executive implements and manages Council's policies and objectives within the budgetary constraints established by Council.

Elections

Local elections take place every three years, with the most recent being held in October 2019 and a by-election in February 2021. The current Council comprises 15 Councillors, elected on a City-wide basis, and the Mayor. There are no Community Boards.

Council and Committee Structure

The Mayor and 15 Councillors work through committees to make decisions about what Council will do and how work will be funded.

The committee structure is reviewed every three years after each election. Our committees cover the strategic foci and legislative roles of Palmerston North City Council.

For the 2019-2022 term of Council the following committees have been established. Most committees meet on Wednesdays at 9am or 1pm in Council Chambers, unless otherwise advertised.

Monthly:

- Council
- Finance & Audit
- Infrastructure
- Planning & Strategy

Quarterly:

- Arts, Culture & Heritage
- Community Development
- Economic Development
- Environmental Sustainability
- Manawatu District/ Palmerston North City Joint Strategic Planning
- Play, Sport & Recreation

As needed:

- Committee of Council
- Hearings
- Rangitāne o Manawatū

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Committees are made up of elected members and appointed members who bring specific knowledge and skills. There are currently 6 appointed members to committee. Appointed members sit on Finance & Audit, Community Development, Economic Development, Environmental Sustainability and Rangitāne o Manwatū committees.

Meetings are usually held in public and Council advertises the issues it will be considering. Agendas are available on the Council Meetings page of the PNCC website at least two working days before the meeting. Hard copies are available from the Central Library and Customer Services.

Interested residents are welcome to attend and observe. Most meetings also have a section for public comment. If you wish to speak to an item on the agenda please make yourself known to an administrator upon arrival. There may also be an opportunity to make a presentation to the relevant committee. Please contact Democracy and Governance ahead of time, should you wish to make a presentation.

If Council is talking about something confidential the public may be excluded from that part of the meeting. As confidential decisions are made available, these can be accessed on our website.

The Mayor and Councillors



Grant Smith JP
Mayor

Aleisha Rutherford JP
Deputy Mayor

COUNCILLORS



Brent Barrett | Susan Baty | Rachel Bowen | Zulfiqar Butt JP

Vaughan Dennison | Renee Dingwall | Lew Findlay OSM | Patrick Handcock ONZM | Leonie Hapeta JP

Lorna Johnson | Billy Meehan | Orphée Mickalad | Karen Naylor | Bruno Petrenas

Governance documents

The Council has adopted a Local Governance Statement, as required by the Local Government Act 2002. The statement ensures that the community has information about the processes the Council follows when making decisions and taking action, and how the community can influence these processes. This is available on our website alongside other governance documents such as the Code of Conduct, Policy on the Appointment of Directors to Council Organisations, and the Council's Standing Orders.

The Council believes that it is essential, in the interests of good management and effective administration, to encourage the delegation of decision making. The full list of delegations can be viewed in the Council's Delegations Manual. The overall responsibility for maintaining effective systems of internal control ultimately rests with the Council. Decisions are made within the law and according to Council policy and agreed strategic direction.

Legislative compliance

Being a regulatory body, the Council administers various regulations and laws. It is imperative that Council also complies with all relevant legislation. External law firms with local government expertise are contracted to help the Council comply with applicable legislation.

Management and Employees

The Chief Executive is appointed by the Council to oversee Council operations. Certain powers of management are delegated to that position in accordance with Section 42 and clauses 33 and 34 of Schedule 7 of the Local Government Act 2002. The Chief Executive is responsible for day-to-day operation of the Council's activities, acting within delegated authority from the Council, as detailed in the Council's Delegation Manual.

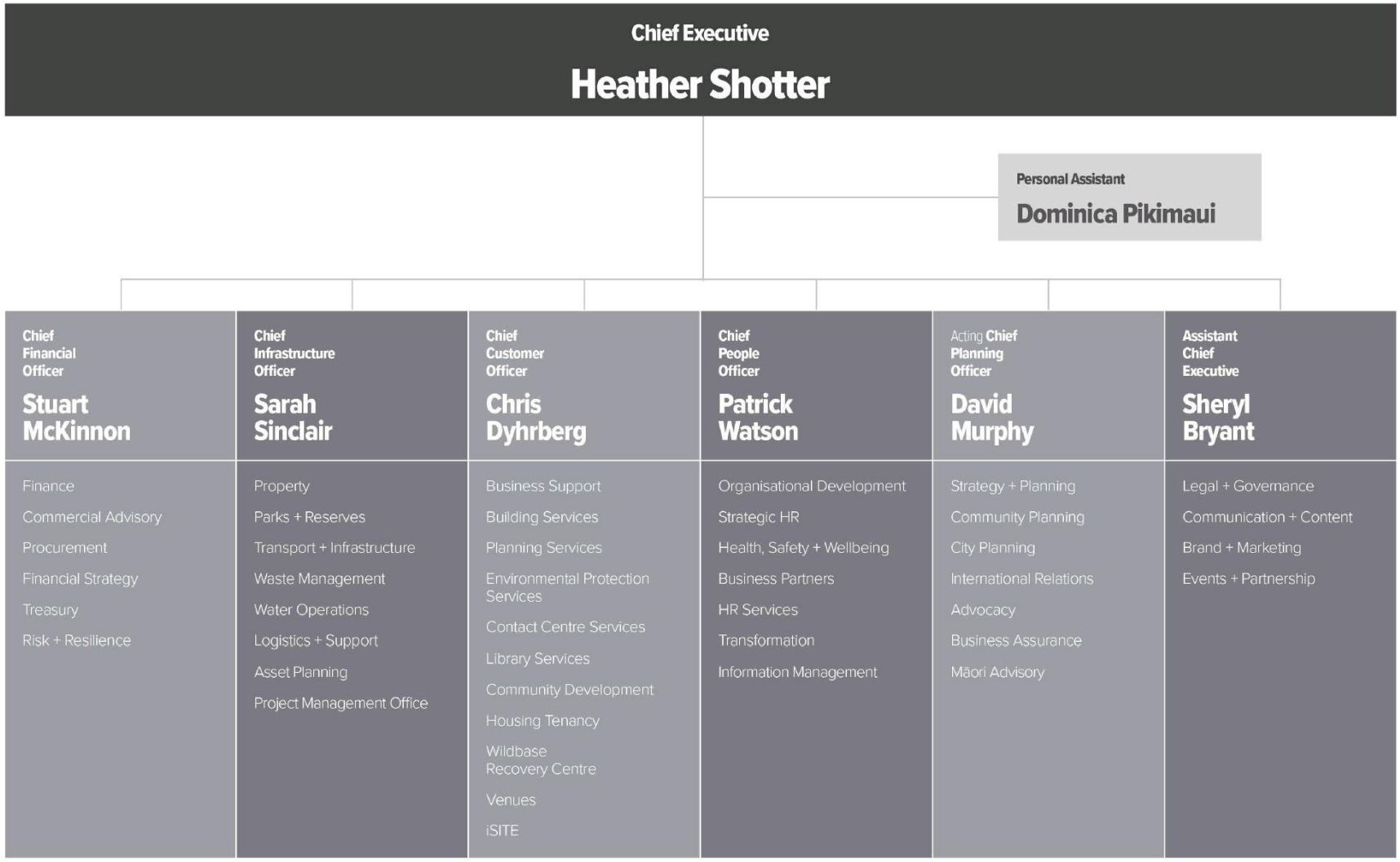
The Chief Executive implements and manages Council's policies and objectives within the budgetary constraints established by Council, and employs all other staff members. The managers of business units report to the Chief Executive. Important areas of focus for management are compliance with legislation, Council policy, management of risk, and acting in a sustainable manner while delivering agreed services within budget.

The Council is committed to ensuring that all staff have the capability to deliver the 10 Year Plan and Annual Budgets as agreed with the community. This involves training Council staff and providing an environment where its employees can work to their full potential. Council makes career development training frameworks that are linked to New Zealand Qualifications, available across the organisation.

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Palmerston North City Council Organisational Chart



How to contact the Council

Postal address

Private Bag 11034
Manawatu Mail Centre
Palmerston North 4442

Customer Services Centre

32 The Square, Palmerston North

Open hours:

Monday, Tuesday, Thursday & Friday	8.00am–5.00pm
Wednesday	9.00am-5.00pm

The Customer Services Centre is the first point of contact within the Council for all of our business. Our friendly, customer-focused team will personally assist you.

The Council also operates a 24-hour, seven-day-a-week, 365-day-a-year Customer Services Call Centre, which acts as a gateway and hub for the Council.

For all enquiries or service requests, or to contact anyone who works for Palmerston North City Council:

W pncc.govt.nz
E info@pncc.govt.nz
P 06 356 8199
F 06 351 4471

City libraries

Central Library

4 The Square, PO Box 1948, Palmerston North

Website	citylibrary.pncc.govt.nz
Email:	webmanager@library.pncc.govt.nz
Phone:	06 351 4100
Fax:	06 351 4102
Renewals:	06 351 4101

Open hours:

Monday, Tuesday, Thursday & Friday	9.30am–6.00pm
Wednesday	10.00am–6.00pm
Saturday	10.00am–4.00pm
Sunday	1.00pm–4.00pm

(Closed on public holidays)

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Ashhurst Community Library

64 Bamfield Street, Ashhurst
Phone/fax: 06 326 8646

Open hours:

Monday	2.00pm-5.00pm
Tuesday, Wednesday, Thursday, Friday	10.00am-5.00pm
Saturday	10.00am-1.00pm
Sunday	Closed

Awapuni Community Library

Cnr College Street and Pitama Road, Awapuni
Phone/fax: 06 356 7634

Open hours:

Monday	2.00pm-5.00pm
Tuesday, Wednesday, Thursday, Friday	10.00am-5.00pm
Saturday	10.00am-1.00pm
Sunday	Closed

Te Patikitiki (Highbury) Community Library

157 Highbury Avenue, Highbury
Phone: 06 357 2108

Open Hours:

Monday	2.00pm-5.00pm
Tuesday, Wednesday, Thursday, Friday	10.00am-5.00pm
Saturday	10.00am-1.00pm
Sunday	Closed

Roslyn Community Library

8 Kipling Street, Roslyn
Phone/fax: 06 357 9287

Open Hours:

Monday	2.00pm-5.00pm
Tuesday, Wednesday, Thursday, Friday	10.00am-5.00pm
Saturday	10.00am-1.00pm
Sunday	Closed

Mobile Library

Regular stops throughout the city.

Youth Space

1-7 Coleman Place, Palmerston North
Phone: 06 351 4126

Open Hours:

Monday, Tuesday, Wednesday, Thursday, Friday	12.00pm-6.00pm
Saturday	10.00am-4.00pm
Sunday	Closed

Blueprint

The City Library Makerspace
7 The Square, Palmerston North
Email: makerspace@pncc.govt.nz

Open hours:

Monday, Tuesday, Sunday	Closed
Wednesday	10.00am-5.00pm
Thursday	12.00pm-8.00pm
Friday	12.00pm-5.00pm
Saturday	10.00am-4.00pm

Council meetings

The Council encourages public participation in its activities. Meetings of the Council and its committees are generally open to the public and are held in the Council Chamber.
For information about meeting agendas and dates, phone Customer Services on 06 356 8199, look in the Public Notices section of the *Manawatu Standard* or *The Guardian* newspapers, or look at our website: pncc.govt.nz

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Glossary

10 Year Plan (LTP or Long Term Plan)

A 10 Year Plan prepared by Council every three years. It describes Council's planned contributions to its vision and goals, shows why they are necessary, how much they are expected to cost, and how success will be judged.

Activity

The goods or services that the Council provides to the community. The Council has 18 Activities, e.g. Cemeteries, Water, or Parks, Sport and Recreation.

Annual Budget (previously Annual Plan)

This is a budget document that shows how the Council will fund any year of the 10 Year Plan. Produced in years two and three of the 10-Year Plan, it provides consistency and direction to Council activities.

Asset Management Plans (AMPs)

These ensure that the Council's major infrastructural assets are maintained to ensure high environmental standards and meet the future needs of the city at the lowest possible cost over the long term. Council has AMPs for roading and parking, stormwater, rubbish and recycling, wastewater, water, property, and recreation and community facilities.

Capital New

Expenditure which will increase the value of or create new Council assets (land, infrastructure, plant and equipment). A household analogy would be expenditure to build a new bedroom.

Capital Renewal

Keeping existing infrastructure and facilities up to standard.

Capital Revenue

Some capital new and capital renewal expenditure is partly funded by amounts received from government or other parties for transport subsidies, grants and development contributions.

Community Outcomes

Short or long-term outcomes that a local authority aims at to promote the social, economic, environmental, and cultural well-being of its district or region. They are the Council's Vision, Goals and Strategies.

Council Controlled Organisation (CCO)

An organisation in which Council (or Councils) owns or controls at least 50 per cent of the voting rights, or has the right to appoint at least 50 per cent of the directors or trustees. CCOs are mostly set up to independently manage Council facilities or deliver specific services on behalf of residents.

Council Controlled Trading Organisation (CCTO)

As for CCO but trading with the main purpose or intention to make a profit.

Depreciation

Spreading the costs of assets over their useful life.

Development Contributions

Development Contributions provide Council with a way of obtaining contributions to fund infrastructure requirements due to growth. A Development Contributions Policy is required as a component of the Funding and Financial Policies in the 10 Year Plan under section 102(2)(d) of the Local Government Act 2002.

Financial Year

The Council's financial year runs from 1 July to 30 June. The 2022 financial year therefore covers the period 1 July 2021 to 30 June 2022.

Group of Activities

Groups of Activities show how the Council will work towards community outcomes. The Council has 11 Groups of Activities. Activities that provide similar services have been grouped together. Changes to the Local Government Act mean that infrastructural Activities are also Groups of Activities.

Level of Service

A measurable description of what the Council does (or is planning to do) for residents.

Maintenance Costs

Expenditure in relation to repairs and maintenance of Council's assets.

Operating Expenditure

Expenditure that is necessary for the normal activities of Council. Using a household analogy, this would be paying for electricity or food.

Performance Measures

Performance measures show how people can judge the success of the Council. The measures in the current 10 Year Plan are part of the Council's performance framework. The Council has other more technical performance measures in documents such as Asset Management Plans.

Programmes

Programmes are the detailed financial actions that include capital and non-capital works within any financial year to achieve Council's outcomes.

Treasury Policy

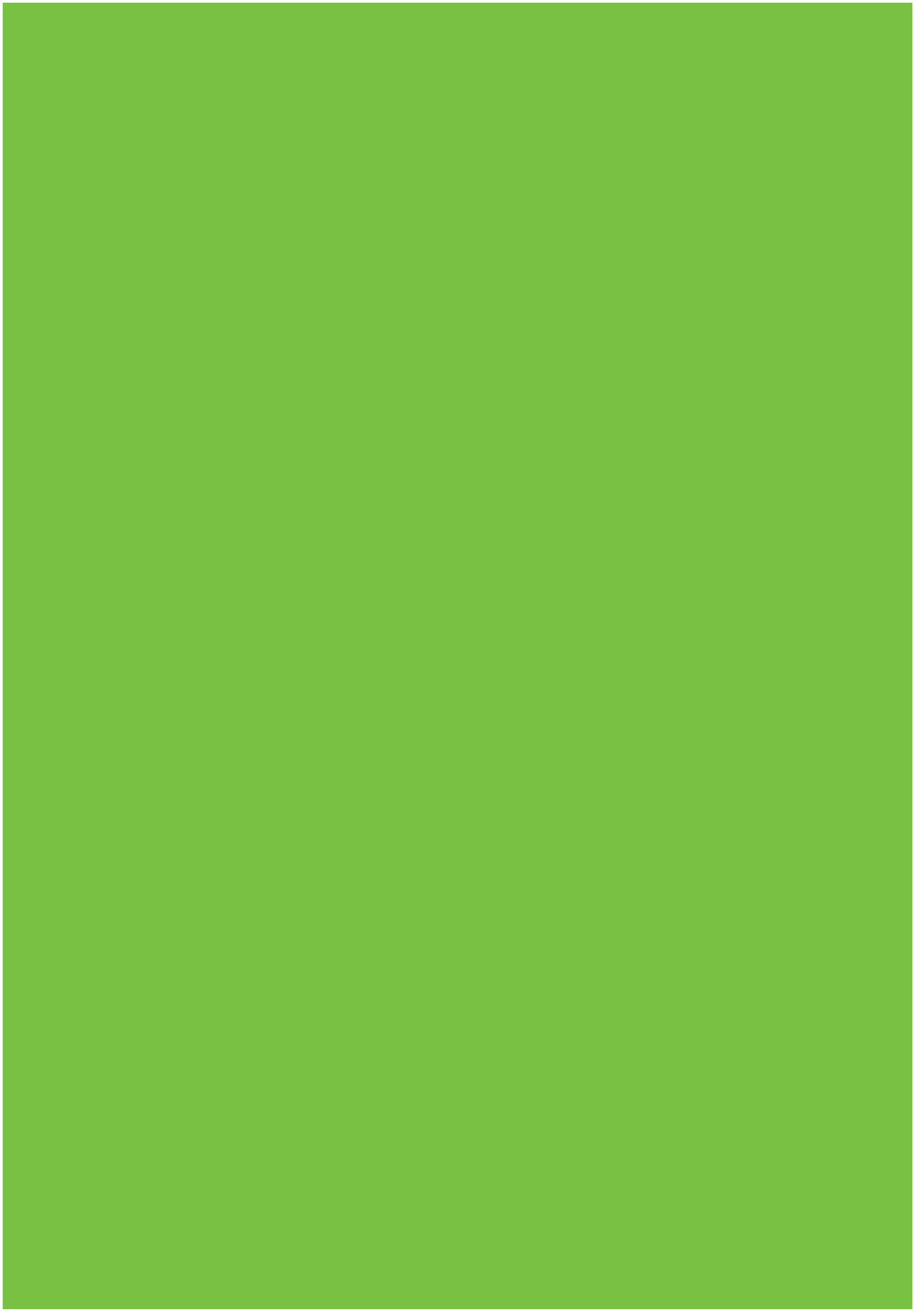
This sets out when and how Council will invest, and for what purposes, and when and how Council will borrow, and for what purposes.

Uniform Annual General Charge (UAGC)

A component of the general rate that is levied as a uniform amount on every property.

PALMERSTON NORTH CITY COUNCIL

ITEM 6 - ATTACHMENT 1



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