



**PAPAIOEA**  
**PALMERSTON**  
**NORTH**  
**CITY**

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# **PALMERSTON NORTH CITY COUNCIL**

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**ATTACHMENTS**

**AGENDA**

**FINANCE, PERFORMANCE &  
AUDIT COMMITTEE  
UNDER SEPARATE COVER**

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**9.00AM, WEDNESDAY 1 APRIL 2026**

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

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# **FINANCE, PERFORMANCE & AUDIT COMMITTEE MEETING**

1 April 2026

## **Under Separate Cover**

**9. Palmerston North Airport Limited - Interim report for six months ending 31 December 2025**

1. PNAL interim report for six months ending 31 December 2025 Page 5

**10. Palmerston North Airport Limited - Draft Statement of Intent for 2026/27 to 2028/29**

1. Cover letter from Palmerston North Airport Ltd Page 20  
2. Draft Statement of Intent 2026/27 to 2028/29 Page 23

**11. Draft Speed Management Plan - deliberations on submissions and adoption**

1. Final Draft Palmerston North Speed Management Plan 2026 Page 67  
2. Draft Speed Management Plan 2026 - Analysis of Submissions Page 117

**12. Central Economic Development Agency (CEDA): 6 month report 1 July 2025 to 31 December 2025 and Draft Statement of Intent 2026/27**

1. CEDA 6 Month Report 1 July 2025 to 31 December 2025 Page 173  
2. CEDA Statement of Expectations 2024/25 to 2026/27 Page 203  
3. CEDA Draft Statement of Intent 2026/27 Page 207





**PALMERSTON NORTH AIRPORT LIMITED**  
**INTERIM REPORT**  
**TO 31 DECEMBER 2025**

## COMPANY DIRECTORY

Palmerston North Airport Limited

### DIRECTORS:

Murray Georgel -Chair  
Shelly Mitchell-Jenkins -Chair of Audit & Risk Committee  
Christopher Cardwell -Chair of Terminal & Property Development Committee  
Sarah Everton  
Russell Wilson

### MANAGEMENT:

David Lanham	- Chief Executive
Jonathon Baker	- Chief Financial Officer
Mark Lash	- Chief Commercial Officer
Brent Lawry	- Terminal & Facilities Manager
Johan VanVuuren	- Infrastructure Manager
Alex Fechny	- Safety & Operations Manager
Baylie Corney	- Marketing & Communications Manager

### REGISTERED OFFICE:

Palmerston North Airport Limited  
55D Airport Drive, Milson  
PALMERSTON NORTH

Phone: +64 6 351 4415  
E-mail: [info@pnairport.co.nz](mailto:info@pnairport.co.nz)  
Web: [www.pnairport.co.nz](http://www.pnairport.co.nz)

### TRADING BANKERS:

Bank of New Zealand

### LEGAL ADVISORS:

Ford Sumner Lawyers, Cooper Rapley Lawyers

### AUDITORS:

Audit New Zealand (on behalf of The Auditor-General)

**CONTENTS**

**PAGE**

Joint Report of Chair and Chief Executive

4

Statement of Service Performance

6

Financial Statements

7 - 11

Notes to the Financial Statements

12 - 15

## JOINT REPORT OF THE CHAIR & CHIEF EXECUTIVE

FOR THE SIX MONTHS ENDING 31 DECEMBER 2025

The first half of FY26 marked the commencement of the largest commercial development programme in the airport company's history with the commencement of Stage 1 of the Terminal Development Project (TDP), and a purpose-built warehouse facility with Freightways as the anchor tenant.

Passenger volumes remained suppressed although generally in line with budget expectations. 271,953 passenger movements were recorded to December 2025, within 1% of the budget and the prior six-month period.

The TDP, well advanced by December 2025, remained a key focus of management and directors. The project budget established at \$43 million for the new build continues to be managed closely. By December, structural steel was being erected at the Western end of the new terminal building marking a significant milestone for the project. Civil works on replacement power, water, and sewer infrastructure also commenced in December, making it necessary to close the Terminal Loop Road to all traffic until these works have been completed. The temporary terminal, albeit half the size of the old terminal, continues to serve us well. Significant time and resource have been placed on ensuring that the customer experience remains as high as practically possible notwithstanding the temporary nature of the facility.

### Key Highlights

Stage 1 of new terminal underway	✓
Freightways Warehouse construction underway	✓
Banking relationship secured with ICBC for debt funding	✓
Net Promoter Score in line with industry peers	✓
Level 4 Airport Carbon Accreditation maintained	✓
Partnership secured with Manawatu Youth rugby	✓
Team engagement score of 82% remains industry leading	✓
Originair launch Blenheim – Palmerston North services	✓
CAA Rule Part 139 compliance maintained	✓
Zero lost time injuries	✓
Forecast dividend of \$400k	✓

During the first half of FY26, PNAL selected the Industrial and Commercial Bank of China (ICBC) as a new long term banking partner. PNAL also renewed its relationship with BNZ. The two relationships bring PNAL's external debt facilities to \$50m. This bank lending will sit alongside the existing \$50m Shareholder debt facility sourced from the LGFA.

The combination of lending facilities enabled construction to commence on a new freight and logistics warehouse facility within Ruapehu Aeropark. Construction of this warehouse facility marked a significant milestone in the precinct's growth, with the purpose-built facility spanning 5,000m<sup>2</sup>. The facility incorporates warehousing, breezeway, and office space designed to meet the increasing demand for efficient, connected logistics infrastructure for Freightways Group.

Regulatory compliance and Health & Safety remain at the forefront of everything we do. We maintained CAA Part 139 certification and there were zero lost time injuries during the first half of the year. We invested in state of the art NZL geospatial software to support ongoing protection of the aerodrome's obstacle limitation surfaces. A global consent covering on-site contaminated soil management was also received.

Work continued to identify strategic partnership opportunities to further support commercial development aspirations within Ruapehu Aeropark. Plans to divest non-strategic land also progressed during the period. A sale of land to Palmerston North City Council for a new city water bore also advanced.

Net Promoter Score, our key benchmark for customer satisfaction, averaged 31% to December, and while below the previous year, the result is in line with airline, tourism and leisure industry sectors. This result was not unexpected given the temporary nature of the terminal facility.

The Company continues to invest in community engagement. A partnership with Manawatū Rugby was secured during the period, with PNAL having come on board as the Junior Rugby Partner. PNAL continued to support a range of community organisations and facilities including Centrepoint Theatre, Wildbase Hospital, Just Zilch and Central Energy Trust Arena (Fly Palmy Arena).

In December 2025, PNAL was also recertified at Level 4 (“Transformation”) of the Airport Carbon Accreditation programme, and we also retained Qualmark Gold certification.

Team engagement remained high with another 100% response rate to our annual team engagement survey. The resulting engagement score of 82% remains industry leading, a very pleasing outcome given the focus we place on our OneTeam / Whānau Kotahi wellness programme.

Originair ceased Hamilton - Palmerston North services in late September, the result of ongoing weakness in demand. However, it was pleasing to see Originair redeploy the capacity to the Blenheim – Palmerston North route, which commenced operations in late September.

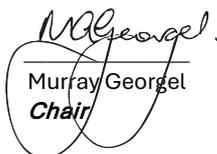
Revenue of \$9.3m was \$16,000 above SOI.

An ongoing focus on cost containment resulted in expenditure (excluding one-off expenditure on the TDP) totalling \$4.5m, \$0.2m below SOI. Cost control remains a key focus of management for the remainder of the year.

The six-month result was a net profit of \$0.5m.

Capex spend for the six months was \$7.3m, 34% below SOI. This is due to timing differences in the commencement of the TDP and construction of a freight and logistics warehouse.

In line with the Shareholder’s expectations, a dividend of \$400,000 is anticipated to be declared for FY26 (paid in FY27).

  
Murray Georgel  
**Chair**

  
David Lanham  
**Chief Executive**

## STATEMENT OF SERVICE PERFORMANCE

The Company's Statement of Intent is dated 29 May 2025.

The Company is trading as Palmerston North Airport Limited.

Palmerston North Airport Limited has been maintained as an airport certificated pursuant to Civil Aviation Rule Part 139 and has achieved satisfactory audits during the period.

All obligations under the Resource Management Act and the District Plans of the Palmerston North City Council and Manawatu District Council have been met.

### Performance Measures:

PERFORMANCE METRICS		Dec 2025 6 Months	Dec 2024 6 Months	SOI Target 6 Months
I	A ratio of surplus before interest/tax/depreciation to total assets	3.5%	3.1%	3.2%
II	A ratio of net surplus after tax to consolidated shareholders' funds inclusive of revaluation reserve	0.6%	1.7%	0.2%
III	To maintain a ratio of consolidated shareholders funds to total assets of at least 40%	71.0%	77.1%	69.4%
IV	To maintain an interest coverage ratio of EBITDA to interest of at least 2.5	10.2	12.9	7.0
V	To maintain a tangible net worth (total tangible assets after revaluations less total liabilities) above \$80m	\$84.7m	\$83.3m	\$81.9m
VI	Maintain a Net Promoter score of 45 or above	31	42	45
VII	Total passenger movements	271,953	272,702	274,513
VIII	Zero lost time injuries	Zero	Zero	Zero
IX	Maintain CAA Part 139 certification	Maintain	Maintain	Maintain
X	Net Debt* / EBITDA less than 4.5 (long term target)	4.5	3.4	6.3
XI	Funds from Operations (FFO**) / Net Debt greater than 11% (long term target)	19%	22%	9%

\*Net Debt equals total borrowings less cash on hand

\*\*FFO equals EBITDA less interest less tax

## STATEMENT OF FINANCIAL PERFORMANCE

For the Six Months Ended 31 December 2025

	<i>Note</i>	31-Dec-25 6 Months Unaudited	31-Dec-24 6 Months Unaudited	30-Jun-26 12 Months SOI	30-Jun-25 12 Months Audited
<b>REVENUE</b>	<i>4</i>	<b>9,280,806</b>	<b>8,722,827</b>	<b>17,921,802</b>	<b>16,954,928</b>
<b>OPERATING EXPENSES</b>					
Airfield Services		294,659	336,819	872,564	646,629
Other Operating Expenses	<i>5</i>	1,304,025	1,442,605	3,135,236	2,760,535
<b>TOTAL OPERATIONS AND MAINTENANCE</b>		<b>1,598,684</b>	<b>1,779,424</b>	<b>4,007,800</b>	<b>3,407,164</b>
<b>ADMINISTRATION EXPENSES</b>					
Audit Fees		70,661	63,560	131,162	134,132
Bad Debts Written Off		-	-	-	101
Changes in doubtful debt provision		(8,145)	(14,334)	5,000	(6,189)
Directors' Fees		78,871	78,922	158,666	153,301
Employee Expenses	<i>6</i>	1,458,436	1,305,632	3,005,125	2,590,369
General Administration	<i>7</i>	1,935,376	2,180,721	3,291,099	3,066,011
<b>TOTAL ADMINISTRATION</b>		<b>3,535,199</b>	<b>3,614,501</b>	<b>6,591,052</b>	<b>5,937,725</b>
<b>TOTAL OPERATING EXPENSES</b>		<b>5,133,883</b>	<b>5,393,925</b>	<b>10,598,852</b>	<b>9,344,889</b>
<b>Operating Surplus Before Interest, Depreciation &amp; Taxation (EBITDA)</b>		<b>4,146,923</b>	<b>3,328,902</b>	<b>7,322,950</b>	<b>7,610,039</b>
<b>FINANCE COSTS AND DEPRECIATION</b>					
Finance costs	<i>8</i>	406,837	258,281	1,467,666	576,640
Depreciation & Amortisation	<i>15</i>	3,005,459	1,047,659	6,038,182	7,040,294
Loss/(Gain) on Sale of Assets		22,348	15,595	-	110,101
Assets vested to PNCC		-	-	-	-
<b>TOTAL FINANCE COSTS &amp; DEPRECIATION</b>		<b>3,434,644</b>	<b>1,321,535</b>	<b>7,505,848</b>	<b>7,727,035</b>
Revaluation (Loss)/Gain - Investment Properties		-	-	-	507,200
<b>Operating Surplus Before Taxation</b>		<b>712,279</b>	<b>2,007,367</b>	<b>(182,898)</b>	<b>390,204</b>
Taxation Expense on Operating Surplus	<i>9</i>	199,440	562,063	(51,212)	32,143
<b>NET SURPLUS AFTER TAXATION</b>		<b>512,839</b>	<b>1,445,304</b>	<b>(131,686)</b>	<b>358,061</b>

For and on behalf of the Board

  
 Murray Georgel – Chair  
 Date: 26 February 2026

  
 Shelly Mitchell-Jenkins – Director  
 Date: 26 February 2026

*The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements.  
 These financial statements are unaudited.*

**STATEMENT OF COMPREHENSIVE INCOME**

For the Six Months Ended 31 December 2025

<i>Note</i>	31-Dec-25 6 Months Unaudited	31-Dec-24 6 Months Unaudited	30-Jun-26 12 Months SOI	30-Jun-25 12 Months Audited
<b>NET SURPLUS AFTER TAXATION</b>	<b>512,839</b>	<b>1,445,304</b>	<b>(131,686)</b>	<b>358,061</b>
Gains on revaluation of land and buildings	-	-	-	2,218,003
Movement in deferred tax	-	-	-	62,738
<b>TOTAL COMPREHENSIVE REVENUE AND EXPENSE</b>	<b>512,839</b>	<b>1,445,304</b>	<b>(131,686)</b>	<b>2,638,802</b>

**STATEMENT OF CHANGES IN EQUITY**

For the Six Months Ended 31 December 2025

<i>Note</i>	31-Dec-25 6 Months Unaudited	31-Dec-24 6 Months Unaudited	30-Jun-26 12 Months SOI	30-Jun-25 12 Months Audited
<b>EQUITY AT THE BEGINNING OF THE YEAR</b>	<b>84,523,190</b>	<b>82,079,388</b>	<b>81,720,554</b>	<b>82,079,388</b>
Total Comprehensive Revenue and Expense for the Period	512,839	1,445,304	(131,687)	2,638,802
Distribution to shareholders during the year	(300,000)	(195,000)	(400,000)*	(195,000)
<b>EQUITY AT THE END OF THE YEAR</b>	<b>84,736,035</b>	<b>83,329,692</b>	<b>81,188,867</b>	<b>84,523,190</b>

\*Dividend declared to be paid in the following financial year.

The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements.

## STATEMENT OF FINANCIAL POSITION

As at 31 December 2025

	<i>Note</i>	31-Dec-25 Unaudited	31-Dec-24 Unaudited	30-Jun-26 SOI	30-Jun-25 Audited
<b>CURRENT ASSETS</b>					
Cash and Cash Equivalents	10	5,039,874	47,132	57,896	54,414
Trade accounts receivable	11	1,448,874	1,206,053	1,670,590	1,144,993
Sundry receivables and prepayments		483,073	1,329,124	229,771	182,960
<b>TOTAL CURRENT ASSETS</b>		<b>6,971,821</b>	<b>2,582,309</b>	<b>1,958,257</b>	<b>1,382,367</b>
<b>Less: CURRENT LIABILITIES</b>					
Income in advance		216,667	220,674	179,771	75,358
Trade accounts payable	12	1,635,203	2,288,982	4,966,933	1,953,406
Other creditors		537,754	474,985	(163,950)	271,724
Employee benefit liabilities	13	401,738	371,135	484,337	512,531
Short term borrowings		4,000,000	3,450,000	-	1,300,000
Tax payable		(247,254)	62,727	(2,413,407)	319,142
<b>TOTAL CURRENT LIABILITIES</b>		<b>6,544,108</b>	<b>6,868,503</b>	<b>3,053,684</b>	<b>4,432,161</b>
<b>WORKING CAPITAL</b>		<b>427,713</b>	<b>(4,286,194)</b>	<b>(1,095,427)</b>	<b>(3,049,794)</b>
<b>Add: NON CURRENT ASSETS</b>					
Property, Plant & Equipment	15	96,491,366	90,226,452	117,473,808	92,256,028
Investment Property		15,836,700	15,329,500	15,329,500	15,836,700
<b>TOTAL NON CURRENT ASSETS</b>		<b>112,328,066</b>	<b>105,555,952</b>	<b>132,803,308</b>	<b>108,092,728</b>
<b>Less: NON CURRENT LIABILITIES</b>					
Deferred tax liability	16	8,519,744	9,990,066	9,990,066	8,519,744
Long term borrowings	14	19,500,000	7,950,000	40,528,947	12,000,000
<b>TOTAL NON CURRENT LIABILITIES</b>		<b>28,019,744</b>	<b>17,940,066</b>	<b>50,519,013</b>	<b>20,519,744</b>
<b>NET ASSETS</b>		<b>84,736,035</b>	<b>83,329,692</b>	<b>81,188,867</b>	<b>84,523,190</b>
Represented by:					
<b>SHAREHOLDERS' EQUITY</b>					
Paid in Capital		9,380,400	9,380,400	9,380,400	9,380,400
Retained earnings		26,888,801	27,763,199	25,622,374	26,675,956
Asset revaluation reserve		48,466,834	46,186,093	46,186,093	48,466,834
<b>TOTAL SHAREHOLDERS' EQUITY</b>		<b>84,736,035</b>	<b>83,329,692</b>	<b>81,188,867</b>	<b>84,523,190</b>

For and on behalf of the Board



Murray Geogel – Chair  
Date: 26 February 2026



Shelly Mitchell-Jenkins – Director  
Date: 26 February 2026

*The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements. These financial statements are unaudited.*

**STATEMENT OF CASH FLOWS**  
For the Six Months Ended 31 December 2025

<i>Note</i>	31-Dec-25 6 Months Unaudited	31-Dec-24 6 Months Unaudited	30-Jun-26 12 Months SOI	30-Jun-25 12 Months Audited
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
Cash was provided from:				
Receipts from Customers	12,378,511	11,090,018	20,476,355	16,756,830
Interest Received	-	-	-	-
Income Tax Refund	-	-	-	-
<b>Operating Cash Inflows</b>	<b>12,378,511</b>	<b>11,090,018</b>	<b>20,476,355</b>	<b>16,756,830</b>
Cash was disbursed to:				
Payment to Suppliers and Employees	7,889,813	7,440,923	6,687,170	8,709,427
Tax Loss Payment to PNCC	-	-	-	114,458
Payment of Income Tax	765,835	246,509	1,300,000	730,754
Interest Payments	310,492	258,281	1,467,666	502,663
<b>Operating Cash Outflows</b>	<b>8,966,140</b>	<b>7,945,713</b>	<b>9,454,836</b>	<b>10,057,302</b>
<b>Net Cash Flows from Operating Activities</b>	<b>3,412,371</b>	<b>3,144,305</b>	<b>11,021,519</b>	<b>6,699,528</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Cash was provided from:				
Sale of Property Plant and Equipment	-	-	-	-
<b>Investing Cash Inflows</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Cash was applied to:				
Acquisitions of Property, Plant & Equipment	8,326,913	4,763,805	36,808,648	10,211,745
Acquisitions of Investment Property	-	-	-	-
<b>Investing Cash Outflows</b>	<b>8,326,913</b>	<b>4,763,805</b>	<b>36,808,648</b>	<b>10,211,745</b>
<b>Net Cash Flow from Investing Activities</b>	<b>(8,326,913)</b>	<b>(4,763,805)</b>	<b>(36,808,648)</b>	<b>(10,211,745)</b>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>				
Cash was provided from:				
Borrowings	16,450,000	3,500,000	26,065,443	5,300,000
<b>Financing Cash Inflows</b>	<b>16,450,000</b>	<b>3,500,000</b>	<b>26,065,443</b>	<b>5,300,000</b>
Cash was applied to:				
Repayment of Borrowings	6,250,000	2,800,000	(27,236)	2,700,000
Payment of Dividends	300,000	195,000	300,000	195,000
<b>Financing Cash Outflows</b>	<b>6,550,000</b>	<b>2,995,000</b>	<b>272,764</b>	<b>2,895,000</b>
<b>Net Cash from Financing Activities</b>	<b>9,900,000</b>	<b>505,000</b>	<b>25,792,679</b>	<b>2,405,000</b>
<b>Net Increase/(Decrease) in Cash, Cash Equivalents and Bank Overdrafts</b>	<b>4,985,458</b>	<b>(1,114,500)</b>	<b>5,550</b>	<b>(1,107,217)</b>
Cash, Cash Equivalents and Bank Overdrafts at the Beginning of the year	54,414	1,161,631	52,346	1,161,631
Cash, Cash Equivalents and Bank Overdrafts at Year End	5,039,872	47,131	57,896	54,414

*The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements.  
These financial statements are unaudited.*

**STATEMENT OF COMMITMENTS**  
For the Six Months Ended 31 December 2025

<b>Non-cancellable Commitments - Operating Lessee</b>		} Commitments, incl Operating Leases, Maintenance Contracts, and Vehicle Leases
Not more than one year	166,985	
One to two years	62,676	
Two to five years	88,976	
Over five years	-	
<b>Total</b>	<b>318,637</b>	
<b>Non-cancellable Commitments - Operating Lessor</b>		} Property and Car Park Leases With PNAL as the Lessor
Not more than one year	1,435,318	
One to two years	2,070,684	
Two to five years	3,001,487	
Over five years	2,661,904	
<b>Total</b>	<b>9,169,393</b>	

## NOTES TO THE FINANCIAL STATEMENTS

For the Six Months Ended 31 December 2025

### 1. REPORTING ENTITY

Palmerston North Airport Limited is a New Zealand company registered under the Companies Act 1993.

### 2. BASIS OF PREPARATION

#### Statement of Compliance

The financial statements of Palmerston North Airport Limited have been prepared in accordance with the requirements of the Airport Authorities Act 1966, Airport Authorities Amendment Act 2000, the Local Government Act 2002, Airport Authorities (Airport Companies Information Disclosure) Regulations 1999 the Companies Act 1993, and the Financial Reporting Act 2013. The financial statements have been prepared in accordance with NZ GAAP. They have been prepared in accordance with Tier 2 PBE reporting standards.

The entity is eligible and has elected to report with Tier 2 PBE accounting standards RDR on the basis that the entity has no public accountability and has expenses  $\geq$  \$5m and  $\leq$  \$33m.

#### Measurement base

The financial statements have been prepared on a historical cost basis except where modified by the revaluation of land and buildings and infrastructure assets.

#### Functional and presentation currency

The financial statements are presented in New Zealand Dollars and all values are rounded to the nearest dollar. The functional currency of the company is New Zealand Dollars.

### 3. ACCOUNTING POLICIES

#### Changes in accounting policies

There were no changes to accounting policies during the period being reported.

#### Specific accounting policies

The accounting policies as published in the Annual Report to 30 June 2025 have been applied consistently to all periods presented in these financial statements.

	31-Dec-25 6 Months Unaudited	31-Dec-24 6 Months Unaudited	30-Jun-26 12 Months SOI	30-Jun-25 12 Months Audited
<b>4. REVENUE</b>				
Aeronautical revenue	6,478,283	5,896,679	12,488,201	11,433,527
Car park, rent and advertising	2,636,735	2,615,045	5,146,812	5,130,415
Other	165,085	211,103	286,789	390,986
Interest	703	-	-	-
<b>Total</b>	<b>9,280,806</b>	<b>8,722,827</b>	<b>17,921,802</b>	<b>16,954,928</b>

<b>5. OTHER OPERATING EXPENSES</b>				
Rates	293,664	256,021	565,100	509,112
Power and Insurance	378,713	372,378	793,668	754,611
Repairs and maintenance	631,648	814,206	1,776,468	1,496,812
<b>Total</b>	<b>1,304,025</b>	<b>1,442,605</b>	<b>3,135,236</b>	<b>2,760,535</b>

<b>6. EMPLOYEE EXPENSES*</b>				
Salaries and wages	1,388,485	1,269,846	2,864,913	2,526,192
Employer Contribution to Kiwi Saver	42,732	37,116	84,452	69,433
Movement in employee entitlements	27,219	(1,330)	55,760	(5,256)
<b>Total</b>	<b>1,458,436</b>	<b>1,305,632</b>	<b>3,005,125</b>	<b>2,590,369</b>

\*Excludes Rescue Fire Service (RFS). RFS are included in Airfield Services expenditure.

<b>7. GENERAL ADMINISTRATION</b>				
Marketing	168,489	249,410	615,004	414,346
Contractors	14,700	12,828	54,400	34,879
Consultants	300,016	409,012	562,500	927,043
Legal	455,578	46,386	125,004	176,318
PFAS Monitoring & Testing	38,855	116,128	50,000	162,067
Temporary Terminal and Demolition Costs*	609,522	957,682	921,210	613,434
Other	348,216	389,275	962,981	737,924
<b>Total</b>	<b>1,935,376</b>	<b>2,180,721</b>	<b>3,291,099</b>	<b>3,066,011</b>

\*The accounting treatment of temporary terminal costs is subject to refinement and confirmation.

This may result in a reallocation of expenditure between capex/opex.

This will be confirmed prior to 30 June 2025 and updated accordingly.

<b>8. FINANCE COST</b>				
Interest on term loans	406,837	258,281	1,467,666	576,640
<b>Total</b>	<b>406,837</b>	<b>258,281</b>	<b>1,467,666</b>	<b>576,640</b>

	31-Dec-25 6 Months Unaudited	31-Dec-24 6 Months Unaudited	30-Jun-26 12 Months SOI	30-Jun-25 12 Months Audited
<b>9. TAXATION</b>				
Current year tax payable	199,440	562,063	(51,212)	1,439,727
Prior year adjustments	-	-	-	-
Movement in deferred tax	-	-	-	(1,407,583)
<b>Total</b>	<b>199,440</b>	<b>562,063</b>	<b>(51,212)</b>	<b>32,143</b>
<b>10. CASH &amp; CASH EQUIVALENTS</b>				
Current account	4,784,227	45,424	55,009	52,521
Cash on hand	300	1,708	2,887	1,893
Retentions Trust Bank Account	255,347	-	-	-
<b>Total</b>	<b>5,039,874</b>	<b>47,132</b>	<b>57,896</b>	<b>54,414</b>
<b>11. TRADE ACCOUNTS AND OTHER RECEIVABLES</b>				
Debtors and other receivables	1,447,834	1,205,013	1,670,590	1,152,481
Receivables from related party	1,040	1,040	-	656
Income tax receivable	-	-	-	-
Allowance for credit losses	-	-	-	(8,144)
<b>Total</b>	<b>1,448,874</b>	<b>1,206,053</b>	<b>1,670,590</b>	<b>1,144,993</b>
<b>12. TRADE ACCOUNTS PAYABLE</b>				
Trade accounts payable	1,263,938	2,096,076	4,966,933	1,683,226
Payables to related party	371,265	192,906	-	270,180
<b>Total</b>	<b>1,635,203</b>	<b>2,288,982</b>	<b>4,966,933</b>	<b>1,953,406</b>
Debtors and other receivables are non-interest bearing and receipt is normally on 30-day terms. Therefore, the carrying value of debtors and other receivables approximates their fair value after making provisions for impairment on specific overdue accounts.				
<b>13. EMPLOYEE BENEFIT LIABILITIES</b>				
Accrued Pay	81,597	61,928	180,632	200,702
Annual leave	320,141	309,208	303,705	311,829
<b>Total</b>	<b>401,738</b>	<b>371,135</b>	<b>484,337</b>	<b>512,531</b>
<b>14. BORROWINGS</b>				
Long term borrowings	19,500,000	7,950,000	40,528,947	12,000,000
Current portion of borrowings	4,000,000	3,450,000	-	1,300,000
<b>Total</b>	<b>23,500,000</b>	<b>11,400,000</b>	<b>40,528,947</b>	<b>13,300,000</b>

The Company has a bank facility of \$5.0 million which is secured by a registered first debenture and mortgage from the Bank of New Zealand over assets and property of the Company. The Company has a further facility with Palmerston North City Council (indirect LGFA funding) for \$44.6m (indirect LGFA funding). The carrying value of borrowings is materially consistent with the fair value. Borrowings are classified as current liabilities where the debt tranche is floating or fixed for less than 12 months after 31 December 2025. Otherwise borrowings are classified as non-current.

**15. PROPERTY, PLANT AND EQUIPMENT**

	30-Jun-25 Carrying Amount	Additions	Disposals	Disposals Accum Depr	Depreciation	31-Dec-25 Carrying Amount
Land	33,380,000	-	-	-	-	33,380,000
Buildings	14,330,020	6,156,902	-	-	1,987,978	18,498,944
Infrastructure - Land	6,792,022	873,659	6,914	-	131,967	7,526,799
Infrastructure - Air	34,898,732	21,151	-	-	575,964	34,343,919
Plant & Equipment	1,366,019	83,422	3,865	3,865	220,109	1,229,331
Furniture & Fittings	68,207	76,052	-	-	8,008	136,251
Computer Equipment	102,140	7,568	3,588	3,588	22,397	87,311
Motor Vehicles	1,289,627	25,310	-	-	54,631	1,260,306
Intangibles	29,261	19,079	28,938	13,504	4,402	28,503
<b>Total</b>	<b>92,256,028</b>	<b>7,263,141</b>	<b>43,305</b>	<b>20,957</b>	<b>3,005,457</b>	<b>96,491,366</b>

It is Management's opinion that there is no reason that any of the assets should be impaired, as at 31 December 2025. Management note the current terminal is anticipated to be expensed via accelerated depreciation during the FY25 and FY26 income years upon commitment to demolition of the building. The net book value estimated to be subject to accelerated depreciation in FY26 totals \$4.49 million.

**16. DEFERRED TAX ASSETS/(LIABILITIES)**

	Investment Property	Property, plant and equipment	Employee entitlements	Other provisions	Total
Balance at 30 June 2025	276,933	8,353,499	(108,406)	(2,281)	8,519,744
Change to profit and loss	-	-	-	-	-
<b>Balance at 31 December 2025</b>	<b>276,933</b>	<b>8,353,499</b>	<b>(108,406)</b>	<b>(2,281)</b>	<b>8,519,744</b>

**17. CONTINGENCIES**

Payments made under operating leases are recognised on a straight-line basis over the term of the lease.



Palmerston North Airport Limited  
PO Box 4384  
Palmerston North 4442  
NEW ZEALAND

26<sup>th</sup> February 2026

The Shareholder,  
Palmerston North Airport Limited  
C/- Mr Waid Crockett  
Chief Executive Officer  
Palmerston North City Council  
Private Bag 11034  
**PALMERSTON NORTH**

Dear Waid

**DRAFT STATEMENT OF INTENT: FY27-FY29**

Please find enclosed Palmerston North Airport Limited's (PNAL) Draft Statement of Intent (SOI) for FY27 through to FY29.

Palmerston North City Council (PNCC) expectations as outlined in the Statement of Expectations for FY27-FY29 dated 9 October 2025, and Shareholder strategic goals are reflected in this SOI.

The SOI has been reviewed and approved by the PNAL Board of Directors.

A presentation will be made to the Economic Growth Committee on Wednesday 1<sup>st</sup> April 2026.

Key highlights of the SOI are as follows;

- Continuing from our prior year SOI, we have retained a section called 'Summary of Statement of Expectations' (pages 6-9). PNAL have used this section to summarise at a glance the ways in which PNAL intends to meet each of the criteria outlined in the Shareholder Statement of Expectations.
- Similar to the above, we have also retained the section called 'Alignment with PNCC Vision and Goals' (page 36-38). This summarises how PNAL intends to support PNCC's vision of Small City Benefits, Big City Ambition and its four related goals.
- This SOI outlines a number of exciting areas of progress across FY27-FY29. These include:
  - The 5,000m<sup>2</sup> terminal redevelopment (TDP) is well advanced with Stage 1 (Western end) due for completion in late CY 2026 and Stage 2 due for completion in late CY 2027. The terminal promises to provide an appropriate and futureproofed gateway for our City and wider region. Whilst ensuring seismic resilience and an ability to accommodate future growth in passenger volumes, the terminal will enable scheduled jet services to return subject to commercial terms being agreed with Air New Zealand and/or another potential operator. These services may commence from as early as mid CY2028.
  - The ongoing investment in Ruapehu Aeropark, in support of our income diversification strategy and Te Utanganui growth remain key priorities for PNAL. During the first year of the SOI, 8,000m<sup>2</sup> of airside freight and logistics warehousing will be completed, providing Freightways Group with additional capacity and direct airside access for freighter operations, as well as a second warehouse with flexibility as tenant needs evolve. Readers will be able to see this progress for themselves, with the site now fully fenced off and groundworks about to commence.
  - Other commercial opportunities being pursued during this SOI period include premises for aeromedical operators, an off-site rental car grooming and parking facilities, and work over the medium term horizon towards a planned 4 hectare commercial precinct including supermarket, restaurant/ café and other amenity.
  - Total spend on Ruapehu Aeropark, including the warehouses outlined above, totals \$24.7m across the three -year SOI period.
- We are pleased to announce our new long term banking relationship with the Industrial and Commercial Bank of China (ICBC) and our renewed banking relationship with BNZ. This brings our external debt funding

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facilities to \$50m, which sits alongside the existing \$50m facility with PNCC. Refer to page 29 of the SOI for further details.

- Significant consideration has been given to ensuring PNAL's debt remains at a level which ensures PNAL's credit rating would be considered investment grade (minimum of BBB-) over the medium term, including factoring in downside scenarios to revenue and capital spend. This has ensured that PNAL debt level balances opportunity with an appropriate level of risk.
- Reflecting this debt capacity, this SOI outlines a maximum debt level of \$77.6m in FY28 (Year 2), which then reduces modestly in FY29. The SOI illustrates that at these debt levels, key financial metrics are maintained at prudent levels.
- PNAL will also continue with the divestment of six hectares non-strategic land during the SOI period, with the timing of this subject to the requirements of the Public Works Act.
- PNAL is also continuing to actively pursue like minded strategic partnerships, to share the investment and reward of accelerating the development of Ruapehu Aeropark over the medium to long term. To enable this, work will continue into FY27 on the reorganisation and separation of different landholdings around the airport campus, and may extend into establishing holding vehicles for property related assets. These important behind the scenes steps make sure any investment is flexible, efficient and fit for purpose.
- PNAL remains committed to a continued reinvestment in upgrading critical airside infrastructure and landside customer experience initiatives. In total \$9.8m of airside improvements are anticipated over the three-year period, which includes Stage 1 (of 3) relating to the reseal of the main runway, a ~\$15m project which continues beyond the SOI period. A further \$4.35m allocated to landside projects.
- Sustainability, including emissions reductions, will continue to play an important role at PNAL, with our goal to reach net zero emissions by 2035. The SOI highlights PNAL's recent successes in this area, as well as signals our commitment to move beyond our current Level 4 ("Transformation") of the Airport Carbon Accreditation programme, to the next level of Level 4+ ("Transition"). Recent successes to highlight include:
  - PNAL has exceeded PNCC's goal of a 44% reduction in greenhouse gas emissions per capita in Palmerston North (from the 2016/17 baseline) by 2034, with PNAL having so far achieved an 84% reduction in Scope 1 and 2 emissions below the 2022 baseline.
  - The recent carbon lifecycle assessment undertaken on the terminal redevelopment highlights the benefits of our use sustainable building materials and energy efficient systems, with the terminal's lifecycle emissions forecast to be around 20% below the average for large non-residential construction across New Zealand.
  - The terminal redevelopment itself has also seen 88% of the demolished old terminal recycled and diverted from landfill.
  - PNAL have identified further potential emission savings through the use of biodiesel in our vehicles. This will be investigated and pursued throughout the SOI period. In addition, PNAL has future proofed the warehouses discussed above, with the roof structure being strengthened to enable the addition of solar at a later date.
- Passenger volume growth is expected to be modest during the SOI period, reaching 537,000 by FY29 (from 511,000 in FY26). While passenger volumes show modest change, aeronautical income is forecast to increase by \$3.1m across the SOI period, reflecting the ongoing recovery and return generated from airlines in respect of PNAL's investment in airside infrastructure and the terminal redevelopment. We continue to view air service development with a long term strategic mindset, with the objective of introducing jet aircraft on the Auckland route from as early as Q2 of CY2028.
- Underpinning everything mentioned above is PNAL's commitment to safety. We have a Zero Harm approach to those who visit and work within our airport community. We will also continue to meet our regulatory and statutory obligations including Civil Aviation Rule Part 139, Resource Management Act, Palmerston North and Manawatu District Plans.
- Financial performance steadily grows across the SOI period to record high levels, with net profit after tax reaching ~\$6.1m by FY29. This is aided by one-off divestments of non-strategic land, but EBITDA also steadily grows to record highs, growing by \$5.6m across the SOI period to \$12.9m by FY29.
- Dividends equal to 40% of NPAT (excl fair value gains and one-off land sales) are forecast across the SOI period, ranging from \$0.7m in FY27 through to \$1.3m by FY29. Dividends in each year of the SOI represents

a record high level of dividend, unseen before in the history of the Company, reflecting the outcome of PNAL's ongoing diversification strategy and investment in the terminal redevelopment and aeronautical asset base.

- To further illustrate PNAL's return to the shareholder, a new financial metric has been added to this SOI, namely Total Shareholder Return. This metric, sourced from Treasury as a way to provide an independent and accurate measure of return, sets a target return of at least 8% per annum, in line with PNAL's long run historic average return. Further details on this metric are outlined on page 23 of the SOI.

We trust the above provides a useful overview of this SOI. We encourage you to read our SOI in detail for further explanations and look forward to the opportunity to discuss the SOI further with you on 1<sup>st</sup> April.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'David Lanham', with a long horizontal flourish extending to the left.

David Lanham  
Chief Executive Officer

# STATEMENT OF INTENT

For The Year Ending 30 June 2027

DRAFT

26 FEBRUARY 2026



**PALMERSTON NORTH  
AIRPORT LIMITED**

STATEMENT OF INTENT

# CONTACT DETAILS

CONTACT DETAILS FOR BOTH THE CHAIR  
AND THE CHIEF EXECUTIVE ARE:

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# CONTENTS

INTRODUCTION	02
NATURE AND SCOPE OF ACTIVITIES	03
STRATEGIC OBJECTIVES	04-05
SUMMARY OF STATEMENT OF EXPECTATIONS	06-09
TERMINAL DEVELOPMENT PROJECT	10
AIRSIDE FREIGHT AND LOGISTICS WAREHOUSING	11
KAITIAKITANGA / GUARDIANSHIP	12-13
MANAAKITANGA / CUSTOMER EXPERIENCE	14
INFRASTRUCTURE	15
COMPLIANCE	16
COMMERCIAL	17
THE AIRPORT'S ECONOMIC CONTRIBUTION TO OUR REGION	18-19
PROJECT FUNDING AND STRATEGIC PARTNERSHIPS	20
FINANCIAL PERFORMANCE TARGETS	21
PERFORMANCE METRIC TARGETS	22
DEBT AND PERFORMANCE RELATED METRICS	23
KEY OBJECTIVES	24-26
FINANCIAL STATEMENTS	28-34
DIVIDEND POLICY	35
ALIGNMENT WITH PNCC VISION AND GOALS	36-38
GOVERNANCE	39

## STATEMENT OF INTENT

## INTRODUCTION



This Statement of Intent is presented by the Directors of Palmerston North Airport Limited (“PNAL”) in accordance with section 64 of the Local Government Act 2002.

PNAL falls within the definitions of both a Council-Controlled Organisation and a Council-Controlled Trading Organisation pursuant to section 6 of the Local Government Act 2002 as a consequence of the Palmerston North City Council’s (PNCC) shareholding.

The purpose of the Statement of Intent is to publicly declare the activities and intentions of PNAL and provide an opportunity for the Shareholder to influence its direction.

It also provides a basis for accountability of Directors of PNAL to the Shareholder for performance. It is intended to comply with Schedule 8 of the Local Government Act and be consistent with PNAL’s Constitution.

This Statement of Intent has been informed by PNCC’s Statement of Expectation for the FY27-FY29 SOI, dated 9 October 2025.

The Statement of Intent has been prepared under the Public Benefit Entity (PBE) Standards based on International Public Sector Accounting (IPSAS) Standards.

Directors and team members of PNAL continue to acknowledge mana whenua Rangitāne and their customary relationship to this region. PNAL appreciates their manaakitanga shown towards the airport and all airport users. PNAL looks forward to further enriching its partnership with Rangitāne, mana whenua and other local iwi over the coming years. ✖

PNAL

# NATURE AND SCOPE OF ACTIVITIES

OUR PURPOSE



**LAUNCHING OUR COMMUNITIES INTO A PROMISING FUTURE**

OUR VISION



**NEW ZEALAND'S LEADING REGIONAL AIRPORT**

Palmerston North Airport Limited (PNAL) owns and operates Palmerston North Airport, having purchased the airport business on 30 January 1990.

Palmerston North Airport is an asset of regional and national importance managed by PNAL. The airport services a regional catchment which includes Ruapehu District in the north, Whanganui, Rangitikei, Manawatū, and Horowhenua in the south, and across to Wairarapa, Tararua and Southern Hawkes Bay. A population base of close to one million live within two hours' drive of the airport.

Our purpose of *"Launching our communities into a promising future"* reflects our true reason for being and references our role as facilitating regional growth in social, economic, and environmental terms. This includes growing long-term Shareholder value, and serving our communities whether defined by geographical location, ethnicity or socially, and further enriching our special relationship with mana whenua, Rangitāne and other local iwi.

Our aspirational vision of being *"New Zealand's leading regional airport"* emphasises our airport's leadership amongst regional peers across many

aspects of our airport business. These include asset management, safety and compliance, iwi engagement, environmental sustainability, customer experience, community engagement, freight & logistics, aviation tertiary training, property development and the wellbeing of our team.

PNAL's main priority is to facilitate the ongoing delivery of sustainable and resilient passenger and airfreight services. This includes ensuring our aeronautical pavements, terminal building and related infrastructure are fit for purpose.

Beyond the facilitation of air services, PNAL's secondary focus is to diversify the PNAL revenue base through ongoing commercialisation within Ruapehu Aeropark, ensuring a sustainable and appropriate return to the shareholder. ✖

# STRATEGIC OBJECTIVES

PNAL's strategic objectives are categorised within a Five Strategic Pillar framework also referred to as "the Five C's". They are as follows:

## Compliance



**WE MAINTAIN A SAFE AND SECURE OPERATION.**

- The safety and security of all airport users is our critical concern. We have a Zero Harm approach to those who visit and work within our airport community.
- We will continue to meet our regulatory and statutory obligations including Civil Aviation Rule Part 139, Resource Management Act, Palmerston North and Manawatū District Plans.

## Customer



**WE CONTINUE TO IMPROVE THE CUSTOMER EXPERIENCE FOR ALL AIRPORT USERS.**

- Our customers include all airport users; contractors, tenants, staff, passengers, meeters and greeters, and other airport visitors.
- We lead the way in terms of delivering a high quality and efficient regional airport experience.
- We promote Palmerston North Airport as the lower North Island commercial hub and the gateway to our 90-minute drive market.





## Commercial



**WE ARE A FINANCIALLY SUSTAINABLE BUSINESS ENABLING LONG-TERM SUCCESS.**

- We maintain and develop core infrastructure that is business critical.
- We diversify and grow revenue streams through a focus on both aeronautical and non-aeronautical income activities.
- We operate a successful enterprise with the objective of growing long-term Shareholder value and providing a return to our Shareholder when we have surplus funds to our on-going investment and operating requirements.
- We facilitate regional economic development by growing passenger and airfreight volumes.

## Culture



**WE EMPOWER OUR TEAM MEMBERS AND WORK AS ONE-TEAM.**

- Our people are the key to our success. We will care for each other's well-being, and develop skills, commitment, engagement and resourcefulness across our team, recognising achievement.
- Our one-team ethos is supported by the five pillars of Leadership, Trust & Respect, Communication, Empowerment and Celebrating Success.

## Community



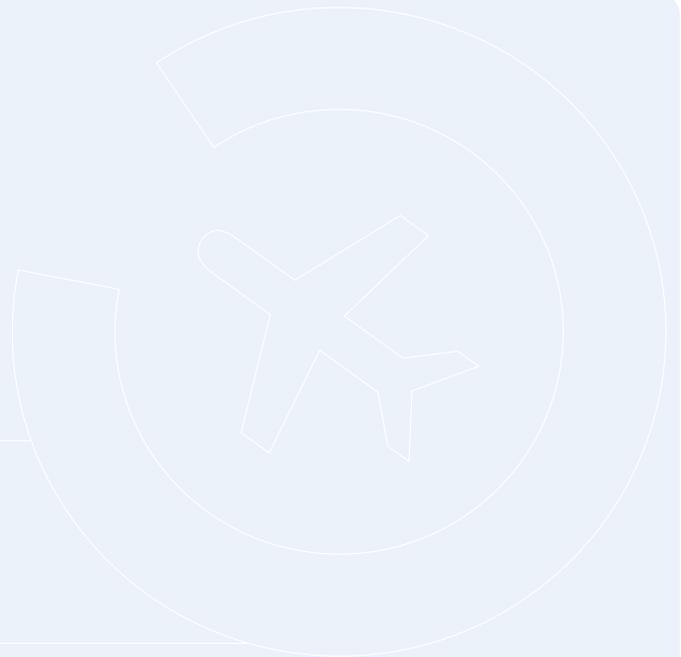
**WE CONTRIBUTE TO REGIONAL PROSPERITY.**

- We are kaitiaki for the environment by operating in a sustainable manner in all of our business activities.
- We recognise our community is multi-cultural and will engage with mana whenua and all ethnic groups.

# SUMMARY OF STATEMENT OF EXPECTATIONS

PNAL received a Statement of Expectations from PNCC for the FY27-FY29 SOI, dated 9 October 2025. The below summarises how PNAL intends to meet these expectations and provides a reference to where further information may be found.

SHAREHOLDER EXPECTATION	OUTLINE PRINCIPLES AND KEY OBJECTIVES	GOVERNANCE AND ENGAGEMENT
RESPONSE	<ul style="list-style-type: none"> <li>→ PNAL’s purpose statement reads <i>Launching our communities into a promising future</i> while our vision is to be <i>New Zealand’s leading regional airport</i>.</li> <li>→ PNAL’s strategic objectives are categorised within “the Five C’s”: Culture, Customer, Community, Commercial and Compliance.</li> </ul>	<ul style="list-style-type: none"> <li>→ The Board’s approach to governance of PNAL is to preserve and enhance Shareholder value. The Board is committed to ensuring a high level of governance of PNAL’s processes and policies, including health and safety and encouraging ethical and responsible decision making to ensure Management effectively achieve PNAL’s goals.</li> </ul>
DEEP DIVE SECTION	<p>Nature and Scope of Activities → page 3</p> <p>Wider Economic Impact → pages 18—19</p> <p>Key Objectives → pages 4—5</p>	<p>Governance → page 39</p>



## THE AIRPORT AS A COMMERCIAL ENTITY

- Focussed on delivering the terminal redevelopment during the SOI period to ensure business resilience, facilitate sustainable growth in passenger volumes and enhance the customer experience.
- Pursuit of diversification of PNAL's revenue sources with a focus on freight and logistics and aviation tertiary training. This includes the delivery of 5,000m<sup>2</sup> of airside freight/ logistics warehousing in Year 1 of the SOI and additional developments thereafter.
- PNAL is focussed on maintaining appropriate risk policies and prudent financial ratios throughout the SOI to ensure risk and opportunities are well balanced.
- PNAL has secured additional bank funding bringing total debt available facilities to \$100m. PNAL intends to utilise these funds to complete the terminal development and accelerate developments in Ruapehu Aeropark.
- Pursuit of strategic partnerships with third parties will continue through the SOI period, to further accelerate Ruapehu Aeropark development.
- PNAL will continue to plan for divestment of non-strategic land to further release capital for reinvestment in the Aeropark, as land becomes available for sale.
- An additional performance metric, 'Total Shareholder Return' has been established in this SOI to demonstrate the direct return to the Shareholder generated by PNAL.
- Outside the direct return, this SOI highlights the wider economic benefits attributable to the activities of PNAL. This includes our contribution to regional GDP of \$1.8 billion over the next 10 years, as well as contributing 32,840 jobs over the same period.
- PNAL is committed to meeting or exceeding the specified dividend expectations of the Shareholder, subject to meeting statutory tests. Dividends across the SOI period are anticipated to exceed the minimum threshold set by the Shareholder.

Terminal Development Project  
 → [page 10](#)

Airside Freight & Logistics Warehouses  
 → [page 11](#)

Ruapehu Aeropark / Income Diversification  
 → [page 17](#)

Wider Economic Impact  
 → [pages 18—19](#)

Performance Metric Targets  
 → [page 22](#)

Project Funding & Strategic Partnerships  
 → [page 20](#)

Financial Statement Forecasts  
 → [pages 28—30](#)

Dividend Policy  
 → [page 35](#)

SUMMARY OF STATEMENT OF EXPECTATIONS

SHAREHOLDER EXPECTATION	PROVISION OF LINE OF CREDIT	ENVIRONMENTAL IMPACTS
RESPONSE	<ul style="list-style-type: none"> <li>→ PNAL has not sought, and continues not to seek, any further equity from the Shareholder. In contrast, PNAL has sought to meet or exceed the Shareholder expectation that dividends are prioritised alongside capital investment in Ruapehu Aeropark.</li> <li>→ PNAL debt facility with the Shareholder, with a facility limit of \$50m. This loan includes PNAL paying a fair market margin to the Shareholder for this facility as well as paying the interest costs incurred by the Shareholder in making this facility available.</li> <li>→ PNAL has commenced a new lending relationship with ICBC for an additional \$45m and retained its existing banking relationship with BNZ for \$5m, bringing banking facilities to a further \$50m total.</li> <li>→ Together with the PNCC facility, this sets PNAL up to complete the terminal and accelerate developments within Ruapehu Aeropark.</li> <li>→ PNAL’s forecast financial statements outlined PNAL’s three year projections, which illustrate PNAL will remain profitable and capable of servicing its own debt. This includes the extended bank facilities outlined above.</li> </ul>	<ul style="list-style-type: none"> <li>→ PNAL recognise PNCC’s goal of achieving a 44% reduction in greenhouse gas emissions per capita in Palmerston North (from the 2016/17 baseline) by 2034.</li> <li>→ PNAL have contributed to, and exceeded this target already, with Scope 1 and 2 emissions currently 84% below PNAL’s 2022 baseline.</li> <li>→ PNAL’s objective is to reach net zero emissions by 2035.</li> <li>→ Scope 3 emission reductions remain a focus for PNAL going forward.</li> <li>→ PNAL have achieved Level 4 (“Transformation”) and are pleased to announce our intention to move to the next tier – Level 4+ (“Transition”) of the Airport Carbon Accreditation programme in FY27.</li> <li>→ PNAL also intend to investigate additional carbon reduction initiatives during the SOI period, including the use of biodiesel in PNAL’s vehicles.</li> <li>→ PNAL are also pleased to announce we achieved a 88% waste diversion from landfill associated with the Stage 1 terminal demolition, highlighting our commitment to a sustainable terminal project.</li> </ul>
DEEP DIVE SECTION	<p>Performance Metric Targets → <a href="#">page 22</a></p> <p>Project Funding &amp; Strategic Partnerships → <a href="#">page 20</a></p> <p>Financial Statement Forecasts → <a href="#">pages 28—30</a></p> <p>Dividend Policy → <a href="#">page 35</a></p>	<p>Our Environment → <a href="#">page 13</a></p>

## OPERATIONAL CAPACITY

- Maintaining PNAL’s social licence to operate is critical to PNAL’s success.
- With 24/7 operations and our role within Te Utanganui, compliance with ground and air noise provisions within the District Plan are of great importance to PNAL.
- Ensuring appropriate protections associated with Airport Protection Surfaces (APS) and Runway End Protection Areas (REPA) are preserved remains a key area of focus.
- Investment in our community further helps to preserve this social licence.
- PNAL remains focussed on sustainable growth in aeronautical activities. This includes passenger, airfreight, aviation tertiary training (including Halls of Residence) and aeromedical/patient transfers.

One Team  
 → page 12

Our Community  
 → page 12

Air Service Development  
 → page 17

Health, Safety & Security  
 → page 16

District Plan  
 → page 16

Ruapehu  
 Aeropark / Income  
 Diversification /  
 Te Utanganui  
 → page 17

## CONSISTENCY WITH WIDER OBJECTIVES OF COUNCIL

- Within the Shareholder’s broader strategic interests, PNAL recognises the important role it plays within the development of Te Utanganui.
- PNAL will continue to play its role in developing freight and logistics opportunities within Ruapehu Aeropark and collaborating with other key partners.
- Alignment with the Shareholder’s Small City Benefits, Big City Ambition, including supporting PNCC’s four goals of an Innovative & Growing City, a Creative & Exciting City, a Connected & Safe Community and a Sustainable & Resilient City.

Ruapehu Aeropark / Income Diversification /  
 Te Utanganui  
 → page 17

Wider Economic Impact  
 → pages 18—19

Alignment with PNCC Goals and Vision  
 → pages 36—38

# TERMINAL DEVELOPMENT PROJECT (TDP)

**PNAL has now entered the construction phase of its Terminal Development Project - the largest capital investment in PNAL's history.**

This milestone marks a significant step toward delivering a modern, future-ready facility that meets the expectations of our shareholders and the needs of our region.

With demolition of the western wing of the old terminal now complete, construction is progressing on the same site through a carefully planned two-stage build.

At the time of writing this SOI, the steel portal frame at the Western end of the terminal was being constructed. This will be followed in early 2026 with the commencement of construction of the central section of the terminal which features large exposed laminated timber beams.

The PNAL team understand the importance of working with local suppliers and sub contractors where it makes practical and economic sense. The terminal build is a good example, with LT McGuinness engaging an estimated 22 local subcontractors and up to 18 locally based LT McGuinness employees.

Stage 1 construction is scheduled for completion by late 2026, with Stage 2 following in 2027.

The temporary terminal, which became operational in May 2025, continues to provide a safe and efficient experience for travellers, supported by clear wayfinding and proactive communication.

The budget for the new terminal remains at \$43.4 million plus contingency. ✕



# AIRSIDE FREIGHT AND LOGISTICS WAREHOUSING

**During this SOI period, construction of the new freight and logistics warehouses in Ruapehu Aeropark will be completed, marking a significant milestone in the precinct's growth and its role within the Te Utanganui – Central New Zealand Distribution Hub.**

This purpose-built facility spans 8,000m<sup>2</sup> and includes two warehouses, an interconnecting breezeway, and office space designed to meet the increasing demand for efficient, connected logistics infrastructure for Freightways Group.

The new facility will also offer direct access to our freight apron enabling rapid transfer of freight to and from aircraft, a critical link in maintaining delivery windows for overnight and inter-island services.

“This expansion will provide the Freightways Express Package Courier companies with the operational space to cater for further growth”, said General Manager Freightways Express Package Aaron Stubbing. “The Facility will initially house 36 Contractors, the Lower North Island road

linehaul interchange facilities and our Inter Island air operations between Palmerston North and Christchurch. Bringing all the operations together on one integrated site at Palmerston North Airport will improve efficiencies and timely freight delivery.”

The development has been future-proofed with the second adjoining warehouse ensuring flexibility as tenant needs evolve. Both warehouses will feature a strengthened roof structure to enable the installation of rooftop solar in due course.

The completion of the warehouses will not only create employment opportunities for local suppliers and subcontractors but ultimately add critical capacity and further strengthen the hub's infrastructure, helping move goods faster, more efficiently, and more sustainably across Aotearoa.

Spread across FY26 (current year) and into FY27 and FY28, we anticipate significant fair value uplifts to PNAL's balance sheet as a result of this project, making a significant contribution towards Total Shareholder Returns. ✕



# KAITIAKITANGA / GUARDIANSHIP

## Whānau Kotahi / One Team

PNAL recognise that our greatest asset is our highly adept team of employees and volunteers! The Whānau Kotahi/One Team Wellness Program Framework continues to nurture and enrich team culture, engagement and a whole wellbeing experience.

From its launch in early 2020, Whānau Kotahi/One Team places team wellbeing at the heart of our daily operations. Through targeted wellness initiatives, we aim to support our people, improve health outcomes, strengthen collaboration, and boost overall productivity. These efforts form a key component of our employee value proposition (EVP), contributing to improved attraction and retention of our people.

The Whānau Kotahi/One Team program provides a structured approach for both existing and new initiatives, encouraging team members to share ideas and actively participate. It also includes measures to assess how enhanced wellbeing positively impacts engagement and performance.

Objectives of the Whānau Kotahi/One Team Wellness Program:

- Enhance the physical and mental wellbeing of employees and volunteers, delivering flow-on benefits such as improved engagement, retention and productivity.
- Align with PNAL's culture, and Health, Safety and Wellness Policy objectives.
- Promote diversity and inclusivity across all PNAL departments – Rescue Fire, Terminal & Facilities, and Corporate.
- Offer opportunities for growth and development through increased knowledge of wellness.
- Ensure initiatives are achievable, sustainable and cost-effective.
- Encourage creativity, innovation, and openness to change.
- Position PNAL as being an employer of choice.

## Our Community

Our airport exists to serve more than just travellers, it serves the people and places that make up our region. We recognise that our success is deeply connected to the prosperity, wellbeing, and identity of the communities around us. Every day, locals choose to fly with us when other options exist, and we value that trust. In return, we are committed to being an active partner in the life of our region.

Our catchment extends beyond Palmerston North and Manawatū to include Whanganui, Ruapehu, Rangitīkei, Horowhenua, Kāpiti Coast, Southern Hawke's Bay, Tararua, and Wairarapa. We will continue to strengthen these relationships by collaborating with Regional Tourism Organisations and local partners on initiatives that promote sustainable tourism, enhance connectivity, and support economic growth. By aligning with regional priorities, we aim to create opportunities that benefit businesses, communities, and visitors alike.

A cornerstone of our commitment is our partnership with mana whenua Rangitāne. We deeply value their guidance and support. While recent efforts have focused on co-designing our new terminal, we are now working to involve Rangatahi in the Terminal Development Programme through our main contractor. Looking ahead, we will continue to pursue the development of pathways for Rangatahi to pursue careers in aviation.

We are also proud to have secured a partnership with Manawatū Rugby during 2025, with PNAL having come on board as the Junior Rugby Partner. This partnership underscores our ongoing commitment to supporting community development and fostering youth engagement through sport. By investing in junior rugby, we aim to contribute to the growth of future talent, promote teamwork, and strengthen the foundations of the game at a grassroots level. We look forward to continuing to work alongside Manawatū Rugby in FY27 to deliver meaningful opportunities for young players and their families.

PNAL continues to support a range of community organisations and facilities including Centrepunt Theatre, Wildbase Hospital, Just Zilch and Central Energy Trust Arena (Fly Palmy Arena).

For us, being an airport means being a connector, a contributor, and a champion for the region we serve. It is both our responsibility and our privilege to give back in ways that matter.

## Our Environment

Sustainability is deeply embedded in our vision, and during this SOI period we are committed to driving further progress through key initiatives that support environmental and social responsibility.

During this SOI period, PNAL will continue to develop and embed its sustainability strategy to guide priorities across emissions management, infrastructure resilience and engagement across the wider airport system.

PNAL has an established sustainability framework, including a formal Carbon Management Policy, which guides how environmental considerations are integrated into decision-making, operations and major projects. This framework underpins our approach to emissions measurement, reduction planning and stakeholder engagement and aligns with Airport Carbon Accreditation requirements and Palmerston North City Council's Climate Change and Sustainability Strategy.

Retaining our Level 4 ("Transformation" Airport Carbon Accreditation (ACA) is a key focus, reflecting the strength of our carbon management approach and our commitment to achieving long-term, absolute reductions in emissions under our operational control.

We will continue to build on the significant progress already made in reducing emissions, consistent with the requirements of the ACA programme, and are pleased to announce our commitment to move to the next level of the ACA Programme, Level 4+ ("Transition") during the SOI period. Priorities for PNAL to achieve this outcome include the investigation of alternative fuel sources for our vehicles, including biodiesel and approved offsets of remaining Scope 1 and 2 emissions.

We are equally focused on reducing the emissions generated by the Terminal Development Programme (TDP). Two drivers of our approach are minimising environmental impact and promoting long-term resource efficiency. With these twin goals in

focus, a range of sustainability initiatives have been embedded into the terminal's design and construction process.

This includes using sustainable building materials such as timber and steel fibre reinforcing, ensuring the terminal is equipped with energy-efficient systems, and better utilising natural lighting and LED technology to reduce energy consumption. Resilience in the face of climate change is also prioritised, with the terminal's floor level being raised to better protect against one-in-100-year flood risks.

The demolition of the previous terminal's western end was a milestone and proving ground for the airport's approach. Thanks to the efforts of LT McGuinness Ltd and Central Demolition, 88% of materials were diverted from landfill. Fixtures, fittings and the existing HVAC plant were carefully removed for reuse in the future terminal, while recycled materials included metal, concrete, ceiling tiles, gib and timber. The airport anticipates a similar diversion rate when the eastern wing of the terminal is demolished.

A carbon life cycle assessment (LCA) has been undertaken and updated as the terminal design has progressed. This provides a comprehensive evaluation of the carbon emissions associated with the materials, construction and operational phases of the terminal and supports transparent communication with stakeholders about how environmental impacts are being identified and managed.

Upfront carbon (A1-A5 – product, transport and construction stages) for the terminal is 612 kgCO<sub>2</sub>e/m<sup>2</sup> (LCA result). For context, MBIE's Building for Climate Change programme reports an average upfront (A1-A5) intensity of around 775 kgCO<sub>2</sub>e/m<sup>2</sup>, with a typical range of ~550-978 kgCO<sub>2</sub>e/m<sup>2</sup> across new buildings.

While this is a general New Zealand benchmark for large non-residential construction, it provides a useful point of reference and indicates the terminal sits towards the low end of the NZ range and around 20% below the reported average.



Put simply, this means fewer emissions are “locked in” at the time of construction, reflecting design and procurement choices that reduce embodied emissions from materials and construction.

PNAL will continue to use renewable energy certificates (RECs) to cover 100% of its electricity consumption, which remains a key driver in meeting Level 4 ACA requirements. The airport will also continue to review and strengthen its carbon management approach, including the use of life cycle analysis, sustainable materials and construction practices across future large-scale capital projects. Minor initiatives, such as the use of renewable fuels for groundside operations, are also under review.

In addition to our internal efforts, PNAL will continue to engage with tenants, airlines and other airport partners, providing guidance and support to help reduce operational emissions and improve sustainability outcomes over time. While many emissions associated with airport activity sit outside PNAL’s direct control, we recognise our role in engaging across the wider airport system and supporting a coordinated transition to more sustainable aviation.

These initiatives reflect our commitment to addressing the challenges of climate change and supporting a sustainable, resilient and successful aviation industry. ✖

## MANAAKITANGA / CUSTOMER EXPERIENCE

### Customer Experience Maintenance

Delivering a seamless and positive experience for our customers remains a top priority throughout the SOI period and during the TDP. While construction brings inevitable challenges, we are committed to ensuring that every interaction with our airport reflects the high standards our community expects.

We will continue to implement clear wayfinding, and proactive communication to help customers navigate changes easily. Regular updates through digital channels, signage, and staff engagement will ensure travellers feel informed and supported at every stage.

Even during construction, we will uphold our high standards of service and customer experience with extra terminal staff now a key part of the team.

Where temporary adjustments are required, we will prioritise solutions that maintain convenience and accessibility for all passengers.

We see this period as an opportunity to strengthen our connection with customers. Initiatives such as the NPS survey, and our airport ambassadors will help us respond quickly to concerns and continuously improve the experience.

We recognise change can be difficult and disruptive. Our NPS score since commencing the terminal development reflects this, having dropped from an outstanding result of 45 for FY24, to currently be around 30. Despite this disruption, PNAL has set itself the target of achieving the New Zealand benchmark NPS score for the travel industry of 35.

Our ultimate goal is to ensure that while the terminal evolves, the customer journey remains smooth, welcoming, and reflective of our commitment to excellence. By planning carefully and listening to our customers, we aim to turn a time of change into a positive experience that builds trust and excitement for the future. ✖

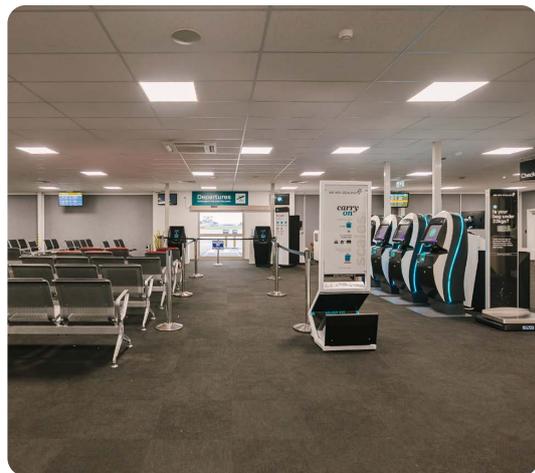
# INFRASTRUCTURE

## Airside/landside projects

A total of \$9.8m is planned to be spent over the SOI on the ongoing upgrade of critical airside infrastructure, primarily pavement upgrades. This includes PNAL's acquisition of all airside power and lighting assets at Palmerston North airport from Airways New Zealand, the primary Air Traffic Services provider in New Zealand. Airways commenced a transition away from the ownership and management of power and lighting assets with all New Zealand airports five years ago, The Palmerston North Airport divestment is programmed to occur by November 2026. In addition to the

acquisition by PNAL, future capex works will be required to replace end of life power and lighting infrastructure and there will be an ongoing opex maintenance programme to support compliant operation. Other airside capex includes Stage 1 of a three-year runway overlay, spread across FY29-FY31 at a total cost of ~\$15m. The exact timing and cost of the reseal is subject to ongoing runway condition assessments and design work.

In addition, \$4.35m is anticipated to be spent over the three-year SOI on landside infrastructure, property, plant & equipment and other assets. These primarily focus on customer enhancements in the carpark and Rescue Fire equipment. ✕



# COMPLIANCE

## Health, Safety & Security

Underlying all activity is PNAL's core focus on keeping all airport users safe. During the SOI period we will continue to foster a strong aerodrome-wide safety culture, and further refine PNAL's Safety Management System. During FY27 a Security Culture survey will be conducted across the airport community.

PNAL will also be working very closely with the TDP main contractor and the Freightways warehousing main contractor to ensure our high levels of health, safety and security are maintained during these construction projects.

With the potential for scheduled jet services to return to Palmerston North Airport as early as Q2 of CY2028, engagement with Aviation Security Services (Avsec) has commenced with the objective of understanding potential capex and opex associated with staffing and equipment.

## District Plan

With the benefit of curfew-free operations, and because of the strategic location of the airport and the proximity to both the residential area and to the CBD, PNAL recognises the importance of

ensuring noise emissions from aircraft and ground operations are managed within District Plan limits. Work will therefore continue on noise management compliance in accordance with PNAL's Noise Management Plan.

PNAL will also continue work with PNCC via the District Plan to safeguard airport protection surfaces from encroachment from neighbouring developments. This will include an airport protection surface (APS) designation change being sought for the Manawatu and Tararua District Plans.

Urban encroachment in close proximity to the aerodrome's boundaries, especially within the Runway End Protection Area (REPA) at each end of the runway will also remain a feature of our activity designed to maintain public safety, safeguard existing curfew free operations and to facilitate sustainable growth in air services as we fulfil obligations to our Shareholder and play a key role within the development of Te Utanganui.

During the SOI period, it is anticipated that an existing legal dispute over industrial encroachment into airport protection surfaces and REPA will be resolved. The quantum and method of settlement is at this point unknown. ✕



# COMMERCIAL

## Air Service Development

Passenger movements are projected to grow modestly during the three-year SOI period to 537,000 passenger movements by FY29, reflecting ongoing subdued demand for air travel, anticipated ongoing capacity constraints, and international and domestic economic uncertainty. This includes an expectation of flat passenger movements in the first year of the SOI (511,000).

We do, however, continue to view air service development with a strategic mindset and look beyond the short-term projections. Work continues on the A320 pathway project with the objective of ultimately achieving the re-introduction of jet services or larger gauge aircraft on selected routes to/from Palmerston North Airport. In addition to stimulating passenger volumes up-gauging of selected flights will reduce aircraft congestion during the morning peak departure time, whilst maintaining sufficient frequency across the day for our travellers.

This SOI has been prepared on the assumption that a jet service during peak business hours on weekdays will commence on Palmerston North route from Q2 of CY2028, after completion of the terminal redevelopment.

## Ruapehu Aeropark / Income Diversification / Te Utanganui

PNAL is the custodian of a vital component of the economic infrastructure of the City and region, with an associated long-term capital-intensive development and investment program required to fund BAU activities and to ensure income diversification objectives can be met. Ongoing funding of asset regeneration therefore remains a key priority.

In connection with this objective PNAL will continue to play its role in the development of Te Utanganui - The Central New Zealand Distribution Hub, through prudent investment in commercial development opportunities within Ruapehu Aeropark.

New Zealand remains at a low point in the economic cycle, with high development costs, low growth and low demand for commercial property. Notwithstanding this, PNAL has a number of developments planned during the SOI period. These include the completion of 5,000m<sup>2</sup> of freight and logistics warehousing (see separate section in this SOI), a new shared rental car valet and storage facility, and two aeromedical facilities. Work will also continue on a number of other projects over a medium term horizon, including further progression of a planned commercial precinct and supermarket. However, the extent to which commercial development is undertaken is highly dependent upon tenant demand and each project meeting internal business case hurdles.

Altogether, the prioritised commercial developments will require funding of ~\$24.7m. This represents the maximum funding available to PNAL during the SOI period. Remaining debt capacity is allocated towards the TDP, other related capital projects, and the planned capital investment on airside assets beyond the SOI period. Strategic Partnerships, discussed elsewhere in this SOI in more detail, will also continue to be pursued to enable additional, and faster, development within Ruapehu Aeropark.

Divestment of non-strategic land is also planned during the SOI period, with non-strategic land divestment projected to occur in FY26 (current year), FY28 and FY29. However the timing and quantum of any non-strategic land sales remains subject to demand. ✕

PNAL will continue to play its role in the development of Te Utanganui – The Central New Zealand Distribution Hub.

# THE AIRPORT'S ECONOMIC CONTRIBUTION TO OUR REGION

A 2025 economic impact assessment study undertaken by Auckland-based Property Economics estimated that the airport company's total annual regional GDP contribution is \$150 million, and with 2,700 jobs supported within the regional economy.

The assessment report reinforces that our impact and strategic purpose extends well beyond a financial return to the Shareholder, and highlights that the airport remains a cornerstone of the region's economic growth and resilience.

Key impacts identified within the Property Economics report include:

1. The enhancement of regional connectivity and accessibility, supporting the movement of people and goods, and contributing to national freight efficiency,
2. Stimulating private and public investment confidence in our city and regional commercial and industrial areas by demonstrating prudent long-term infrastructure planning and regional capacity for growth,

3. Improving social resilience and accessibility, including the ability to maintain essential services and emergency logistics during natural disasters, which enhances the wellbeing and security of the communities we serve.

The report also acknowledged PNAL's non-aeronautical income diversification strategy and commented on the ongoing domestic and international trend amongst airports towards income diversification as a risk mitigation against tougher market conditions and the impact on aeronautical income sources.

The report reinforces that PNAL holds a catalytic role in enabling inclusive and sustainable economic development beyond our operational footprint. ✖





Employee Count. Represented over time by EC years.

# PROJECT FUNDING AND STRATEGIC PARTNERSHIPS

## Banking partnerships

Following a robust RFP process, in FY26 PNAL commenced new long term banking partnership with the Industrial and Commercial Bank of China (ICBC).

ICBC is the largest bank in the world by total asset size and has operated in New Zealand since 2013. Over that time ICBC New Zealand has grown from zero to NZ\$4.8bn total assets as at the end of June 2025. ICBC New Zealand has played a significant role in key infrastructure projects in New Zealand, including the Transmission Gully motorway and the Ruakura Super-hub. The bank also acted as mandated lead arranger and joint sustainability coordinator for a \$400 million funding package for Wellington City Council's sludge minimisation facility.

"Palmerston North Airport is considered critical infrastructure for a thriving region with strong growth potential" says James Gill, Director of Corporate and Institutional Banking at ICBC. "ICBC New Zealand aims to serve as a bridge between New Zealand and China, strengthening the bilateral economic and trade relationship. Supporting the regions is a very important part of this strategy. As a bank we understand the transformational opportunity that is in front of PNAL and we are delighted to be the finance partner chosen to support these developments."

PNAL also renewed its relationship with BNZ. The two relationships bring PNAL's external debt facilities to \$50m, making us well placed to progress with the next tranche of developments in Ruapehu Aeropark.

This bank lending has been designed to sit alongside the existing \$50m Shareholder debt facility, whereby Council borrow funds at preferential interest rates and on-lend those funds to PNAL. PNAL pays back the loan principal and interest, including a fair market margin, from its revenue generating activities, thereby generating a cash return to Council.

## Non-strategic land divestments

During the SOI period, divestment of non-strategic land will continue to progress. Owing to PNAL's disposal obligations under the Public Works Act, and subject to market demand, the SOI contemplates divestments of up to 3 ha of land across FY28 and FY29, generating capital gains on sale of \$2.85m in each year.

## Strategic partnerships

PNAL recognises that in order to accelerate commercial development within Ruapehu Aeropark, it will be necessary to enter into strategic partnerships with one, or more, investment partners. Identification and working with appropriate like-minded partners who take a long term investment view is planned during the SOI period.

This work commenced FY26 and will continue into FY27, including the potential reorganisation and separation of different landholdings around the airport campus, and may extend into establishing holding vehicles for property related assets. These important, behind-the-scenes developments are an important step in making sure any investment is flexible, efficient and fit-for-purpose.

The implementation of a strategic partnership(s) will represent a complete step change for PNAL and may result in necessary changes to PNAL's resourcing, accounting setup and legal structures.

This SOI has been prepared on a 'status quo' basis, until an appropriate strategic partnership(s) is implemented, meaning there has been no assumptions made in respect of setup costs, resourcing costs and no changes to structures.

Actual financial results may vary from this SOI, should these changes occur. ✕

# FINANCIAL PERFORMANCE TARGETS

## Passenger Movements

FY27 passenger movements are assumed to remain flat on FY26 (current year), grow at 1.9% in FY28, and increase by 3.1% in FY29. Passenger movements are projected to grow to 537,000 by FY29.

## Income

Notwithstanding the income diversification program outlined in this SOI, the primary contributor to income projections throughout the SOI period remains aeronautical and carparking revenue, given required lead-in times associated with the commercial developments outlined.

Land and building lease income grows in Year 3 of this SOI as the next phase of Ruapehu Aeropark developments is completed and tenancies commence. Divestment of non-strategic land is also assumed in FY28 and FY29 of the SOI, with the timing and quantum to be confirmed.

Budgeted income for FY27 of \$19.2m represents an increase of \$1.4m or 8% on the FY26 forecast, driven by growth in aeronautical and carparking revenue.

## Operating Costs

Total costs (excl. depreciation, interest, extraordinary items and gain/loss on sale) are projected to increase to \$10.4 million, \$0.8m or 9%, above the FY26 forecast.

Increases are anticipated to occur across multiple cost lines, including employment, maintenance, rates and energy costs.

Cost lines anticipated to decrease, include consultant and legal fees, which were temporarily elevated in FY26 due to several one-off projects.

Extraordinary items are projected to remain high during FY27 (at \$0.44m) before dropping to minimal levels in FY28 and nil from FY29. Extraordinary items relate to the expensing of terminal demolition costs in two stages and some of the costs associated with the temporary terminal during construction.

## Capex

The FY27-FY29 capital expenditure budget of \$59m includes the completion of the TDP (\$18.5m across the SOI period) and the delivery of developments in Ruapehu Aeropark (\$24.7m across the SOI period), as discussed earlier.

PNAL also has an ongoing focus on ensuring an appropriate investment in airside infrastructure renewals (\$9.8m across the SOI period), and landside investments/PPE (\$4.35m), also discussed earlier. ✕



# PERFORMANCE METRIC TARGETS

## FOR 12 MONTHS TO 30 JUNE

	Jul 25 - Jun 26 Forecast	Jul 26 - Jun 27 SOI	Jul 27 - Jun 28 SOI	Jul 28 - Jun 29 SOI
To maintain a tangible net worth (total tangible assets after revaluations less total liabilities) above \$80 million	\$84.8m	\$85.8m	\$89.7m	\$94.5m
Total Debt to Total Debt+Equity ratio	29%	46%	46%	45%
A ratio of surplus before interest/tax/depreciation/ revaluations to total assets	6%	5%	6%	7%
A ratio of net surplus after tax to consolidated shareholder's funds inclusive of revaluation reserve	1%	2%	5%	6%
To maintain a ratio of consolidated shareholder's funds to total assets of at least 40%	63%	50%	50%	51%
To maintain an interest coverage ratio of EBITDA (excl revaluations) to interest of at least 2.5	6.6	2.7	2.5	3.1
Net Debt	\$34.5m	\$73.1m	\$77.6m	\$77.1m
Net Debt* / EBITDA less than 4.5 (long term target)	4.7	8.7	7.1	6.0
Funds From Operations (FFO**) / Net Debt greater than 11% (long term target)	17%	6%	6%	8%
Total Shareholder Return >8%***		2.1%	5.4%	6.8%

\*Net Debt equals total borrowings less cash on hand

\*\*FFO equals EBITDA less interest less tax

\*\*\*Total Shareholder Return equals movement in commercial value + dividends. The SOI is conservative and does not include unbudgeted fair value gains. Actual results will include fair value gains. The long run actual return, inclusive of fair value gains, has historically equalled 8%.

# DEBT AND PERFORMANCE RELATED METRICS

## DEBT RELATED METRICS

PNAL's Performance Metric Targets outlined above include four metrics specific to debt funding. These are:

1. A prudent total debt to total debt + equity ratio;
2. To maintain an interest coverage ratio of EBITDA to interest of not less than 2.5;
3. A long term target to achieve Net Debt / EBITDA of less than 4.5; and
4. A long term target to achieve FFO / Net Debt greater than 11%.

This SOI contains a significant level of capital spend, most notably in respect of the terminal redevelopment and Ruapehu Aeropark design/builds. As a result, PNAL's debt reaches \$77.6m by FY28, before falling in FY29 (\$77.1m).

These debt levels are well within existing debt facilities available to PNAL, totalling \$100m. PNAL retains a high level of debt headroom to manage any unexpected events.

As a result of the timing of capital spend being necessary prior to the related income commencing (i.e. leases commence at the end of construction), the interest cover ratio in FY28 reaches the minimum acceptable level of 2.5, before recovering from FY29. This is based on an assumed (and conservative) interest rate of 5.5%.

The long term targets above are anticipated to fall below target levels for the three years due to the substantial capital investment required. Notwithstanding this, the SOI shows a trend towards achieving these targets, which is expected to occur after the SOI period. These targets are aspirational and linked to medium term credit rating analysis. In any given year, it is expected that these targets may not be achieved.

## PERFORMANCE RELATED METRICS

In this FY27-FY29 SOI, PNAL has added an additional performance related metric, Total Shareholder Return. This has been added to demonstrate, from an investor perspective, the total financial return generated by PNAL in a given year. This metric has been sourced from Treasury as a key financial metric for State Owned Enterprises so provides an additional, independent and accurate, measure of total return.

As no assumptions are included in the SOI regarding fair value changes, the ratios specified in this SOI are expected to be conservative (actual results will include fair value movements). As PNAL delivers the commercial developments in Ruapehu Aeropark, outlined elsewhere in this SOI, it is reasonable to expect actual returns will exceed SOI projections.

To put this ratio into context, the actual Total Shareholder Return, using the Treasury metric, generated by PNAL over the past 10 years has averaged 8% per annum. This includes the disrupted Covid-19 period where returns were temporarily diminished. This long run average has been used when setting the target minimum of an 8% return.

Additionally, and as outlined earlier, when evaluating PNAL's financial performance consideration should also be given to PNAL's economic contribution, as measured in GDP terms, to the City and wider region. This is inline with the Shareholders Statement of Expectation of PNAL to *improve economic viability in the city and wider region, increasing tourism expenditure and boosting the City's image.*

# KEY OBJECTIVES

## COMPLIANCE



Strategic Project	Measure	Completion
CAA Part 139 Compliance	→ Compliance maintained	Ongoing
Airside pavement upgrades	→ Completion of planned airside pavement upgrades	FY 2027 - FY2029
Runway overlay	→ Completion of runway overlay in three stages	FY 2029 - FY 2031
Airways Power & Lighting Assets Exit (APLE)	→ Engagement with Airways and planning for asset ownership transfer	FY 2026*
	→ Assets transferred to PNAL ownership	FY 2027
	→ Ongoing asset management and maintenance plans established	FY 2027
	→ Renewals of Runway End Identifier Lights completed	FY 2027
Rescue Fire Service Task Resource Analysis	→ Planning of RFS equipment and resourcing requirements for domestic A320 aircraft operations completed.	FY 2027
Airport Protection Surfaces and Runway End Protection Area Enhancements	→ Develop strategy for strengthening protections	FY 2026*
	→ Implement strategy	FY 2027 - FY 2028

## CUSTOMER



Strategic Project	Measure	Completion
Customer Loyalty	→ Net Promoter Score of 35 in line with tourism industry benchmark	FY 2027
	→ Branding refresh – corporate and customer	FY 2027
Terminal Development Project	→ Stage 1 (Western end) construction complete	Late CY2026
	→ Stage 2 (Eastern end) construction complete	Late CY2027
Carpark upgrades	→ Carpark redesign complete	FY 2026*
	→ Carpark reconfiguration commenced	FY 2027 – FY 2029

\* The FY26 Strategic Projects aimed for completion by June 2026 are in progress at the time of writing the SOI and are included for completeness.

COMMERCIAL



Strategic Project	Measure	Completion
Non-strategic land divestment	→ Public Works Act disposal requirements completed	FY 2026 – FY2027
	→ Land subdivision completed	FY 2027
	→ Land divestment completed	FY 2027 - FY2029
Ruapehu Aeropark – strategic investment	→ Strategic partnership preparation completed – subdivision strategy complete and holding structures established	FY 2027
	→ Strategic partnership established	FY 2027
Ruapehu Aeropark – commercial developments	→ Commercial precinct resource consent obtained	FY 2026*
	→ Freight and Logistics Warehouses construction completed	FY 2027
	→ Commercial precinct anchor tenant secured	FY 2027
	→ Commercial precinct Stage 1 construction commences	FY 2028
	→ Aeromedical hangar construction completed	FY 2028
	→ Rental car precinct construction completed	FY 2028
Passenger movements	→ 511,200	FY 2026*
	→ 511,200	FY 2027
	→ 520,800	FY 2028
	→ 536,900	FY 2029

CULTURE



Strategic Project	Measure	Completion
Continual improvement of aerodrome safety culture	→ An “effective” level of SMS compliance is issued following an SMS Audit	FY 2027
	→ Zero lost time injuries	
Whānau Kotahi / One Team Wellness Plan	→ Wellness Plan updated annually and implemented	FY 2027 – FY 2029
	→ Team engagement scores in line with or exceeding industry benchmarks	FY 2027 – FY 2029

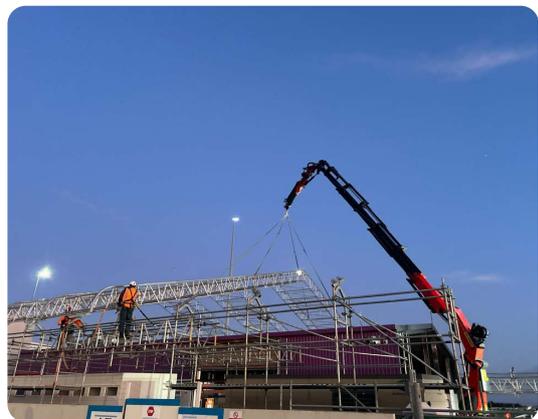
\* The FY26 Strategic Projects aimed for completion by June 2026 are in progress at the time of writing the SOI and are included for completeness.

COMMUNITY



Strategic Project	Measure	Completion
Sustainability	→ Airport Carbon Accreditation Level 4 ("Transformation") maintained	FY 2026*
	→ Refresh sustainability strategy	FY 2026*
	→ Airport Carbon Accreditation Level 4+ ("Transition")	FY 2027
	→ Offset residual Scope 1 and 2 emissions	FY 2027
	→ Investigate alternative fuel options (e.g. biodiesel) for PNAL vehicles	FY 2027
	→ Tenant stakeholder engagement plan implemented (Scope 3 emissions focus)	FY 2027 – FY 2029
Community Engagement	→ Community Engagement Plan implemented	FY 2026*
	→ Marketing initiatives with Regional Tourism Organisations (RTO) implemented	FY 2027 – FY 2029
	→ Engagement with airlines on inbound marketing campaigns	FY 2027 – FY 2029

\* The FY26 Strategic Projects aimed for completion by June 2026 are in progress at the time of writing the SOI and are included for completeness.



## PALMERSTON NORTH AIRPORT LIMITED STATEMENT OF FINANCIAL PERFORMANCE

FOR THE 12 MONTHS TO 30 JUNE

	Jul 25— Jun 26 SOI	Jul 25— Jun 26 Forecast	Jul 26— Jun 27 SOI	Jul 27— Jun 28 SOI	Jul 28— Jun 29 SOI
Aeronautical Charges	12,488,201	12,364,952	12,903,003	13,888,654	15,425,430
Carpark and Leases	5,136,812	5,096,783	5,959,995	7,513,310	8,281,638
Other Income	296,789	330,276	343,596	208,317	218,304
<b>Total Income</b>	<b>17,921,802</b>	<b>17,792,011</b>	<b>19,206,594</b>	<b>21,610,281</b>	<b>23,925,372</b>
Operating Expenditure	4,007,800	3,666,019	4,312,992	4,502,359	4,636,712
Administration Expenditure	5,619,842	5,907,435	6,089,694	6,216,420	6,357,957
Extraordinary Items*	971,210	923,575	435,619	21,000	—
<b>Total Operating Expenditure</b>	<b>10,598,852</b>	<b>10,497,029</b>	<b>10,838,305</b>	<b>10,739,779</b>	<b>10,994,669</b>
<b>EBITDA</b>	<b>7,322,950</b>	<b>7,294,982</b>	<b>8,368,289</b>	<b>10,870,502</b>	<b>12,930,703</b>
(Gain)/Loss on Sale	—	(799,652)	—	(2,850,000)	(2,850,000)
Depreciation & Amortisation	6,038,182	5,696,285	2,805,402	3,007,181	3,148,728
<b>EBIT</b>	<b>1,284,768</b>	<b>2,398,349</b>	<b>5,562,887</b>	<b>10,713,321</b>	<b>12,631,975</b>
Interest Expense	1,467,666	1,109,123	3,070,117	4,300,330	4,168,447
<b>Profit before Income Tax</b>	<b>(182,898)</b>	<b>1,289,226</b>	<b>2,492,770</b>	<b>6,412,991</b>	<b>8,463,528</b>
Income Tax Expense	(51,212)	360,983	697,976	1,795,638	2,369,788
<b>Net Profit after Tax</b>	<b>(131,686)</b>	<b>928,243</b>	<b>1,794,794</b>	<b>4,617,353</b>	<b>6,093,740</b>

\* Extraordinary Items relates to the demolition costs associated with the existing terminal and/or some temporary terminal costs. The impact of revaluations has not been included in the Statement of Financial Performance

## PALMERSTON NORTH AIRPORT LIMITED STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE

	Jul 25— Jun 26 SOI	Jul 25— Jun 26 Forecast	Jul 26— Jun 27 SOI	Jul 27— Jun 28 SOI	Jul 28— Jun 29 SOI
<b>Current Assets</b>					
Bank Accounts	57,896	304,397	305,644	304,653	304,597
Receivables	1,670,590	1,630,995	1,900,980	2,093,386	2,256,156
Prepayments	32,610	18,532	18,532	18,532	18,532
Other Current Assets	197,161	194,649	194,649	194,649	194,649
<b>Total Current Assets</b>	<b>1,958,257</b>	<b>2,148,573</b>	<b>2,419,804</b>	<b>2,611,219</b>	<b>2,773,935</b>
<b>Non Current Assets</b>					
Tangible Assets					
Land	30,937,931	33,362,000	33,362,000	33,287,000	33,212,000
Buildings	44,627,321	37,160,747	52,432,134	54,951,322	55,016,322
Infrastructure – Land	9,853,348	10,522,689	10,962,065	12,312,068	13,837,068
Infrastructure – Air	40,043,436	35,675,355	38,994,351	40,677,549	45,502,578
Plant & Equipment	2,563,783	3,592,806	2,809,060	3,104,056	3,249,052
Furniture & Fittings	340,430	356,290	451,290	451,290	491,290
Computers	381,585	371,925	411,925	451,925	491,925
Motor Vehicles	1,560,876	1,586,186	1,586,186	1,586,186	1,586,186
Investment Property	15,329,500	20,669,200	39,327,121	42,470,517	44,748,017
Accumulated Depreciation	(12,834,903)	(11,956,218)	(10,820,186)	(13,797,762)	(16,916,884)
<b>Total Tangible Assets</b>	<b>132,803,308</b>	<b>131,340,980</b>	<b>169,515,946</b>	<b>175,494,151</b>	<b>181,217,554</b>
Intangible Assets	–	5,468	86,266	56,661	27,055
<b>Total Non Current Assets</b>	<b>132,803,308</b>	<b>131,346,448</b>	<b>169,602,212</b>	<b>175,550,812</b>	<b>181,244,609</b>
<b>TOTAL ASSETS</b>	<b>134,761,564</b>	<b>133,495,021</b>	<b>172,022,016</b>	<b>178,162,031</b>	<b>184,018,544</b>

## PALMERSTON NORTH AIRPORT LIMITED STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE

	Jul 25— Jun 26 SOI	Jul 25— Jun 26 Forecast	Jul 26— Jun 27 SOI	Jul 27— Jun 28 SOI	Jul 28— Jun 29 SOI
<b>Current Liabilities</b>					
Payables	4,966,933	4,994,017	4,355,312	1,251,835	2,056,479
GST/VAT	(387,475)	(156,346)	(98,719)	192,715	211,627
Income Tax	(2,413,407)	(485,710)	(1,097,735)	(557,097)	212,691
Loans Payable – Current	–	–	–	–	–
Provisions	707,862	868,458	868,458	868,458	868,458
Other Current Liabilities	179,771	216,667	216,667	216,667	216,667
<b>Total Current Liabilities</b>	<b>3,053,684</b>	<b>5,437,088</b>	<b>4,243,986</b>	<b>1,972,580</b>	<b>3,565,924</b>
<b>Non Current Liabilities</b>					
Loans Payable – Non Current	40,528,947	34,786,756	73,429,976	77,931,148	77,398,326
Other Non Current Liabilities	9,990,066	8,519,744	8,519,744	8,519,744	8,519,744
<b>Total Non Current Liabilities</b>	<b>50,519,014</b>	<b>43,306,500</b>	<b>81,949,720</b>	<b>86,450,892</b>	<b>85,918,070</b>
<b>TOTAL LIABILITIES</b>	<b>53,572,697</b>	<b>48,743,588</b>	<b>86,193,706</b>	<b>88,423,473</b>	<b>89,483,994</b>
<b>NET ASSETS</b>	<b>81,188,867</b>	<b>84,751,433</b>	<b>85,828,310</b>	<b>89,738,559</b>	<b>94,534,550</b>
<b>Capital and Reserves</b>					
Share Capital	9,380,400	9,380,400	9,380,400	9,380,400	9,380,400
Reserves	46,186,093	48,466,834	48,466,834	48,466,834	48,466,834
Retained Earnings	25,622,374	26,904,199	27,981,076	31,891,325	36,687,316
<b>Total Capital and Reserves</b>	<b>81,188,867</b>	<b>84,751,433</b>	<b>85,828,310</b>	<b>89,738,559</b>	<b>94,534,550</b>
<b>TOTAL EQUITY</b>	<b>81,188,867</b>	<b>84,751,433</b>	<b>85,828,310</b>	<b>89,738,559</b>	<b>94,534,550</b>

The impact of revaluations has not been included in the Statement of Financial Position

## PALMERSTON NORTH AIRPORT LIMITED STATEMENT OF CHANGES IN EQUITY

FOR THE 12 MONTHS TO 30 JUNE

	Jul 25— Jun 26 SOI	Jul 25— Jun 26 Forecast	Jul 26— Jun 27 SOI	Jul 27— Jun 28 SOI	Jul 28— Jun 29 SOI
<b>Equity at the beginning of the year</b>	<b>81,720,554</b>	<b>84,523,190</b>	<b>84,751,433</b>	<b>85,828,310</b>	<b>89,738,559</b>
Asset revaluation reserve movement					
Total Comprehensive Income / Loss	(131,687)	928,240	1,794,795	4,617,353	6,093,743
Dividends paid to date	–	(300,000)	–	–	–
Dividends declared*	(400,000)	(400,000)	(717,918)	(707,105)	(1,297,749)
<b>Equity at the end of the year</b>	<b>81,188,867</b>	<b>84,751,433</b>	<b>85,828,310</b>	<b>89,738,559</b>	<b>94,534,550</b>

\*Declared dividends are to be paid in the following financial year

## PALMERSTON NORTH AIRPORT LIMITED STATEMENT OF CASHFLOWS

FOR THE 12 MONTHS TO 30 JUNE

	Jul 25— Jun 26 SOI	Jul 25— Jun 26 Forecast	Jul 26— Jun 27 SOI	Jul 27— Jun 28 SOI	Jul 28— Jun 29 SOI
<b>Cash Flows from Operating Activities</b>					
Cash was provided from:					
Receipts from Customers	20,476,355	21,984,274	21,817,600	24,659,418	27,351,405
Interest Received	-	-	-	-	-
Income Tax Refund	-	-	-	-	-
<b>Operating Cash Inflows</b>	<b>20,476,355</b>	<b>21,984,274</b>	<b>21,817,600</b>	<b>24,659,418</b>	<b>27,351,405</b>
Cash was disbursed to:					
Payment to Suppliers and Employees	6,687,170	12,996,673	10,400,520	12,891,347	13,563,692
Tax Loss Payment to PNCC	-	-	-	-	-
Payment of Income Tax	1,300,000	1,165,835	1,310,000	1,255,000	1,600,000
Interest Payments	1,467,666	1,109,123	3,070,117	4,300,330	4,168,447
<b>Operating Cash Outflows</b>	<b>9,454,836</b>	<b>15,271,631</b>	<b>14,780,637</b>	<b>18,446,677</b>	<b>19,332,139</b>
<b>Net Cash Flows from Operating Activities</b>	<b>11,021,519</b>	<b>6,712,643</b>	<b>7,036,963</b>	<b>6,212,741</b>	<b>8,019,266</b>
<b>Cash Flows from Investing Activities</b>					
Cash was provided from:					
Sale of Property Plant and Equipment	-	840,000	-	2,925,000	2,925,000
<b>Investing Cash Inflows</b>	<b>-</b>	<b>840,000</b>	<b>-</b>	<b>2,925,000</b>	<b>2,925,000</b>

## PALMERSTON NORTH AIRPORT LIMITED STATEMENT OF CASHFLOWS

FOR THE 12 MONTHS TO 30 JUNE

	Jul 25— Jun 26 SOI	Jul 25— Jun 26 Forecast	Jul 26— Jun 27 SOI	Jul 27— Jun 28 SOI	Jul 28— Jun 29 SOI
Cash was applied to:					
Acquisitions of Property, Plant & Equipment	36,808,648	25,660,737	25,858,115	8,711,786	7,626,445
Acquisitions of Investment Property	–	2,977,796	19,420,821	4,210,200	2,077,950
<b>Investing Cash Outflows</b>	<b>36,808,648</b>	<b>28,638,533</b>	<b>45,278,936</b>	<b>12,921,986</b>	<b>9,704,395</b>
<b>Net Cash Flow from Investing Activities</b>	<b>(36,808,648)</b>	<b>(27,798,533)</b>	<b>(45,278,936)</b>	<b>(9,996,986)</b>	<b>(6,779,395)</b>
<b>Cash Flow from Financing Activities</b>					
Cash was provided from:					
Borrowings	26,092,679	26,079,571	38,643,220	8,517,254	6,498,639
<b>Financing Cash Inflows</b>	<b>26,092,679</b>	<b>26,079,571</b>	<b>38,643,220</b>	<b>8,517,254</b>	<b>6,498,639</b>
Cash was applied to:					
Repayment of Borrowings	–	4,443,700	–	4,016,082	7,031,461
Payment of Dividends	300,000	300,000	400,000	717,918	707,105
<b>Financing Cash Outflows</b>	<b>300,000</b>	<b>4,743,700</b>	<b>400,000</b>	<b>4,734,000</b>	<b>7,738,566</b>
<b>Net Cash from Financing Activities</b>	<b>25,792,679</b>	<b>21,335,871</b>	<b>38,243,220</b>	<b>3,783,254</b>	<b>(1,239,927)</b>
<b>Net Increase/ (Decrease) in Cash, Cash Equivalents and Bank Overdrafts</b>	<b>5,550</b>	<b>249,981</b>	<b>1,247</b>	<b>(991)</b>	<b>(56)</b>
<b>Cash, Cash Equivalents and Bank Overdrafts at the Beginning of the Year</b>	<b>52,346</b>	<b>54,414</b>	<b>304,395</b>	<b>305,642</b>	<b>304,651</b>
<b>Cash, Cash Equivalents and Bank Overdrafts Year End</b>	<b>57,896</b>	<b>304,395</b>	<b>305,642</b>	<b>304,651</b>	<b>304,595</b>

## CAPITAL EXPENDITURE PROGRAMME

FOR THE 12 MONTHS TO 30 JUNE

	Jul 25— Jun 26 SOI	Jul 25— Jun 26 Forecast	Jul 26— Jun 27 SOI	Jul 27— Jun 28 SOI	Jul 28— Jun 29 SOI
Land	-	-	-	-	-
Buildings	2,904,237	2,296,180	1,113,333	490,000	25,000
Terminal Development	20,375,350	19,245,302	16,698,414	1,799,190	-
Infrastructure – Landside	655,000	505,000	450,000	1,350,000	1,525,000
Infrastructure – Airside	450,000	776,622	3,319,000	1,683,200	4,825,031
Plant & Equipment	100,000	82,772	195,000	215,000	125,000
Furniture and Fittings	100,000	112,500	112,500	-	40,000
Computers	40,000	40,000	40,000	40,000	40,000
Rescue Fire	45,200	84,603	20,000	80,000	20,000
Ruapehu Aeropark development	7,212,155	5,834,372	19,012,922	3,373,395	2,317,500
Intangibles	-	28,000	100,000	-	-
<b>Total Capital Expenditure</b>	<b>31,881,942</b>	<b>29,005,351</b>	<b>41,061,169</b>	<b>9,030,785</b>	<b>8,917,531</b>

### NEW TERMINAL ACCOUNTING TREATMENT ASSUMPTIONS

Important assumptions have been made in this SOI period regarding the accounting treatments applicable to the new terminal development. These assumptions include:

- The timing of the project and required cashflows for the new terminal
- The quantum of spend required for the new terminal
- The allocation of costs between capex and opex

- The accounting treatments applicable to costs associated with the construction of a temporary terminal
- The demolition costs and associated accounting treatment relating to the demolition of the existing terminal
- The timing and quantum of depreciation of assets, including the write-off of the existing terminal assets via accelerated depreciation.

Actual results may vary from the estimates and assumptions included in this SOI and will be subject to annual audit.

**DIVIDEND POLICY**

The achievement of the strategic objectives outlined in this Statement of Intent will ensure PNAL is well placed in the medium to long-term to generate enhanced financial returns and to maximise value to our Shareholder through a balance between regional economic and social outcomes, re-investment and dividend distributions.

As outlined earlier PNAL has added a new financial metric from FY27 to demonstrate the total shareholder return generated annually, inclusive of dividends.

This SOI demonstrates that PNAL’s financial performance will have recovered following Covid-19 and the write-downs associated with the old terminal. From FY27, PNAL returns to the historic norm of paying dividends equal to 40% of Net Profit After Tax (excluding fair value gains and one-off capital gains such as land sales).

Furthermore, PNAL demonstrates strong growth in the trend of the dividend over the SOI period, demonstrating the gains driven from the new terminal, and the completion of developments in Ruapehu Aeropark.

PNAL’s dividend policy, aligned with Shareholder expectations follows. Subject to meeting the statutory requirements around payment of dividends, Directors assess a range of criteria before determining an appropriate dividend, including;

1. The expectations of the Shareholder,
2. The scale of the Company’s capital expenditure plans,
3. The Company’s financial performance including cashflows from operations,
4. The Company’s ability to raise debt finance and the terms thereof,
5. Compliance with performance metric targets,
6. The risks associated with airline schedule uncertainty in the short to medium term.



# ALIGNMENT WITH PNCC VISION AND GOALS

The following table summarises how this SOI aligns with PNCC’s vision of Small City Benefits, Big City Ambition in respect of the four goals:

PNCC GOAL: <b>AN INNOVATIVE AND GROWING CITY</b>		<b>1</b>
<p><b>PNCC OUTCOMES</b></p> <ul style="list-style-type: none"> <li>→ A city that fosters pride, and supports the aspirations of people and communities</li> <li>→ A business environment that encourages investment and delivers career opportunities in a range of sectors</li> <li>→ Enough land and infrastructure to enable housing development and business growth</li> <li>→ The efficient movement of goods and services alongside safe and affordable transport options for people</li> <li>→ A globally connected city that fosters opportunities for local people, businesses and organisations</li> <li>→ An economy that embraces innovation and new ideas and uses resources sustainably</li> <li>→ A resilient, low carbon economy</li> </ul>	<p><b>PNAL SOI ALIGNMENT</b></p> <ul style="list-style-type: none"> <li>→ Terminal Development Project.</li> <li>→ Ruapehu Aeropark Development, including freight and logistics warehousing, support for aviation tertiary training and aeromedical facilities.</li> <li>→ Active partner and advocate for Te Utanganui</li> <li>→ Air service development, including planned introduction of jet service on the Auckland – Palmerston North route.</li> <li>→ Sustainable dividend returns to the Shareholder for investment elsewhere in the City.</li> <li>→ GDP contribution of \$1.8 billion and 32,840 jobs over next 10 years due to the activities of PNAL.</li> </ul>	

PNCC GOAL:

**A CREATIVE AND EXCITING CITY**

**2**

PNCC OUTCOMES

- A vibrant city that connects people and where creativity is built into our cityscape
- An arts community and cultural facilities that are well supported and invested in
- Our unique heritage preserved and promoted
- Opportunities to celebrate our many cultures
- Access to exciting well-managed events and activities throughout the city and our neighbourhoods
- Places across the city and its neighbourhoods for communities to participate in play and recreation

PNAL SOI ALIGNMENT

- Core community engagement and sponsorship, including with:
  - Fly Palmy Arena
  - Just Zilch
  - Wildbase
  - Centrepoint Theatre
- New sponsorship arrangement established with the Manawatū Rugby Union as the Junior Rugby Partner.
- Our special relationship with Rangitāne o Manawatū and Te Rangimarie Marae, including Rangatahi career pathways.
- Wider support and promotion within the 90 minute drive market of the airport.

PNCC GOAL:

**A CONNECTED AND SAFE COMMUNITY**

**3**

PNCC OUTCOMES

- Access to services and facilities that are inclusive and appropriate for their needs
- The support they want to live healthy lives
- Access to healthy and affordable housing
- Opportunities to contribute to the design of their city
- Access to safe and accessible community places
- Opportunities to contribute to Council decision-making
- Community social service groups and facilities that are well supported and invested in.

PNAL SOI ALIGNMENT

- Terminal development, including co-design with Rangitāne, Sister City recognition and celebration of the history of the airport
- Investments in key infrastructure, including airside pavements, landside infrastructure and carpark enhancements.

PNCC GOAL:

**A SUSTAINABLE AND RESILIENT CITY**

**4**

PNCC OUTCOMES

- A sustainable, low-emissions city
- A resilient city and communities, prepared for the impacts of climate change
- A circular economy with more resource recovery and less waste
- A healthy, thriving ecosystem, including native biodiversity and food security
- The Manawatū River and waterways restored to a healthy, respected and connected state
- Sustainable urban planning with a low-carbon built environment
- A safe, affordable, sustainable and resilient water supply
- Effective, low-carbon, wastewater collection and treatment
- Appropriate infrastructure and development to avoid and minimise the effects of flood events
- Access to relevant information and education to support more sustainable choices
- Natural, environment-focused community groups and facilities that are well supported and invested in.

PNAL SOI ALIGNMENT

- Participation in Airport Council International Airport Carbon Accreditation Programme and achievement of at least Level 4 (“Transformation”) on an ongoing basis.
- Aspirations to move to the next tier of ACA accreditation – Level 4+ (“Transition”).
- Achieving PNAL’s objective to reach net zero emissions by 2035.
- Scope 1 and 2 emissions currently 84% below PNAL’s 2022 baseline.
- Implementation of carbon stakeholder plan, including assisting key stakeholders to reduce emissions (reduction in PNAL’s Scope 3 emissions).
- Maintaining Qualmark Gold status

# GOVERNANCE

## GOVERNANCE OBJECTIVES

The Board's approach to governance of PNAL is to preserve and enhance Shareholder value. The Board is committed to ensuring a high level of governance of PNAL processes and policies, including health and safety and encouraging ethical and responsible decision making to ensure Management effectively achieve PNAL's goals.

Due to the ever-changing commercial environment of the aviation and airport industry, the Board is committed to ensuring regular reviews of all aspects of the business and the implementation of best practice.

## REGULATORY FRAMEWORK AND STATEMENT OF INTENT

The Board is responsible for the proper direction and control of PNAL's activities and is accountable to the Shareholder within the strategic framework set out in this Statement of Intent, PNAL's Constitution, and the provisions of the Local Government Act 2002 (LGA), the Companies Act 1993 the Airport Authorities Act 1966 and the Civil Aviation Act 2023.

## SHAREHOLDER STATEMENT OF EXPECTATION

The Board is also responsible for ensuring it meets the requirements of the Shareholder's Statement of Expectations covering the FY27-FY29 SOI, dated 9 October 2025, with particular reference to Schedule 8, Part 2 LGA, Section 64B (1) and 64B (2). Importantly, the Board will ensure alignment of PNAL's objectives with the Shareholder's vision, goals and key strategies and the District Plan.

## BOARD COMPOSITION AND FEES

The Board is comprised of five Directors appointed by the Shareholder in accordance with PNAL's Constitution. Director appointments are for a period of three years with retiring directors able to be reappointed by the Shareholder.

The Board normally meets eleven times per year with intervening meetings in person or by other

means as required. To enhance efficiency, the Board may formally document and delegate some of its powers and authorities to the Chief Executive or other senior executives.

PNAL has an Audit & Risk Committee (ARC) comprised of three directors of the PNAL Board. The Committee has a board-approved Charter, outlining its membership, authority, primary and secondary roles and reporting procedures.

The ARC meets three to four times each year and is responsible for overseeing the financial accounting, financial statements and audit activities of PNAL. This includes the adequacy and effectiveness of internal controls, external auditor performance, insurances, risk management and financial and accounting policies.

PNAL also has a Terminal and Property Development Committee (TPDC) comprised of three directors of the PNAL Board. The Committee has a board-approved Terms of Reference, outlining its membership, authority and purpose.

The TPDC currently meets as required and acts as a steering group to PNAL's Board, reviews feasibility studies and business cases, and provides oversight of PNAL's vertical and horizontal property development in Ruapehu Aeropark, as well as the redevelopment of the terminal. This Committee was set up to provide adequate governance over PNAL's increasing capital expenditure and increasing complexity of commercial development and the terminal.

As requested by the Shareholder, a PNCC Officer has been appointed as an independent observer on the TPDC, who attends discussions relating to the Terminal Development Project.

The total remuneration for the Directors is set annually by a resolution of Shareholders in accordance with PNAL's constitution. In line with PNCC's Appointment of Directors Policy, the remuneration of PNAL's Board members will be adjusted annually by the Labour Cost Index (December quarter). This will apply to PNAL's Directors from 1 July (backdated).

## SHAREHOLDER'S EQUITY IN PNAL

PNAL's land, building, and airside infrastructure assets are revalued on a three-yearly cycle, unless warranted earlier. PNAL's land and airside infrastructure were last revalued at 30 June 2025. PNAL's buildings were last revalued at 30 June 2023. Fair value assessments and/or revaluations will be conducted annually at year-end.

PNAL's investment property is revalued annually in line with accounting standards. It is anticipated that transfers to investment property will be required during the SOI period in respect of developments within Ruapehu Aeropark. These developments have been assumed as Investment Property in this SOI, but remain subject to confirmation.

Shareholder equity as shown in the Statement of Financial Position as at 30 June 2025 is \$84.5m.

The Directors consider that this represents a reasonable estimate of the commercial value of PNAL.

The ratio of consolidated shareholder's equity to total assets will be maintained at no less than 40%. For the purposes of this ratio, 'consolidated shareholder's equity' is total shareholder funds inclusive of retained earnings and revaluation surplus, and 'total assets' are current assets plus net book value of fixed assets plus future tax benefit (if any).

Any declared dividend will be considered in respect of PNAL's dividend policy (included in this SOI) and will be calculated exclusive of fair value gains and one-off capital gains (e.g. land sales).

## INFORMATION TO BE PROVIDED TO THE SHAREHOLDER

The Shareholder will receive:

- An Annual Report including audited financial statements within three months of balance date.
- A summary of PNAL's achievements of the Key Objectives and its performance against the metric targets as outlined in this SOI.
- An Interim Report including non-audited financial statements within two months of the end of the first half of the financial year.

- A Statement of Intent submitted for Shareholder consideration in accordance with the Local Government Act 2002.
- Other interim reports as agreed with the Shareholder.

Timeframes for the Interim and Annual Reports are legislative maxima. However, PNAL will meet the reporting and governance requirements of the Shareholder.

# ACCOUNTING POLICIES

The accounting policies adopted by PNAL are consistent with New Zealand's Financial Reporting Standards, with PNAL designated as a Public Benefit Entity (PBE) for financial reporting purposes.

The policies are included in PNAL's Annual Report which is available on PNAL's website.

# FORECAST FINANCIAL STATEMENTS

The financial information contained in the SOI is a forecast for the purposes of the 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 as to future events that PNAL

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.

# COMPENSATION SOUGHT FROM THE SHAREHOLDER

PNAL acknowledges that the Palmerston North City Council holds shares in PNAL for strategic reasons and that PNAL needs to facilitate the development and promotion of both aeronautical and complementary non-aeronautical business activities. As well as direct benefit to PNAL, this impacts through to the economic development of the city and the wider region.

At the request of the Shareholder, PNAL may undertake activities that are not consistent with normal commercial objectives subject to the Shareholder providing a specific subsidy to meet the full commercial cost for providing such activities.

PNAL anticipates significant future capital investment within this SOI period and will be required to materially increase its debt levels in order to fund this investment. Refer to the separate Project Funding and Strategic Partnerships section within this SOI for further details.

# STATEMENT OF INTENT

For the year ended  
30 June 2027

**Palmerston North City Council**  
**Final Draft Speed Management Plan**  
**National Land Transport Programme (NLTP)**  
**period August 2024 to July 2027**

**Speed Management Plan Contents**

**Strategic Context .....3**

**Consultation .....4**

**Cost Benefit Disclosure Statements.....5**

**Implementation Plan.....7**

    Table 1 – Speed limit changes.....7

    Table 2 – Speed limits around Schools .....8

    Table 3 – Safety Infrastructure changes .....13

**Declaration .....14**

**Appendix.....15**

    Appendix A - Maps.....15

    Appendix B – Summary of Submissions .....50

## Strategic Context

Palmerston North City Council is taking a staged approach to reviewing speed limits, beginning with the highest priority concerns. In the first stage (2025/26) we are focussed on implementing the Government's requirement to create variable speed limits around all schools in our district. We have also included two other urgent speed limit changes: an intersection speed zone for a known accident blackspot, and a speed limit reduction to facilitate planned urban growth.

These speed limit changes are consistent with the road safety aspects of the Government Policy Statement on land transport:

- The creation of variable speed limits for schools is a requirement under the Land Transport: Setting of Speed Limits Rule 2024.
- The GPS Land Transport 2024 identifies "Safety" as a Strategic Priority, and notes that "the new speed rule will enable speed limit reductions to focus on areas with high safety concerns." The intersection of Longburn-Rongotea Road/Number 1 Line is a significant safety concern. The layout of the intersection and the difference in speed limits between the two intersecting roads makes it difficult for drivers to safely enter or leave the intersection. Changes to the layout of the intersection to improve safety would be prohibitively expensive. There have been seven crashes in the past five years at this intersection. An intersection speed zone for this intersection is a reasonable and prudent approach to improve safety for all road users, and is consistent with the GPS Land Transport 2024.
- The GPS Land Transport 2024 also identifies "Economic Growth and Productivity" as a Strategic Priority, noting "the Government's overarching priority for investment through this GPS is to support economic growth and productivity. Efficient investment in our land transport system connects people and freight quickly and safely, supporting economic growth and creating social and economic opportunities including access to land for housing growth." The speed limit on Te Wanaka Road, and the associated speed limit of the intersection with SH56, was identified as a critical factor in the resource consent for the Kikiwhenua residential development area. Without a speed limit reduction on these roads, the development of Kikiwhenua will be restricted, with a greater setback from the road required by the resource consent. This would limit the number of sections that could be developed and sold, restricting the capacity for urban growth and development in Palmerston North. A speed limit reduction for Te Wanaka Road is therefore consistent with the GPS Land Transport 2024.

Palmerston North City Council's overall approach to speed management is to prioritise consideration of speed limit reviews where there are known serious safety concerns. Speed management reviews evaluate all reasonably practical options for improving safety outcomes, including:

- investing in an improved road environment to make roads safer
- identifying whether the current speed limit is safe and appropriate
- whether road safety infrastructure such as speed humps, road narrowing, or raised pedestrian crossings could achieve similar safety outcomes at a comparable cost.

## Consultation

Palmerston North City Council began consultation on the consultation draft Speed Management Plan on 1 November 2025. The written submission period closed on 15 December 2025. The consultation draft was made available on our website [www.pncc.govt.nz](http://www.pncc.govt.nz), at our Customer Service Centre, and at six public libraries across the city. Copies of the consultation draft were provided to identified stakeholders, including all schools, and those who had made submissions on previous speed management reviews. Stakeholder groups that were contacted directly included:

- Local business groups
- Emergency services
- Freight users including Transporting NZ, Heavy Haulage Association, NZ Trucking Association,
- Industry interest groups including AA
- Neighbouring RCAs including Manawatū District Council, and the Horizons Regional Council
- Local community groups including Council's Disability Reference Group, Living Streets Aotearoa, Grey Power and Age Concern, and the Greasy Chain Bike Trust

We provided a community drop-in session at the City Library on 19 November 2025 where staff were available to answer questions and provide support for people wanting to learn more about the proposals in the consultation draft Speed Management Plan and make a submission.

Written submissions could be made using an online form available through our website. We provided an interactive map that showed the location of all the proposed speed limit changes, including a link that showed a map and more detail about the proposed changes. Submitters were able to submit on multiple proposed changes. A printed submission form was also available.

We also promoted the consultation draft Speed Management Plan on our social media platforms, including Facebook and LinkedIn. We received 96 comments which were included in our summary and analysis of submissions.

We presented the consultation draft Speed Management Plan to Council's partner Rangitāne o Manawatū at a bi-monthly hui called Te Whiri Kōkō. This provided an opportunity for Council staff to share with representatives of Rangitāne the details of the proposed speed limit changes and to answer questions they might have. Rangitāne were invited to provide feedback or to make a written submission on the proposed changes.

Submitters who made a written submission were given the opportunity to make an oral submission at hearings that the Council held on 4 March 2026. Ten submitters made oral submissions before a committee of Council, where they expanded on the points they made in their written submissions.

Council received 180 written submissions on the proposals in the consultation draft Speed Management Plan. Most submitters were in support of these proposals, with some additional changes suggested. A summary of the submissions we received, along with our analysis of the issues raised by submitters, is included as appendix 2.

Two changes were made as a result of the consultation process. We have amended the proposed variable speed limit zones for Cloverlea School and Winchester School. Revised maps showing these amendments are included in the summary of submissions in appendix B.

- The proposed variable speed limit zone for **Cloverlea School** now includes Bendigo Street where there is an accessway to the school. The variable speed limit zone now extends from Benmore Ave, through Bendigo Street, and connects to the proposed variable speed limit zone on Herbert Ave.
- The proposed variable speed limit zone for **Winchester School** on Harrow Place did not extend for the full 300 metres past the school gate. The variable speed limit zone now extends onto Pahiatua Street and connects to the proposed variable speed limit zone on Ruahine Street.

## Cost Benefit Disclosure Statements

We provided cost benefit disclosure statements for the two speed limit changes we proposed that were not variable speed limit zones for schools. These cost benefit disclosure statements are reproduced below:

### Intersection Speed Zone (ISZ) –Longburn-Rongotea Road and Number 1 Line

#### Description of proposed changes

The proposed ISZ would lower the speed limit on Longburn-Rongotea Road from 100km/h to 70km/h when traffic is waiting on Number 1 Line. The speed limits for Number 1 Line would be unchanged.

#### Summary of Cost-Benefit Disclosure Statement

We prepared a cost-benefit analysis in accordance with Rule 3.3 of the Setting of Speed Limits Rule. This analysis considered crash impacts, travel time impacts and implementation costs. The following tables show the benefit-cost ratio (BCR), crash impacts, travel time costs and implementation costs:

BCR	Crash Impacts	Travel Time Costs	Implementation Costs
13	+\$12.3M	-\$673k	\$256k

Existing Injury Crashes (5 years)	Expected Crash Change (per year)	Mean Speed Change	Travel Time Change Per User (seconds)	Travel Time Change Per Day (hours)
7	1.8 injury crashes	-8.8km/h	1.7 seconds	0.39 hours

These values were prepared in accordance with the NZTA's Monetised Benefit and Cost Manual (MCBM).

The BCR of 13 indicates that the installation of the ISZ at this intersection will generate significantly greater benefits than its cost.

**Te Wanaka Road**

Description of proposed changes

We propose to lower the speed limit on Te Wanaka Road from the current 70km/h speed limit to 50km/h. This reduction is in support of the Kikiwhenua residential development accessed from Te Wanaka Road, and to align with the proposed intersection speed zone (ISZ) at the intersection with SH56/Pioneer Highway in partnership with NZTA.

Summary of Cost-Benefit Disclosure Statement

We prepared a cost-benefit analysis in accordance with Rule 3.3 of the Setting of Speed Limits Rule. This analysis considered crash impacts, travel time impacts and implementation costs. The following tables show the benefit-cost ratio (BCR), crash impacts, travel time costs and implementation costs:

BCR	Crash Impacts	Travel Time Costs	Implementation Costs
0.61	+\$768k	-\$1,274k	\$12k

Existing Injury Crashes (5 years)	Expected Crash Change (per year)	Mean Speed Change	Travel Time Change Per User (seconds)	Travel Time Change Per Day (hours)
0	0.01	-6.3km/h	3.1 seconds	0.95 hours

These values were prepared in accordance with the NZTA’s Monetised Benefit and Cost Manual (MCBM).

A BCR of less than 1 using the approach outlined in the Setting of Speed Limits Rule has more disbenefits than benefits. With no reported injury crashes over the last 10-years, there were limited crash reduction benefits. This outcome was also influenced by the significant travel time increases following the increased number of users following the development, however with existing volumes a BCR of greater than 1 is not achieved.

A sensitivity test was undertaken to determine the impact on the BCR with the introduction of injury crashes on the road that may occur in the future. Increasing the injury crash rate to as single injury crash in a 5-year period increased the BCR to 2.4.

An alternative sensitivity test was also undertaken to determine the impact on the BCR if the speed limit was instead reduced to 60km/h. The produced a lower BCR of 0.25.

The proposal to lower the speed limit for Te Wanaka Road is not driven by an existing unsafe intersection but rather the potentially unsafe intersection that would be present once the surrounding land is developed.

## Implementation Plan

Table 1 – Speed limit changes

Road (Include the start and end locations)	Existing speed limit (km/h)	Proposed speed limit (km/h)	Speed limit type	Year of commencement	Road Classification	Additional Information*	Map name / reference
eg: Road A – from intersection with Road B to Road C	80	60	Permanent	2025	Rural Stopping Place		Map A
Longburn-Rongotea Road (ISZ)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A						Map 34
Te Wanaka Road	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A						Map 35

Table 2 – Speed limits around Schools

Name of School	Road/s outside the school (Include the start and end locations)	Category 1 or 2	Existing speed limit (km/h)	Proposed speed limit (km/h)	Speed limit type	If variable, provide operational times
eg: School A	Road D	1	50	50/30	Variable	
Ashhurst School (Map 1)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0830 - 0915 PM 1445 – 1520
Awapuni School (Map 2)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	Monday – Tuesday, Thursday – Friday AM 0815 – 0900 PM 1445 – 1520  Wednesday AM 0815 – 0900 PM 1345 – 1420
Awatapu College (Map 3)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	Monday - Thursday AM 0820 – 0905 PM 1435 – 1530  Friday AM 0820 – 0905 PM 1335 – 1430
West End School (Map 3)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0820 – 0905 PM 1435 – 1530
Bunnythorpe School (Map 4)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0830 – 0915 PM 1415 - 1450
Carncot Independent School (Map 5)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0800 – 0845 PM 1455 – 1530
Central Normal School (Map 6)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0830 – 0915 PM 1445 – 1520

Name of School	Road/s outside the school (Include the start and end locations)	Category 1 or 2	Existing speed limit (km/h)	Proposed speed limit (km/h)	Speed limit type	If variable, provide operational times
Cloverlea School (Map 7)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0825 – 0910 PM 1435 – 1510
College Street Normal School (Map 8)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0800 – 0910 PM 1445 – 1545
Cornerstone Christian School (Map 9)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0820 – 0905 PM 1445 – 1520
Freyberg High School (Map 10)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0815 – 0900 PM 1430 – 1520
Ross Intermediate School (Map 10)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0815 – 0900 PM 1430 - 1520
St Mary's School (Map 10)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0825 – 0910 PM 1440 – 1515
Hokowhitu School (Map 11)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0820 – 0905 PM 1430 – 1510
St James' Catholic School (Map 11)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0820 – 0905 PM 1430 – 1510
Kairanga School (Map 12)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0820 – 0915 PM 1445 – 1530
Longburn Adventist College (Map 13)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	Monday – Wednesday, Friday AM 0815 – 0900 PM 1500 – 1535  Thursday AM 0815 – 0900 PM 1345 – 1420

Name of School	Road/s outside the school (Include the start and end locations)	Category 1 or 2	Existing speed limit (km/h)	Proposed speed limit (km/h)	Speed limit type	If variable, provide operational times
Mana Tamariki School (Map 14)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0800 – 0845 PM 1500 - 1535
Manawatū Kura a Iwi – Manawatū Community High School (Map 15)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0845 – 0915 PM 1435 – 1510
Milson School (Map 16)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0815 – 0915 PM 1445 – 1520
Monrad Te Kura Waenga o Tirohanga (Map 17)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	Monday - Thursday AM 0825 – 0915 PM 1430 – 1520  Friday AM 0825 – 0915 PM 1400 – 1520
Te Kura o Takaro School (Map 17)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	Monday - Thursday AM 0825 – 0915 PM 1430 – 1520  Friday AM 0825 – 0915 PM 1400 – 1520
Our Lady of Lourdes School (Map 18)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0825 – 0910 PM 1440 – 1515
Parkland School (Map 19)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0820 – 0905 PM 1440 – 1515
Palmerston North Boys' High School (Map 20)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0810 – 0905 PM 1445 – 1540

Name of School	Road/s outside the school (Include the start and end locations)	Category 1 or 2	Existing speed limit (km/h)	Proposed speed limit (km/h)	Speed limit type	If variable, provide operational times
Queen Elizabeth College (Map 20)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	Monday – Tuesday, Thursday - Friday AM 0820 – 0905 PM 1445 – 1520  Wednesday AM 0820 – 0905 PM 1315 – 1350
Palmerston North Girls' High School (Map 21)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	Monday – Tuesday, Thursday - Friday AM 0815 – 0900 PM 1455 – 1530  Wednesday AM 0900 – 0945 PM 1455 – 1530
Palmerston North Adventist Christian School (Map 22)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0810 – 0910 PM 1445 – 1530
Palmerston North Intermediate Normal School (Map 22)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0810 – 0910 PM 1445 – 1530
Riverdale School (Map 23)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0825 – 0910 PM 1445 – 1520
Roslyn School (Map 24)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0825 – 0910 PM 1445 – 1520
Russell Street School (Map 25)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0825 – 0910 PM 1445 – 1520
St Peter's College (Map 26)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	Monday, Wednesday – Friday

Name of School	Road/s outside the school (Include the start and end locations)	Category 1 or 2	Existing speed limit (km/h)	Proposed speed limit (km/h)	Speed limit type	If variable, provide operational times
						AM 0815 – 0900 PM 1500 – 1535  Tuesday AM 0900 - 0945 PM 1500 – 1535
Te Kura o Wairau (Map 27)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0825 – 0910 PM 1440 – 1515
Terrace End School (Map 28)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0815 – 0900 PM 1430 – 1505
Te Kura Kaupapa Māori o Manawatū (Map 29)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0830 – 0915 PM 1445 - 1520
Whakarongo School (Map 30)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0830 – 0915 PM 1445 – 1520
Winchester School (Map 31)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0825 – 0910 PM 1445 – 1520
Longburn School (Map 32)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0830 – 0910 PM 1445 – 1515
Turitea School (Map 33)	TEXT DESCRIPTIONS OF SPEED LIMIT CHANGES TO BE SUPPLIED CONSISTENT WITH THE MAPS SHOWN IN APPENDIX A				Variable	AM 0830 – 0915 PM 1445 - 1520

**Table 3 – Safety Infrastructure changes**

Name of Road (include start and end point)	Proposed infrastructure changes	Year of commencement	Further information
eg: Street A between Street B and Street C	Rumble strips (audio tactile markings) down the centreline and edge lines	2025	
eg: Street D between State Highway E and Street F	Mark a centreline	2025	School C and School D

NO SAFETY INFRASTRUCTURE CHANGES PROPOSED

### Declaration

I Waid Crockett, Chief Executive from Palmerston North City Council declare that:

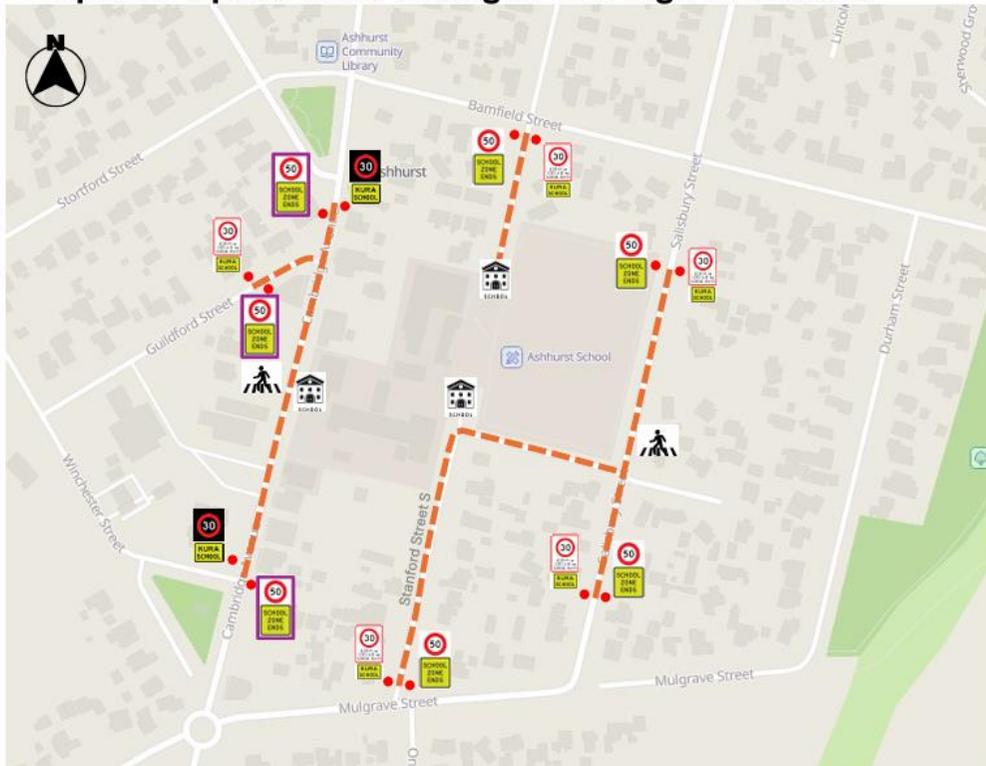
Description	Yes / No
The plan provides details to the Director of the proposed speed limit, including the information that would need to be submitted to the Registrar under section 200L of the <i>Land Transport Act 1998</i>	YES
Consultation has been carried out in accordance with clause 3.8 of the Land Transport Rule: Setting of Speed Limits 2024	YES
Requirements on a cost benefit disclosure statement have been met in accordance with clause 3.3 of the Land Transport Rule: Setting of Speed Limits 2024. Note: cost benefit disclosure statements are not required for speed limits proposed for roads outside schools or new roads	YES
Speed limits proposed comply with clause 4.5 (to the extent that clause 4.5 applies) of the Land Transport Rule: Setting of Speed Limits 2024	YES
The plan identifies all roads outside schools for which changes to speed limits are needed to set speed limits in accordance with Section 5 of the Land Transport Rule: Setting of Speed Limits 2024	YES
Legal requirements in relation to setting the speed limit have been satisfied outlined under section 200L of the <i>Land Transport Act 1998</i> .	YES

<b>Signature:</b>		<b>Date:</b>	
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Appendix

Appendix A - Maps

**01 Ashhurst School  
Proposed Speed Limit Changes and Sign Locations**



Existing Speed Limits

All roads surrounding the school are 50 km/h. There is an existing school 40 km/h variable speed limit on Cambridge Avenue. There are electronic speed indicator devices on Salisbury Street.

Proposed Speed Limits

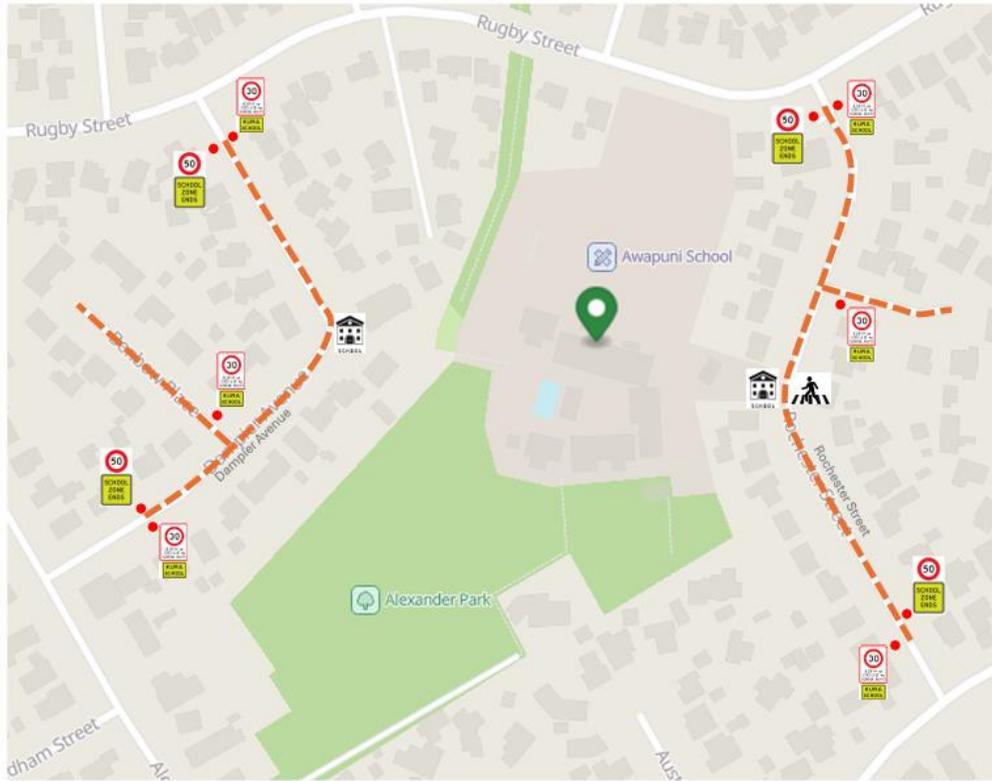
Variable 30 km/h speed limit on Salisbury Street, Stamford Street South, Stamford Street North and Cambridge Avenue.

Legend

-  Existing Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 02 Awapuni School Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 50 km/h.

### Proposed Speed Limits

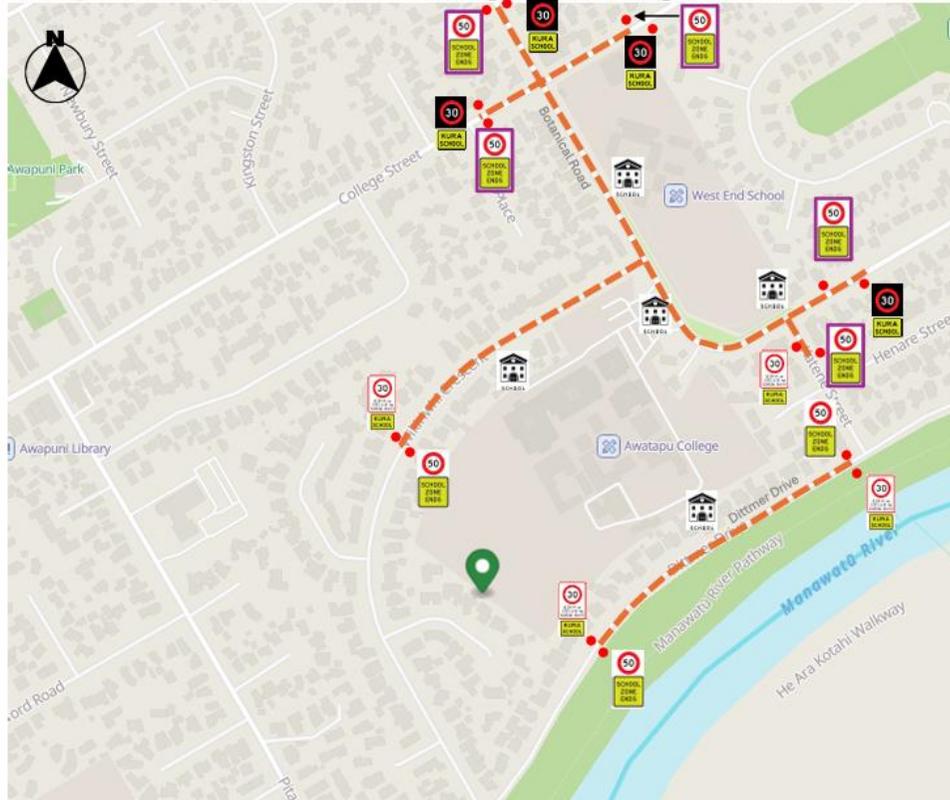
Variable 30 km/h speed limit on Rochester Street, Dampier Avenue and connecting streets.

### Legend

-  Proposed Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

### 03 Awatapu College & West End School Proposed Speed Limit Changes and Sign Locations



Existing Speed Limits

All roads surrounding the school are 50 km/h. There is an existing 40 km/h school variable speed limit on College Street and Botanical Road.

Proposed Speed Limits

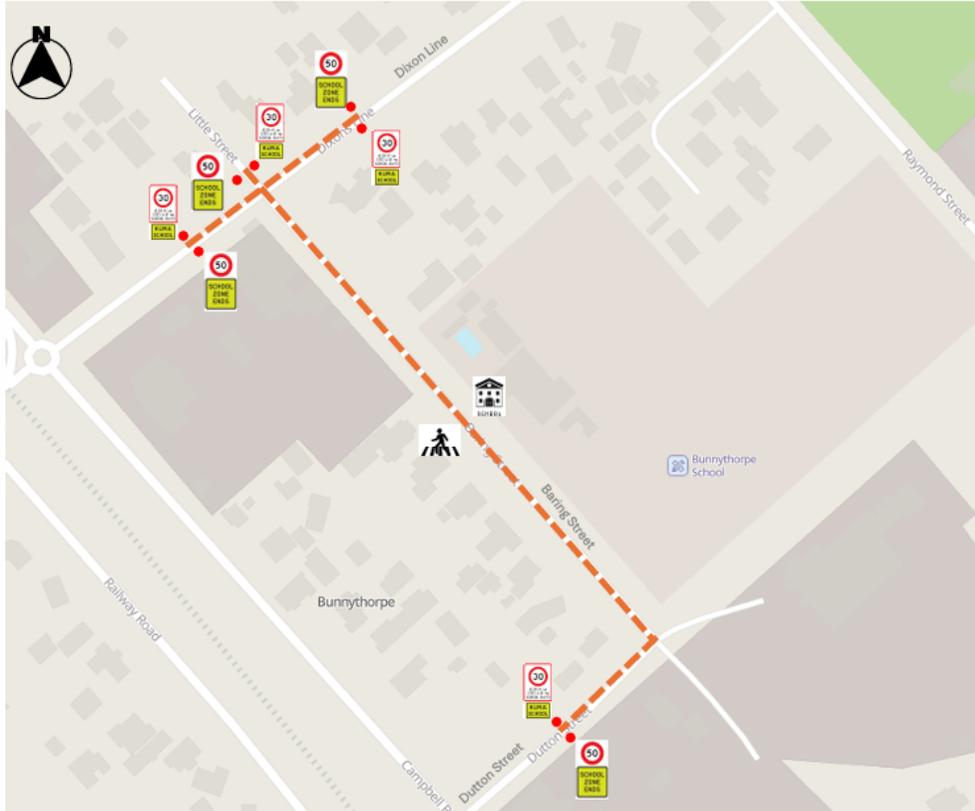
Variable 30 km/h speed limit on College Street, Botanical Road, Wikiriwhi Crescent, Dittmer Drive and Katene Street.

Legend

-  Existing Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing 50 km/h signs
-  Existing school entrance

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 04 Bunnythorpe School Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 50 km/h.

### Proposed Speed Limits

Variable 30 km/h speed limit on Baring Street, Dutton Street and Dixons Line. A short length is added on Dixon Street and Dutton Street to ensure traffic is aware of the VSL before turning into Baring Street.

### Legend

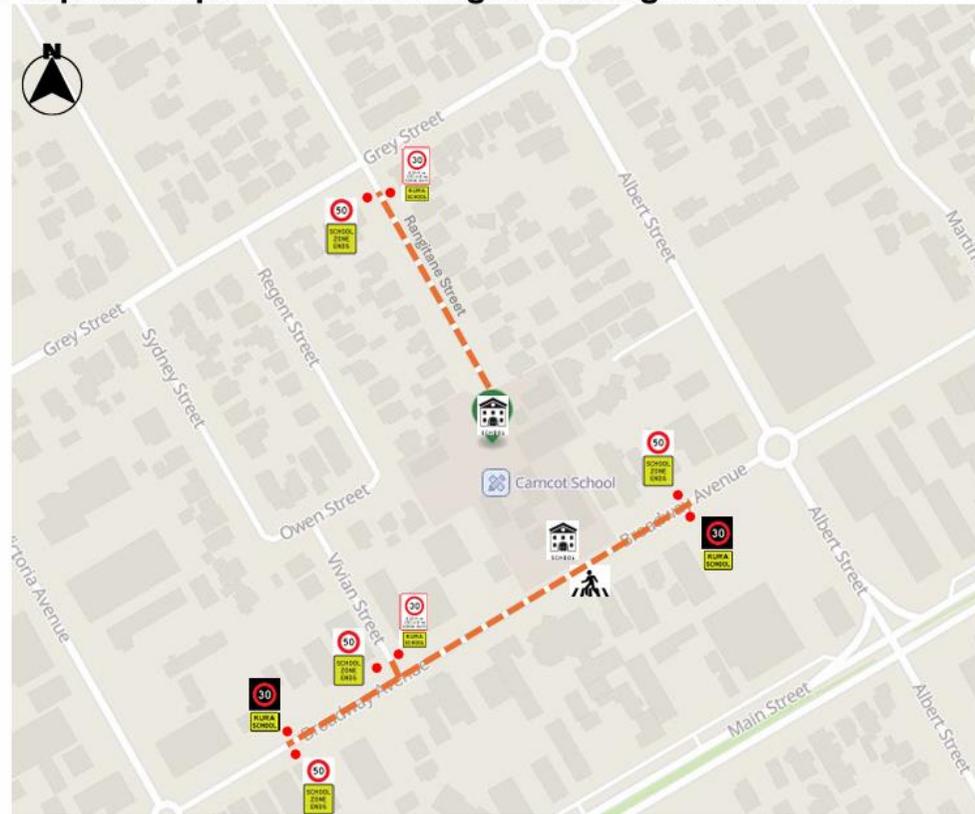
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

### 05 Carncot Independent School Proposed Speed Limit Changes and Sign Locations

Existing Speed Limits  
All roads surrounding the school are 50 km/h.

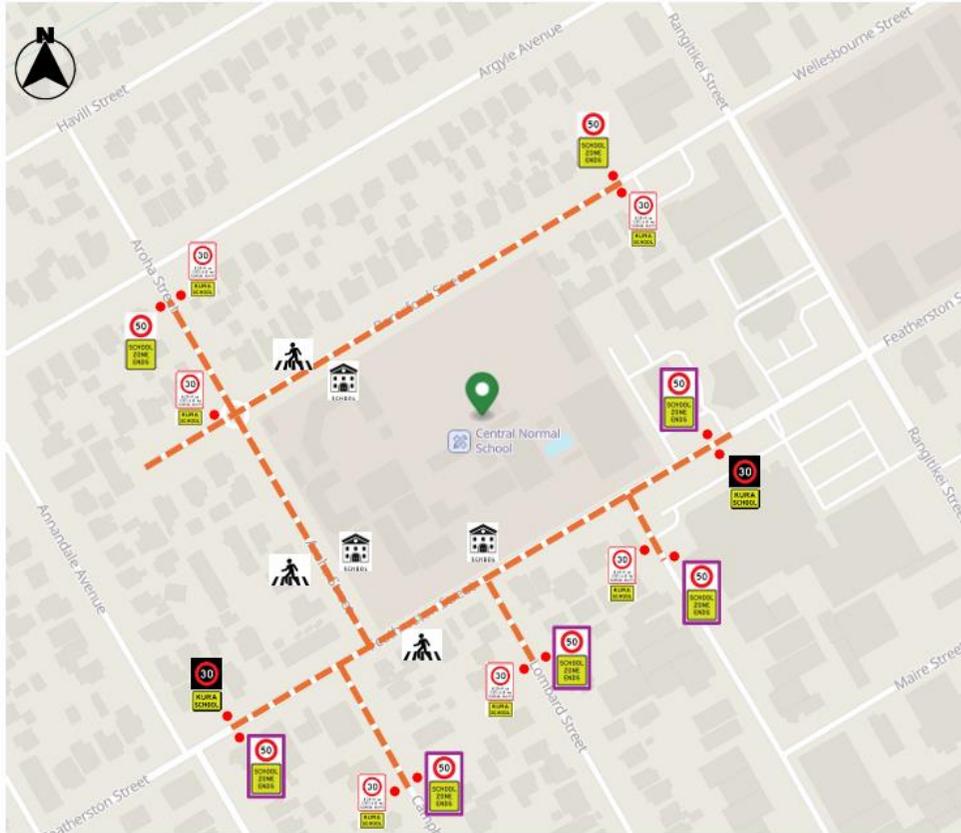
Proposed Speed Limits  
Variable 30 km/h speed limit on Broadway Avenue, Rangitane Street and Vivian Street.



- Legend
- Proposed Electronic Variable Speed Limit sign
  - Proposed Fixed Variable Speed Limit Sign
  - Proposed 50 km/h signs
  - Existing school entrance
  - Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 06 Central Normal School Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 50 km/h. There is an existing 40 km/h school variable speed limit on Featherston Street and Aroha Street.

### Proposed Speed Limits

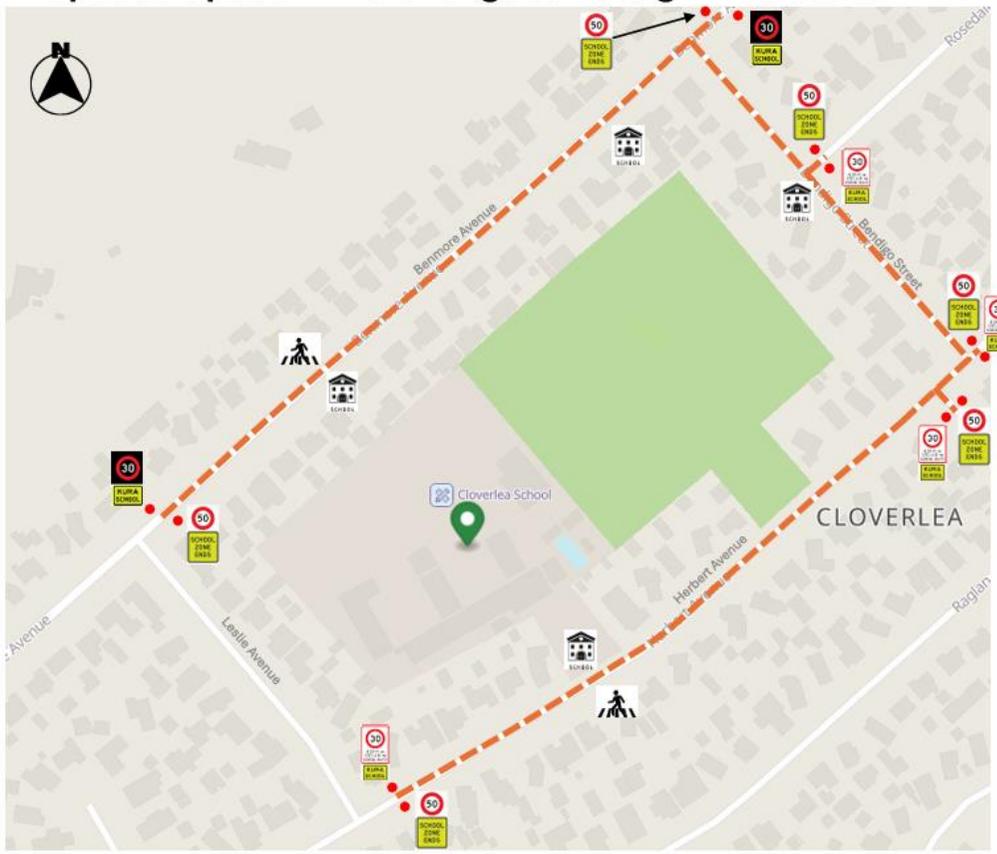
Variable 30 km/h speed limit on Featherston Street, Beresford Street, Aroha Street, Campbell Street, Lombard Street and Taonui Street.

### Legend

-  Existing Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

### 07 Cloverlea School Proposed Speed Limit Changes and Sign Locations



**Existing Speed Limits**  
All roads surrounding the school are 50 km/h.

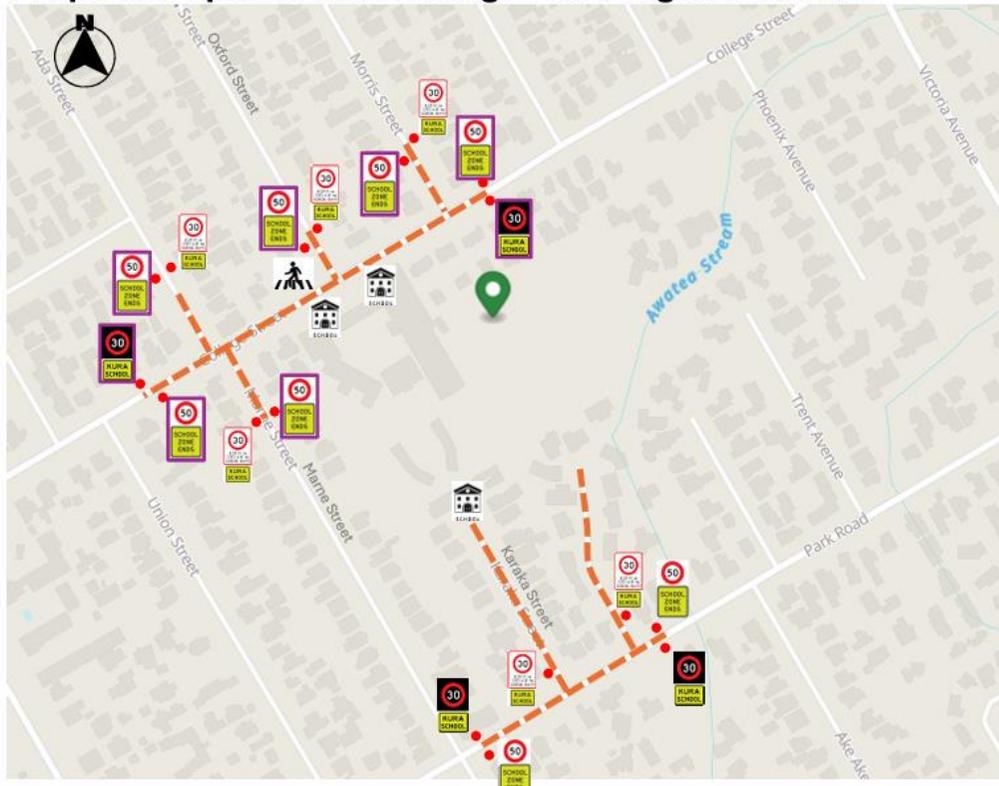
**Proposed Speed Limits**  
Variable 30 km/h speed limit on Herbert Avenue (to include park entrance) and Benmore Avenue.

- Legend**
- Proposed Electronic Variable Speed Limit sign
  - Proposed Fixed Variable Speed Limit Sign
  - Proposed 50 km/h signs
  - Existing school entrance
  - Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

March 2026

### 08 College Street Normal School Proposed Speed Limit Changes and Sign Locations



Existing Speed Limits

All roads surrounding the school are 50 km/h. There is an existing 40 km/h school variable speed limit on College Street.

Proposed Speed Limits

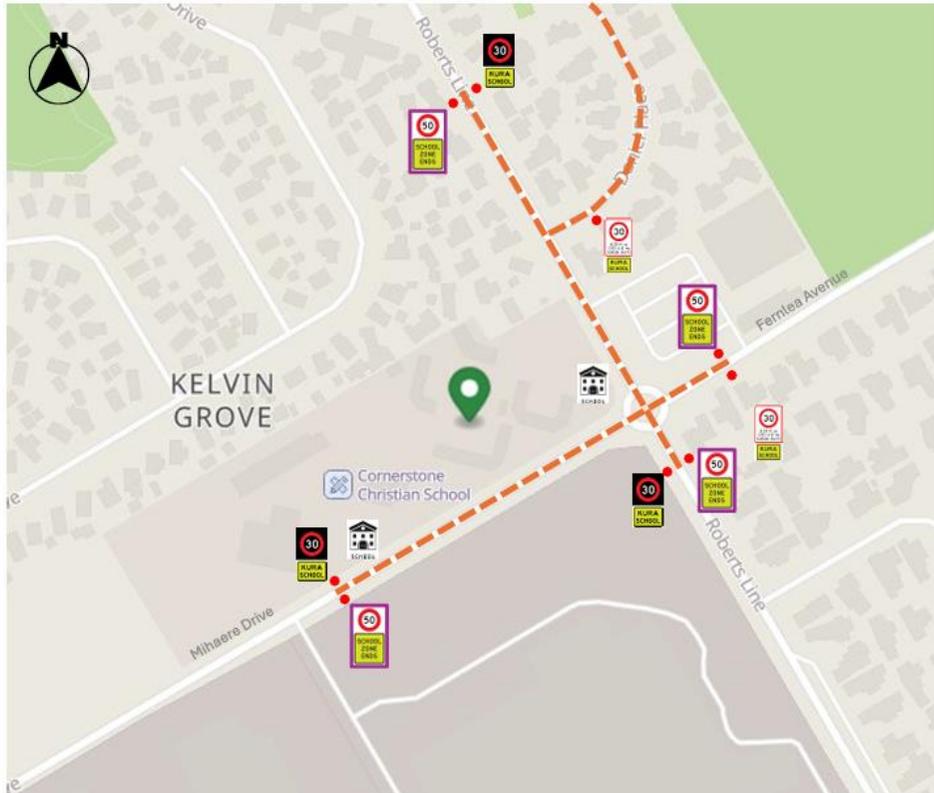
Variable 30 km/h speed limit on College Street, Marne Street, Ada Street, Oxford Street, Morris Street, Park Road and Karaka Street.

Legend

-  Existing Electronic Variable Speed Limit sign
-  Proposed Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 09 Cornerstone Christian School Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 50 km/h. There is an existing 40 km/h school variable speed limit on Mihaere Drive, Roberts Line and Fernlea Drive.

### Proposed Speed Limits

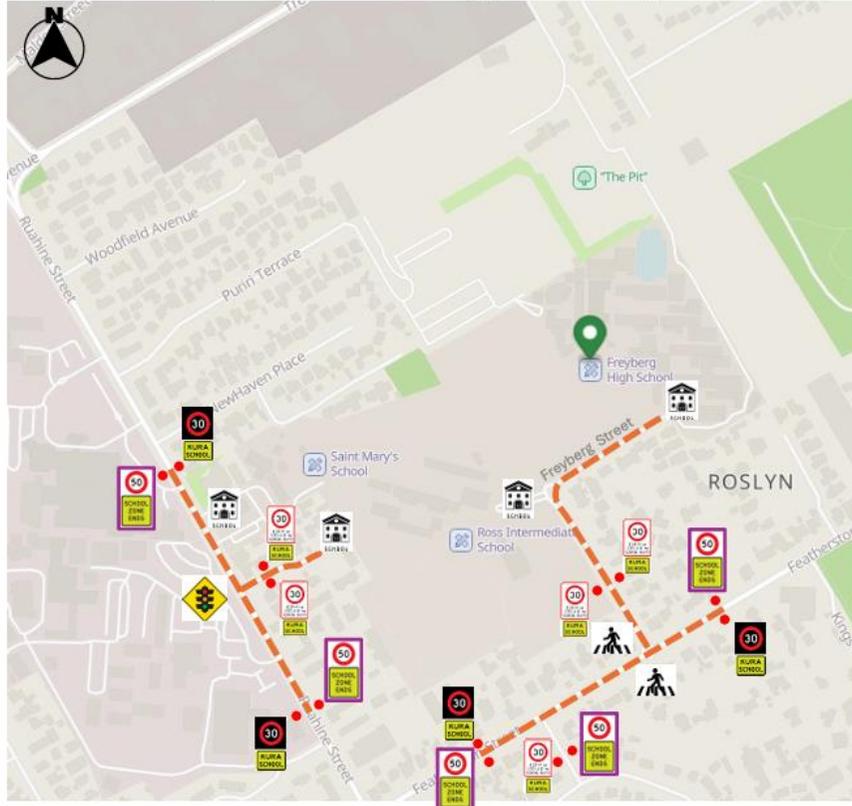
Variable 30 km/h speed limit on Mihaere Drive, Roberts Line and Fernlea Avenue.

### Legend

-  Existing Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Existing 50 km/h signs
-  Existing school entrance

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

### 10 Freyberg High School, Ross Intermediate School & St Mary's School Proposed Speed Limit Changes and Sign Locations



Existing Speed Limits

All roads surrounding the school are 50 km/h. There is an existing 40 km/h variable speed limit on Ruahine Street, Featherston Street and Freyberg Street.

Proposed Speed Limits

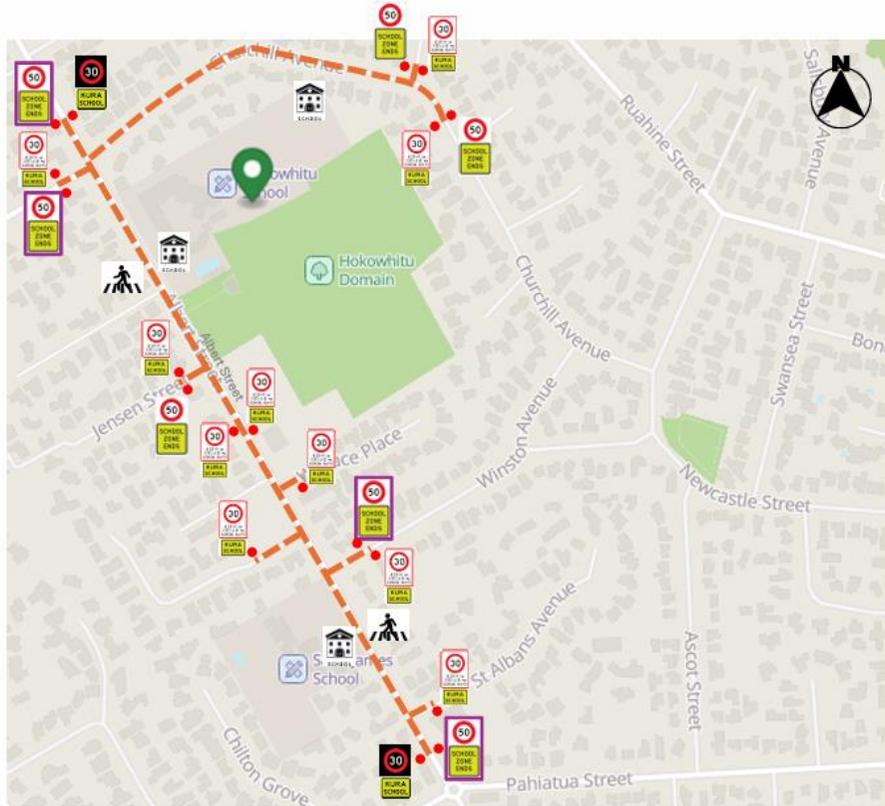
Variable 30 km/h speed limit on Ruahine Street, Featherston Street, Freyberg Street and connecting roads.

Legend

-  Existing Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing
-  Existing traffic signal controlled crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 11 Hokowhitu School & St James School Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 50 km/h. There is an existing 40 km/h school variable speed limit on Albert Street.

### Proposed Speed Limits

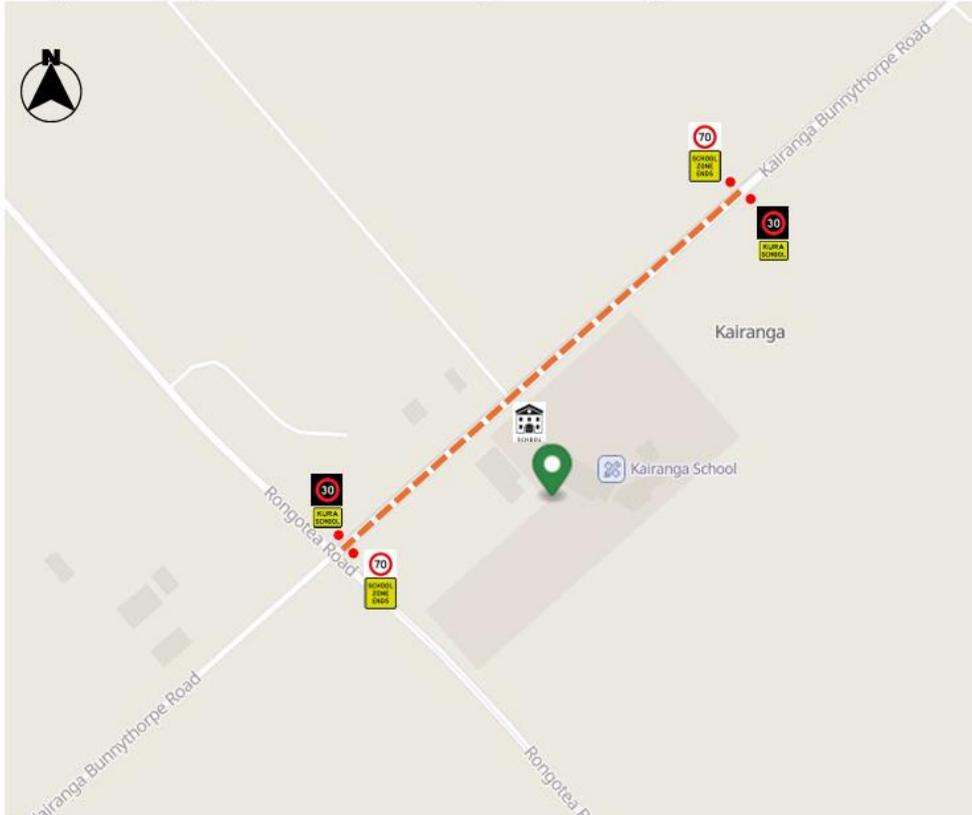
Variable 30 km/h speed limit on Albert Street and the connecting roads.

### Legend

-  Existing Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing 50 km/h signs (to remain)
-  Existing school entrance
-  Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 12 Kairanga School Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 70 km/h.

### Proposed Speed Limits

Variable 30 km/h speed limit on Kairanga Bunnythorpe Road.

### Legend

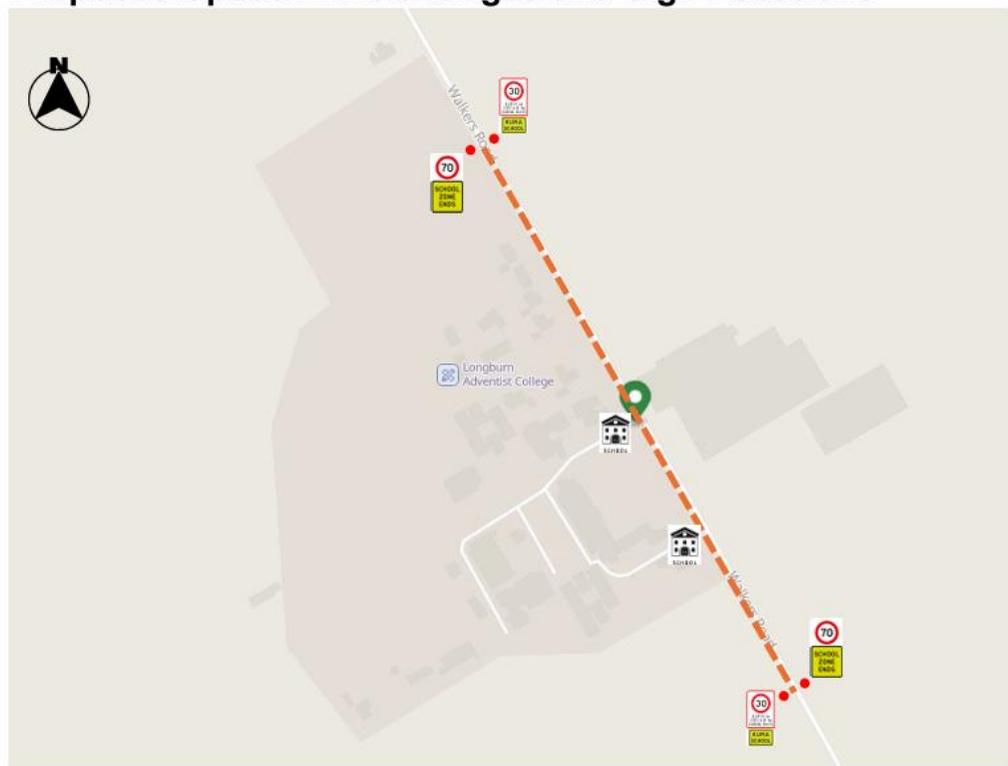
-  Proposed Electronic Variable Speed Limit sign
-  Proposed 70 km/h signs
-  Existing school entrance

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

### 13 Longburn Adventist College Proposed Speed Limit Changes and Sign Locations

Existing Speed Limits  
Walkers Road is 70 km/h.

Proposed Speed Limits  
Variable 30 km/h speed limit on Walkers Road, due to good visibility of signs and on a straight road.

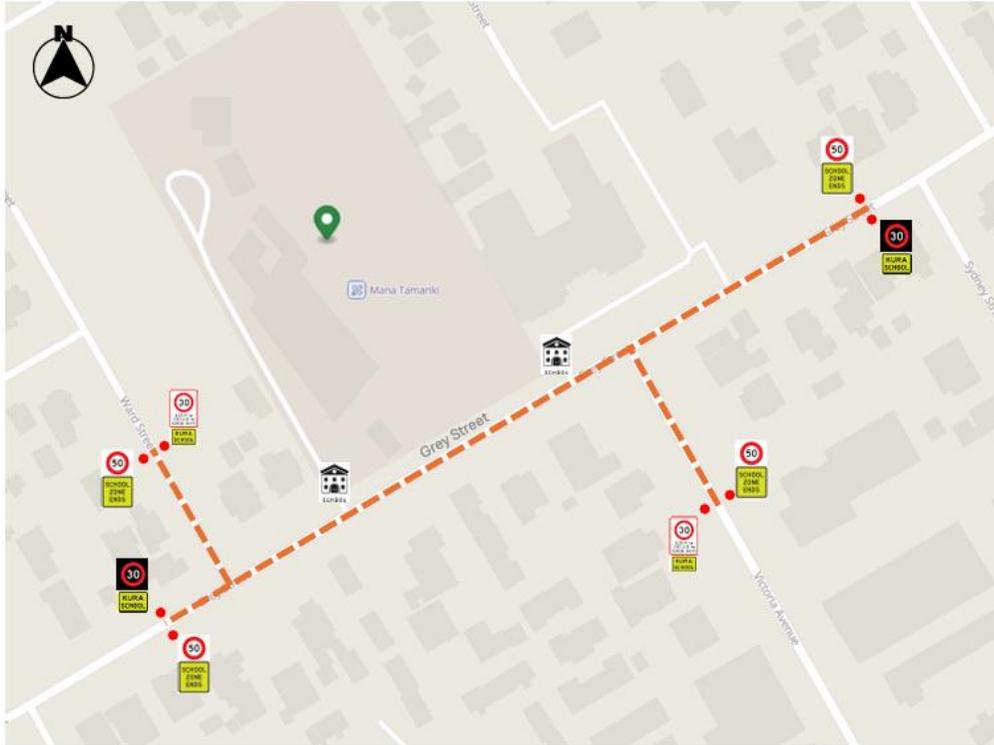


Legend

-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 70 km/h signs (not 50 as shown)
-  Existing school entrance

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 14 Mana Tamariki School Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 50 km/h.

### Proposed Speed Limits

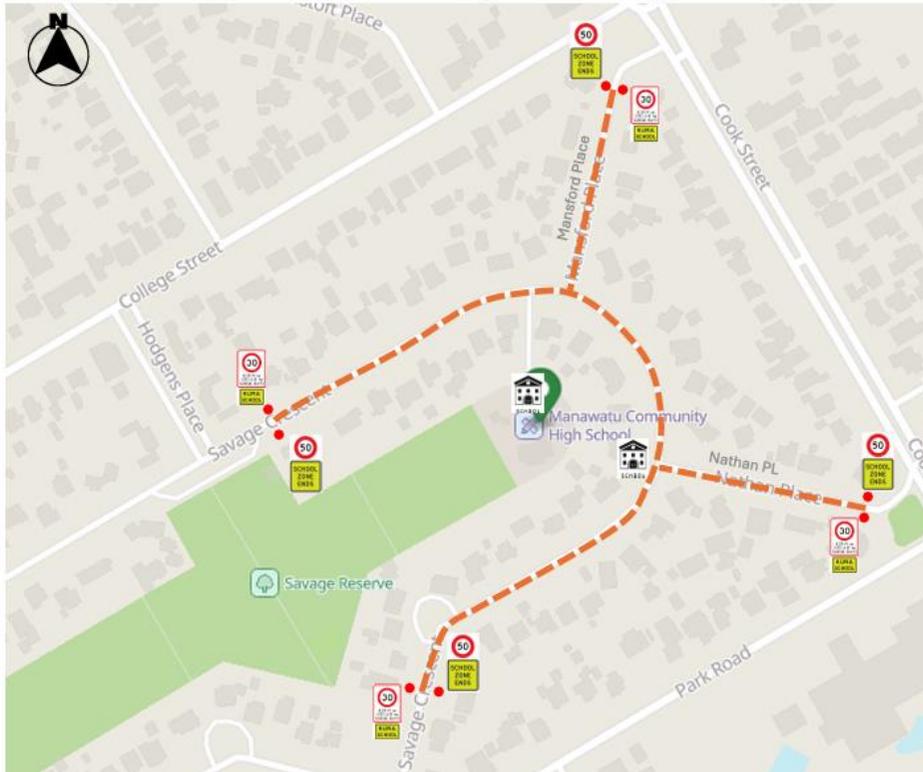
Variable 30 km/h speed limit on Grey Street and the connecting roads.

### Legend

-  Proposed Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

### 15 Manawatū Kura a Iwi - Manawatū Community High School Proposed Speed Limit Changes and Sign Locations



Existing Speed Limits

All roads surrounding the school are 50 km/h.

Proposed Speed Limits

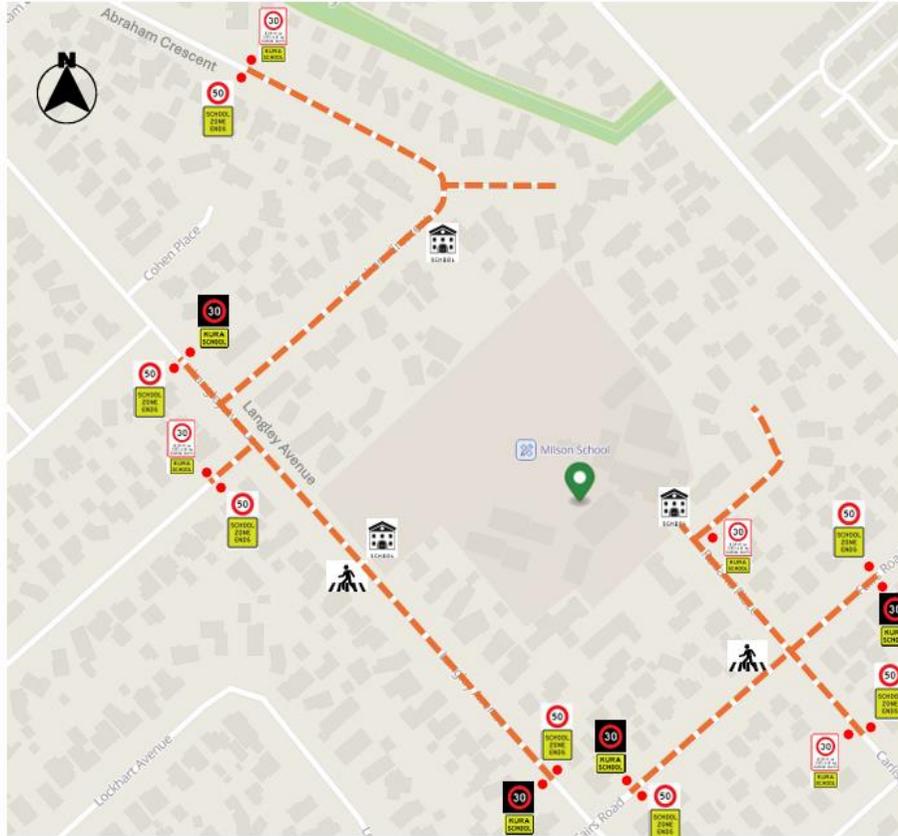
Variable 30 km/h speed limit on Savage Crescent and the connecting roads.

Legend

-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

### 16 Milson School Proposed Speed Limit Changes and Sign Locations



Existing Speed Limits

All roads surrounding the school are 50 km/h.

Proposed Speed Limits

Variable 30 km/h speed limit on Langley Avenue, Fairs Road and Abraham Crescent, and intersection roads.

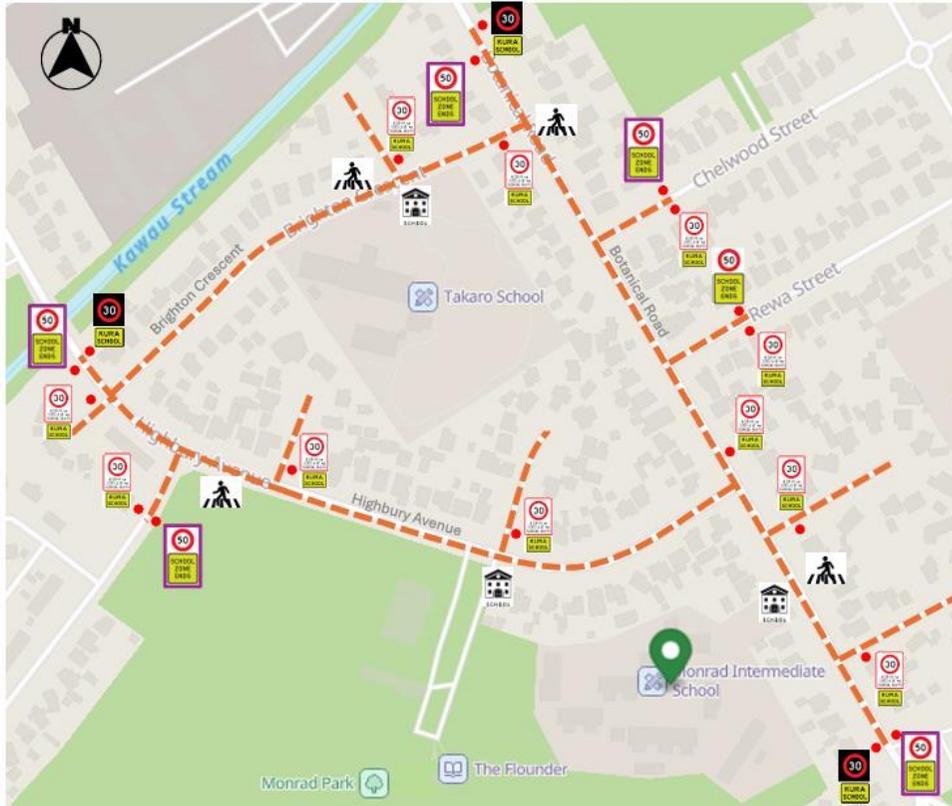
Legend

-  Proposed Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 17 Monrad Te Kura Waenga o Tirohanga & Te Kura o Takaro School

### Proposed Speed Limit Changes and Sign Locations



#### Existing Speed Limits

All roads surrounding the school are 50 km/h. There is an existing 40 km/h school VSL on Botanical Road, Highbury Avenue and Brighton Crescent.

#### Proposed Speed Limits

Variable 30 km/h speed limit on Botanical Road, Highbury Avenue, Brighton Crescent and connecting roads.

#### Legend

-  Existing Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

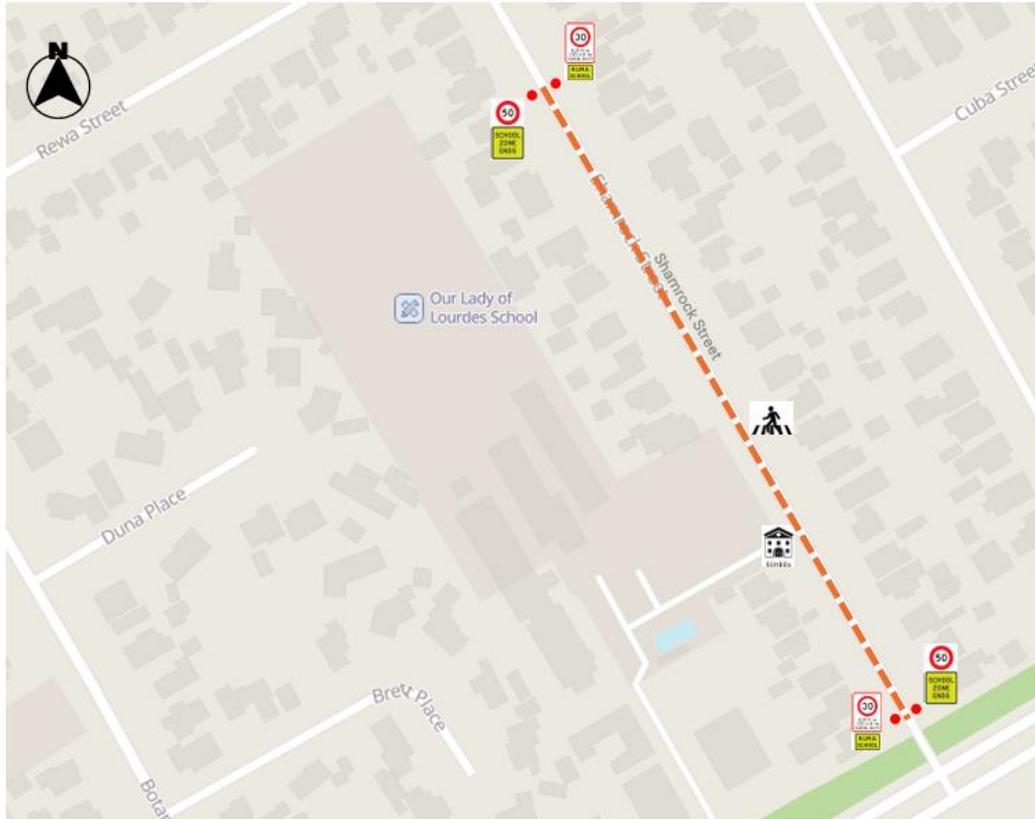
### 18 Our Lady of Lourdes School Proposed Speed Limit Changes and Sign Locations

Existing Speed Limits

All roads surrounding the school are 50 km/h.

Proposed Speed Limits

Variable 30 km/h speed limit on Shamrock Street.



Legend

-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

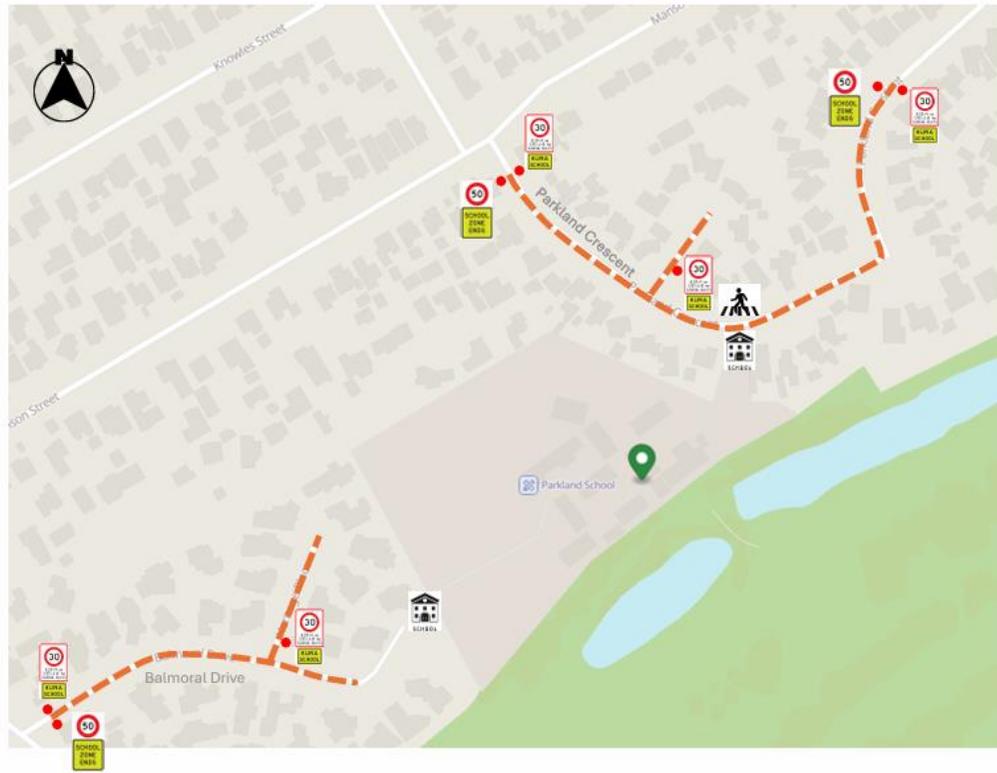
# 19 Parkland School Proposed Speed Limit Changes and Sign Locations

### Existing Speed Limits

All roads surrounding the school are 50 km/h.

### Proposed Speed Limits

Variable 30 km/h speed limit on Parkland Crescent, Balmoral Drive and connecting roads.

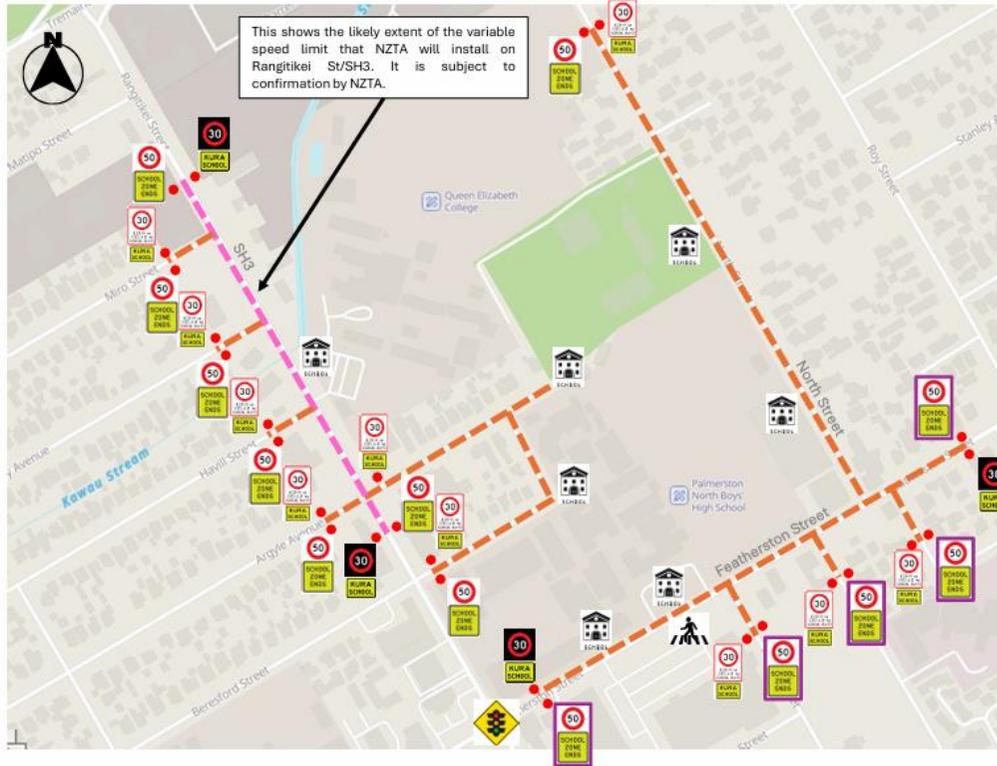


### Legend

-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 20 Palmerston North Boys' High School & Queen Elizabeth College Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 50 km/h. There is an existing 40 km/h school variable speed limit on Featherston St.

### Proposed Speed Limits

Variable 30 km/h speed limit on Featherston St, North St and connecting roads.

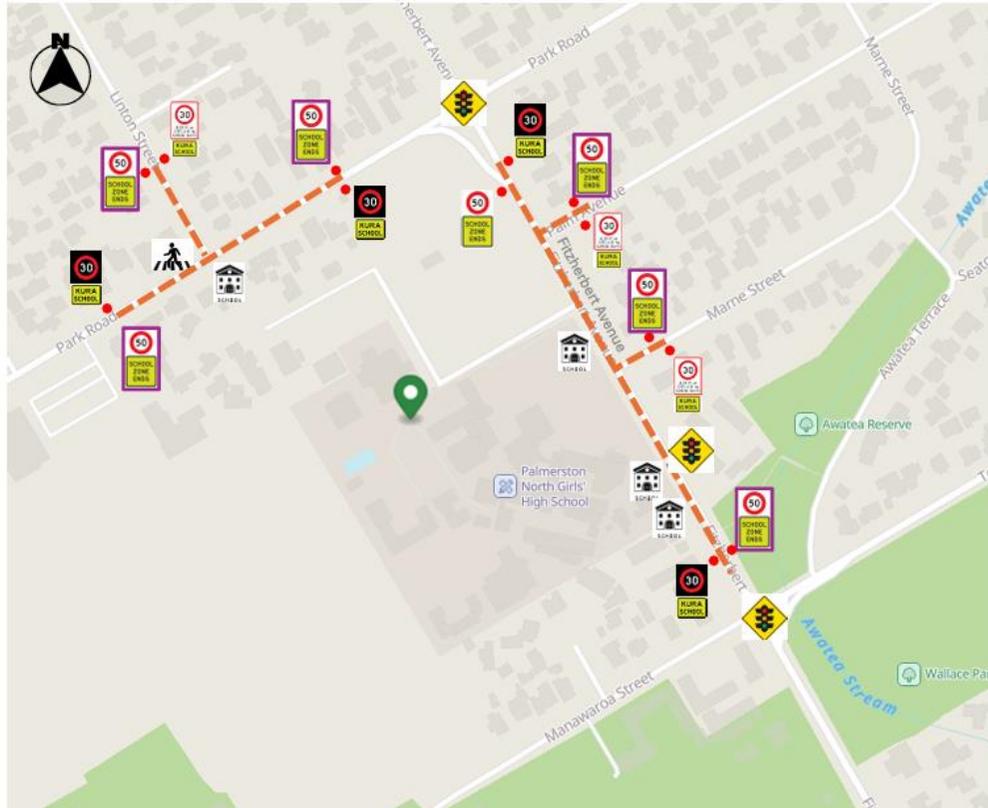
Also shown is the variable speed limit on Rangitikei St/SH3 that NZTA (as road controlling authority for SH3) is expected to install. The precise location of the variable speed limit on Rangitikei St/SH3, and the associated signs, have not yet been confirmed by NZTA.

### Legend

-  Existing Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing
-  Existing traffic signal controlled intersection

MAP TO BE REPLACED WITH TECHNICAL VERSION BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 21 Palmerston North Girls' High School Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 50 km/h. There is an existing 40 km/h school variable speed limit on Fitzherbert Avenue and Park Road.

### Proposed Speed Limits

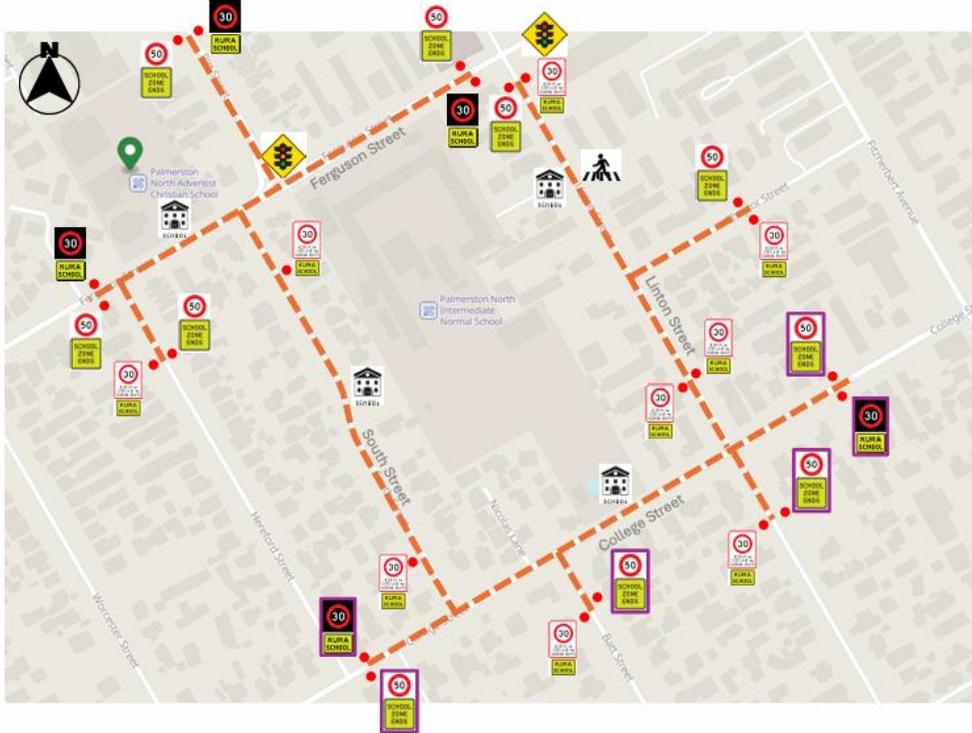
Variable 30 km/h speed limit on Featherston Street, Park Road and connecting roads.

### Legend

-  Proposed Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing
-  Existing traffic signal controlled crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 22 Palmerston North Adventist Christian School & Palmerston North Intermediate Normal School Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 50 km/h. There is an existing 40 km/h school variable speed limit on College Street.

### Proposed Speed Limits

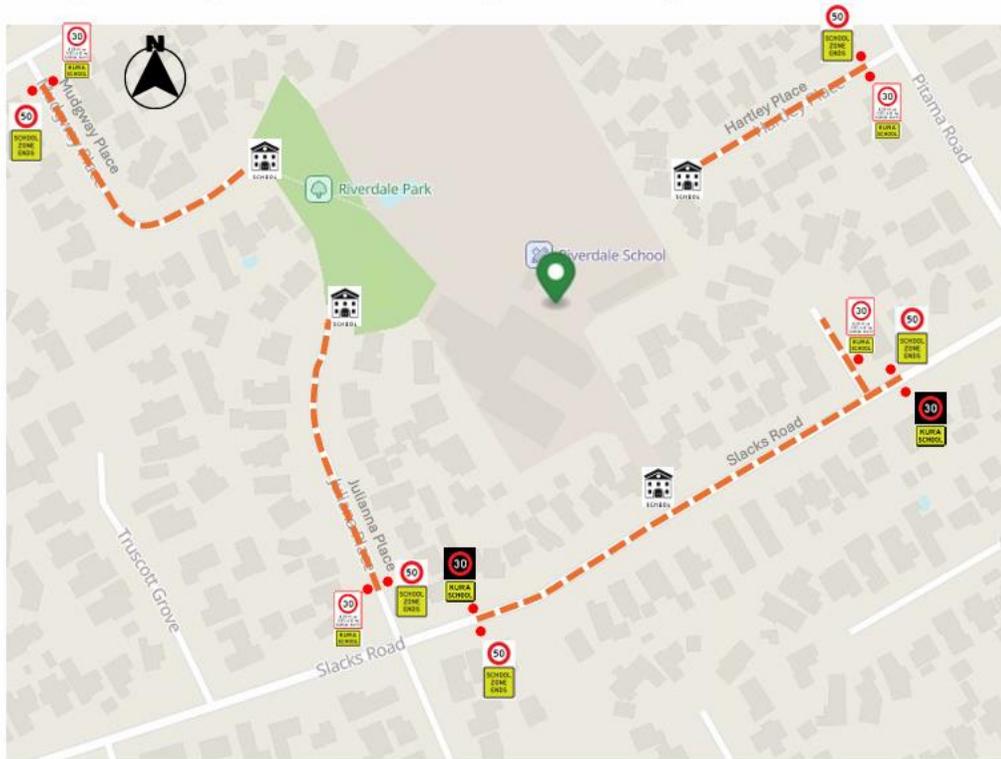
Variable 30 km/h speed limit on College Street, Linton Street, South Street, Ferguson Street, Pitt Street and connecting roads.

### Legend

-  Existing Electronic Variable Speed Limit sign
-  Proposed Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing
-  Existing traffic signal controlled crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 23 Riverdale School Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 50 km/h.

### Proposed Speed Limits

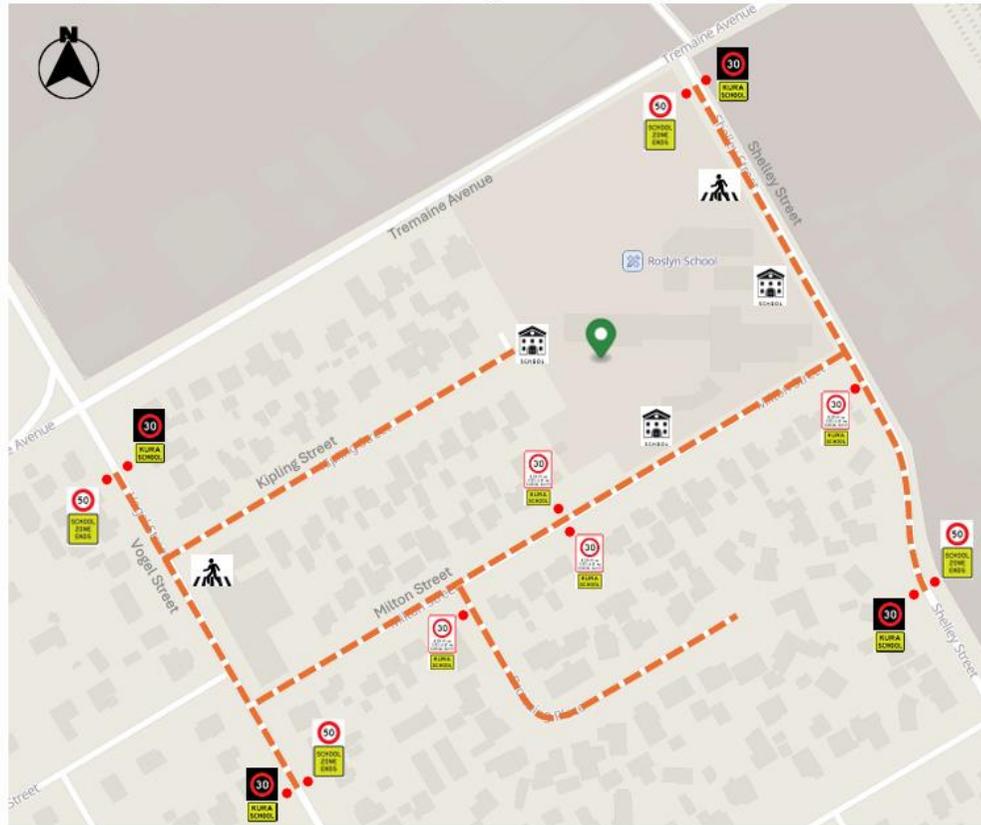
Variable 30 km/h speed limit on Slacks Road, Hartley Place, Julianna Place, Mudgway Place and connecting roads.

### Legend

-  Proposed Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 24 Roslyn School Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 50 km/h.

### Proposed Speed Limits

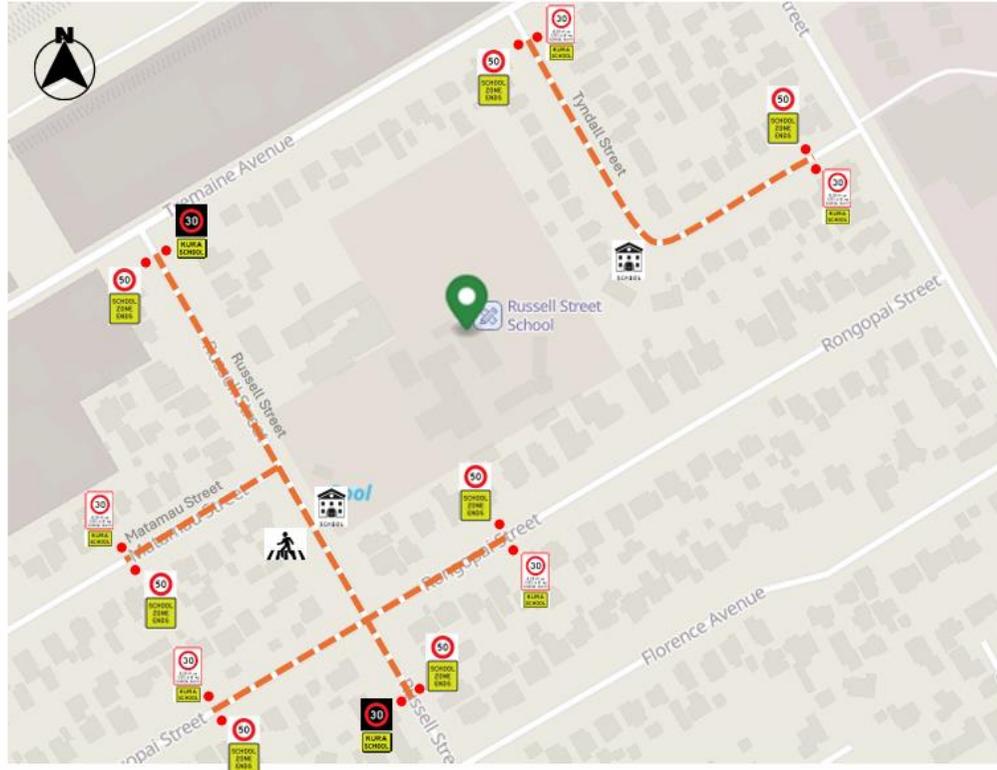
Variable 30 km/h speed limit on Shelley Street, Milton Street, Kipling Street, Vogel Street and connecting roads.

### Legend

-  Proposed Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 25 Russell Street School Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 50 km/h.

### Proposed Speed Limits

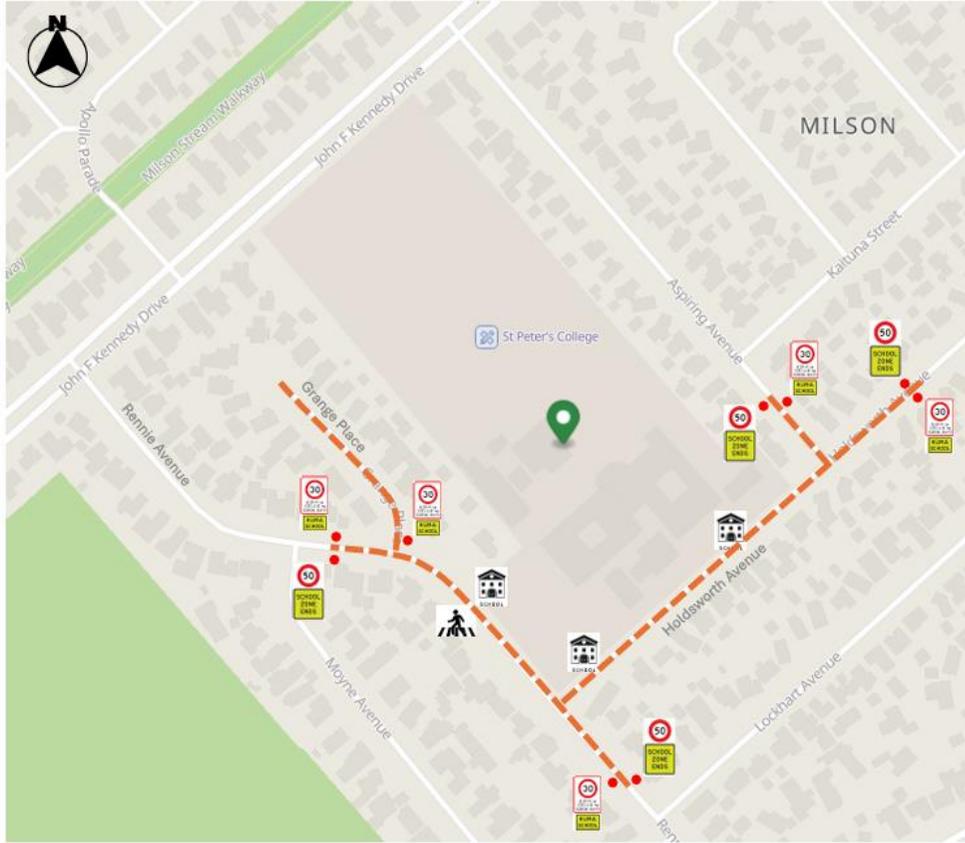
Variable 30 km/h speed limit on Russell Street, Tyndall Street and connecting roads.

### Legend

-  Proposed Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 26 St Peter's College Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 50 km/h.

### Proposed Speed Limits

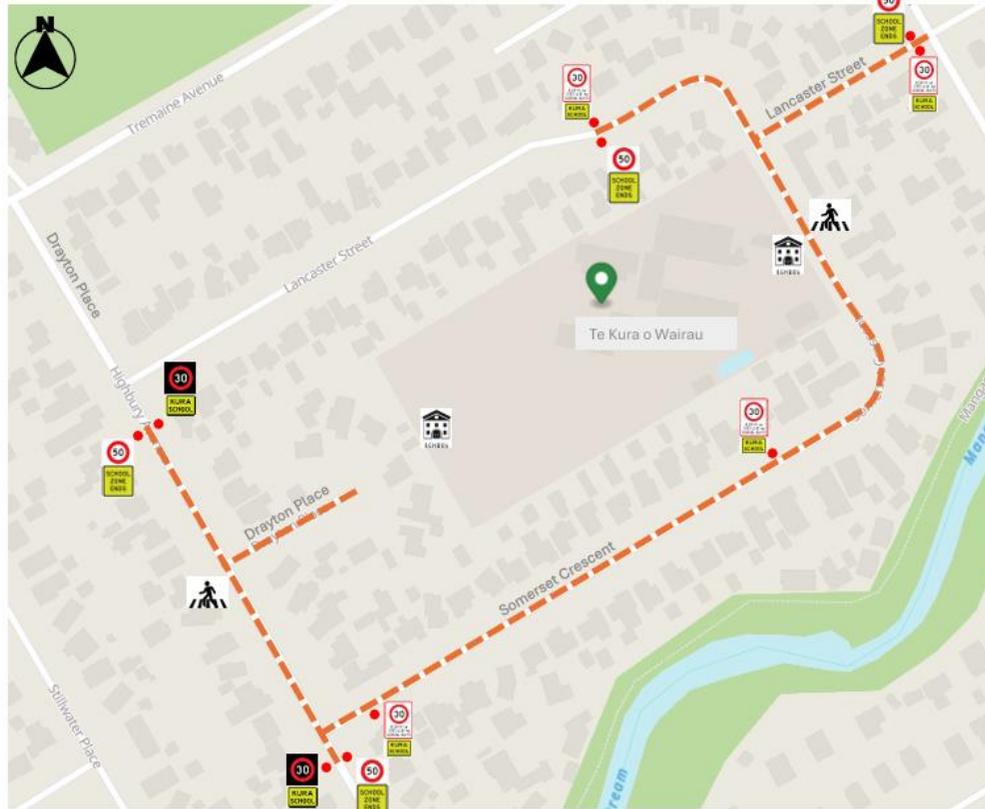
Variable 30 km/h speed limit on Rennie Avenue, Holdsworth Avenue and connecting roads

### Legend

-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance
-  Existing raised zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 27 Te Kura o Wairau Proposed Speed Limit Changes and Sign Locations



Existing Speed Limits

All roads surrounding the school are 50 km/h.

Proposed Speed Limits

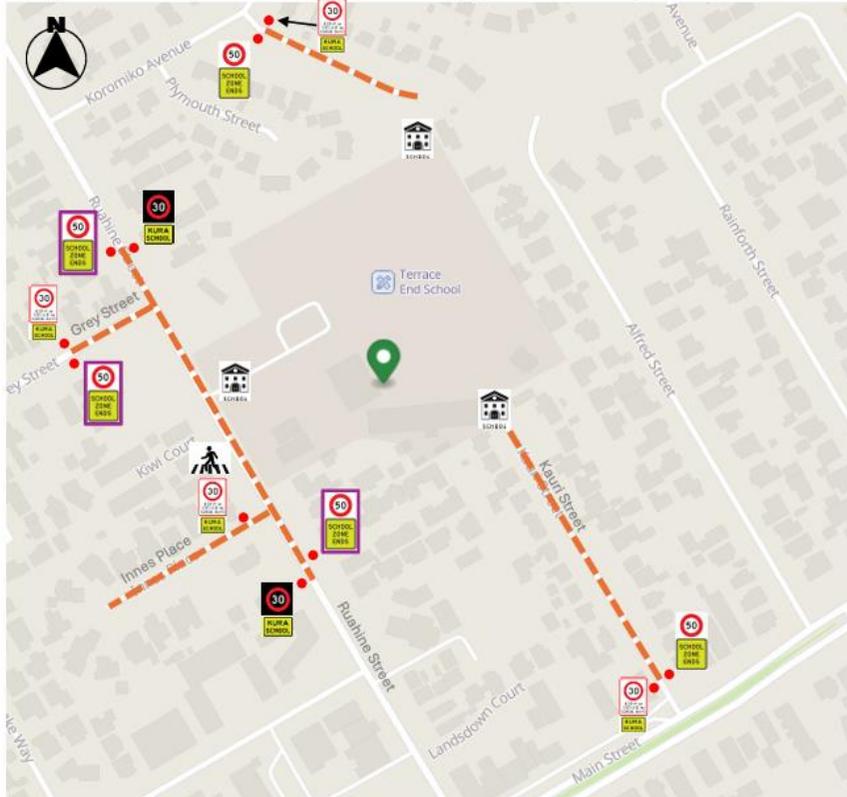
Variable 30 km/h speed limit on Somerset Crescent, Lancaster Street, Highbury Avenue and Drayton Place.

Legend

-  Proposed Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 28 Terrace End School Proposed Speed Limit Changes and Sign Locations



### Existing Speed Limits

All roads surrounding the school are 50 km/h. There is an existing 40 km/h school speed zone on Ruahine Street.

### Proposed Speed Limits

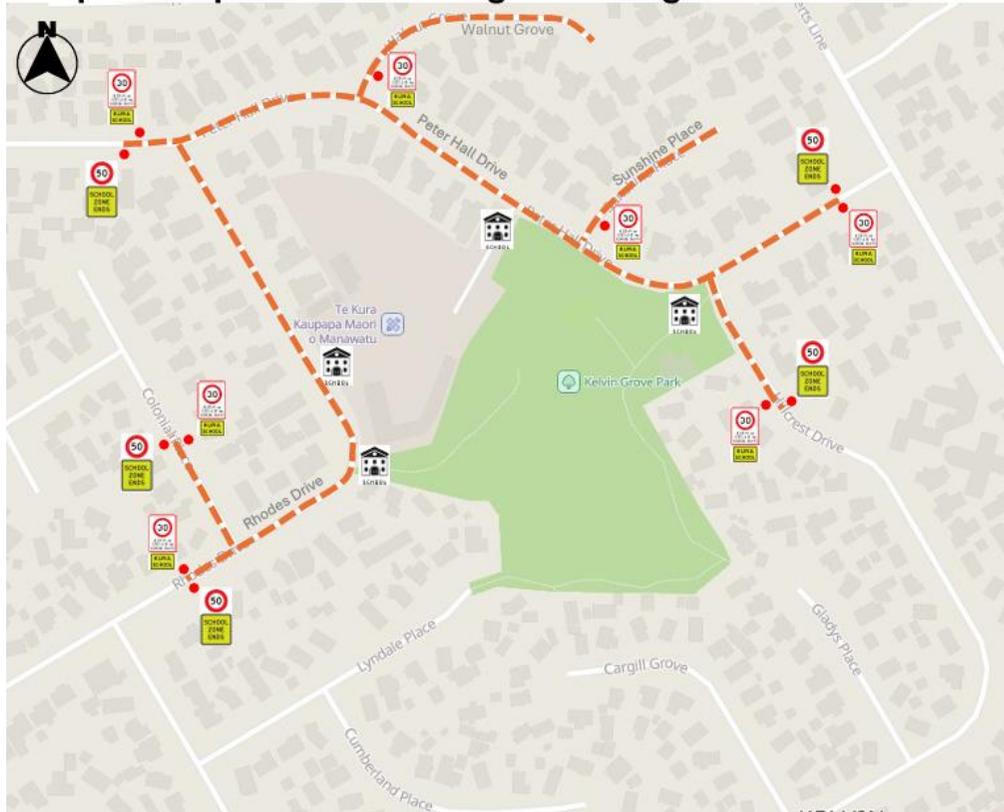
Variable 30 km/h speed limit on Ruahine Street, Kauri Street and the connecting roads.

### Legend

-  Existing Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing 50 km/h signs
-  Existing school entrance
-  Existing raised zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

## 29 Te Kura Kaupapa Māori o Manawatū Proposed Speed Limit Changes and Sign Locations



Existing Speed Limits

All roads surrounding the school are 50 km/h.

Proposed Speed Limits

Variable 30 km/h speed limit on Rhodes Drive, Peter Hall Drive and the connecting roads.

Legend

-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

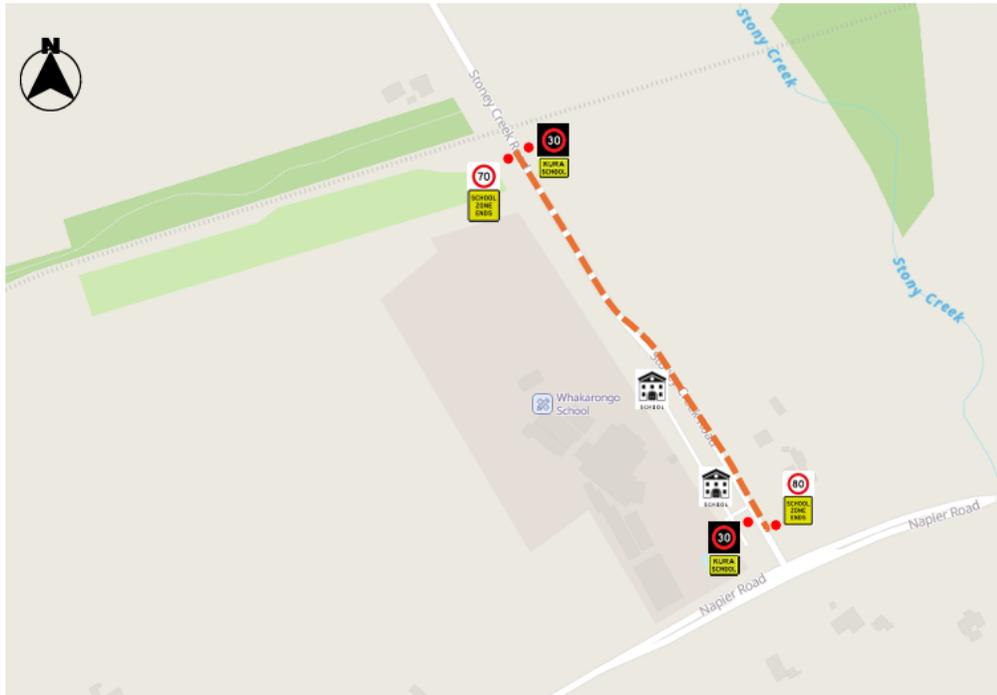
### 30 Whakarongo School Proposed Speed Limit Changes and Sign Locations

Existing Speed Limits

Stoney Creek Road is 70 km/h. SH3 is 80 km/h. There is an existing 60 km/h school speed zone (fixed signs).

Proposed Speed Limits

Variable 30 km/h speed limit on Stoney Creek Road.

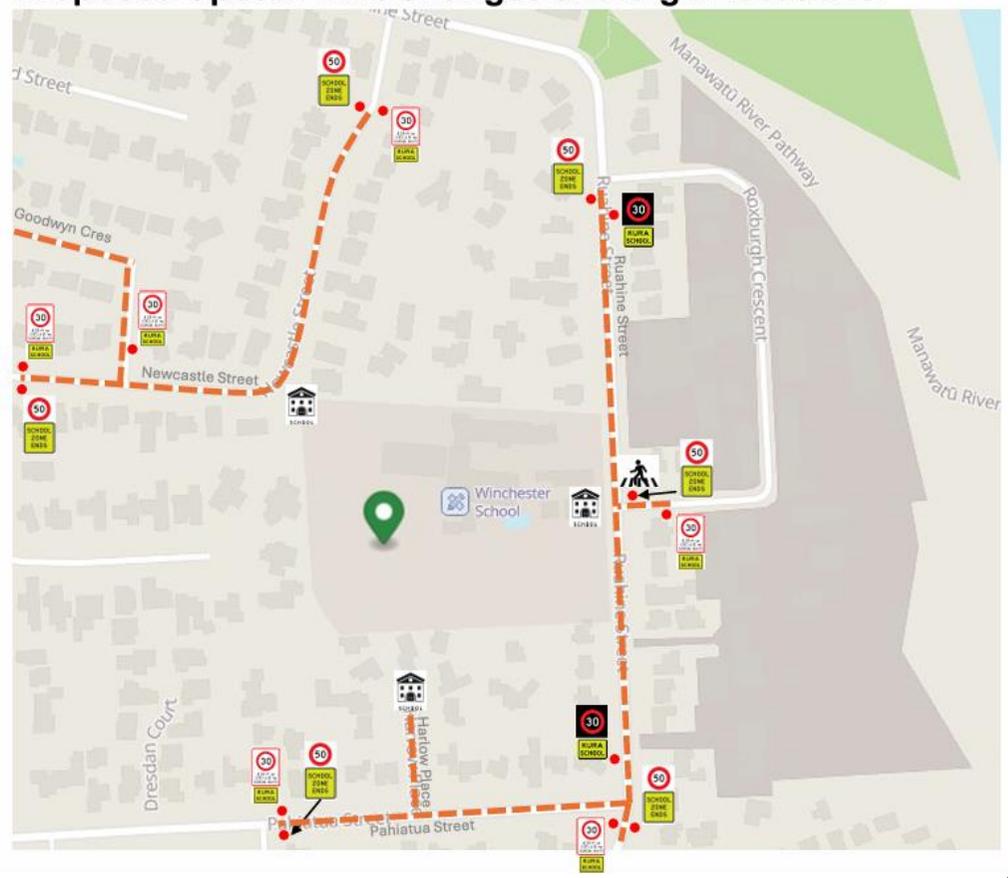


Legend

-  Proposed Electronic Variable Speed Limit sign
-  Proposed 70 & 80 km/h signs
-  Existing school entrance

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

### 31 Winchester School Proposed Speed Limit Changes and Sign Locations



Existing Speed Limits  
All roads surrounding the school are 50 km/h.

Proposed Speed Limits  
Variable 30 km/h speed limit on Ruahine Street, Newcastle Street and connecting roads.

**Legend**

-  Proposed Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

March 2026

### 32 Longburn School Proposed Speed Limit Changes and Sign Locations



Existing Speed Limits

SH56 is 70 km/h. All other roads are 50 km/h.

Proposed Speed Limits

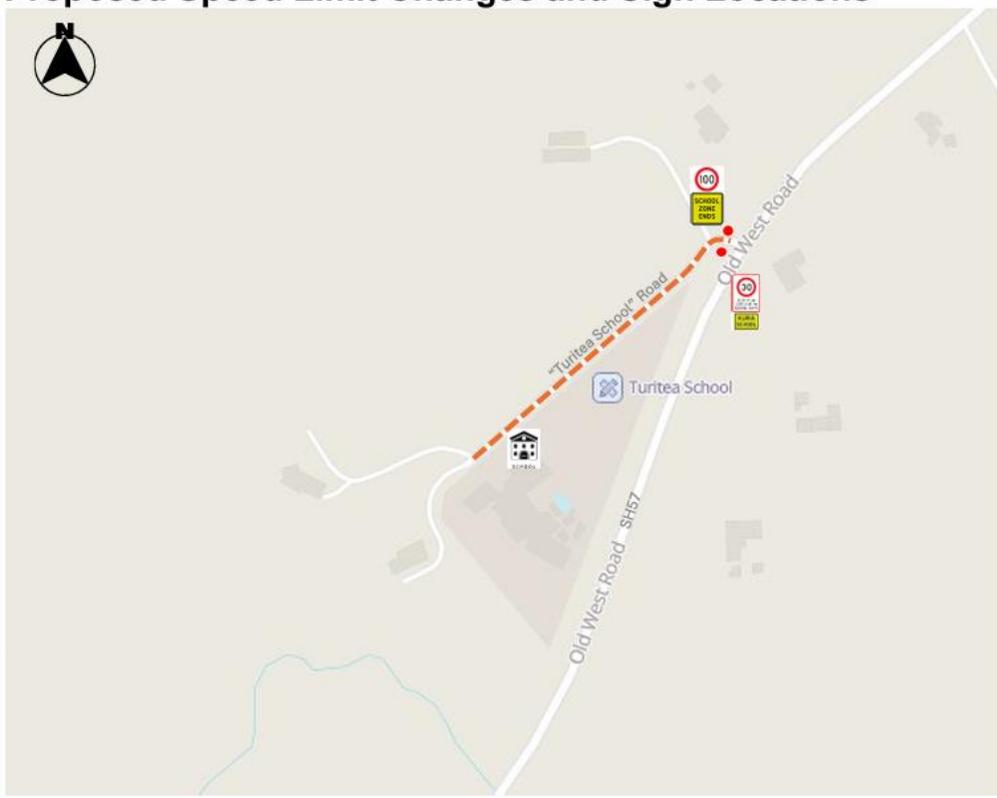
Variable 30 km/h speed limit on Carey St and Works Road. Also shown is the variable speed limit on SH56 that NZTA (as road controlling authority for SH56) is expected to install. The precise location of the variable speed limit on SH56, and the associated signs, have not yet been confirmed by NZTA.

Legend

-  Proposed Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Proposed 70 km/h signs
-  Existing school entrance
-  Existing pedestrian refuge

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

### 33 Turitea School Proposed Speed Limit Changes and Sign Locations



Existing Speed Limits  
"Turitea School" Road is 100 km/h.

Proposed Speed Limits  
Variable 30 km/h speed limit on "Turitea School" Road.

Legend

-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 100 km/h signs
-  Existing school entrance

MAP TO BE REPLACED WITH TECHNICAL VERSION  
BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

**Map 34**  
**Longburn Rongotea Road Number 1 Line Intersection**  
**Speed Zone**  
**Proposed Speed Limit Changes and Sign Locations**



Existing Speed Limits

All roads surrounding the site are 100 km/h. However, Number 1 Line, east of the intersection, is 70 km/h.

Proposed Speed Limits

Variable 70 km/h speed limit on Longburn Rongotea Road.

Legend

-  Proposed Electronic Variable Speed Limit sign
-  Proposed 70 km/h intersection speed zone
-  Proposed 100 km/h sign
-  Existing 70 km/h sign

MAP TO BE REPLACED WITH TECHNICAL VERSION  
 BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

**Map 35**  
**S56 Te Wanaka Road Intersection Speed Zone**  
**Proposed Speed Limit Changes and Sign Locations**



Existing Speed Limits  
 SH56 has a 100 km/h speed limit. Te Wanaka Road is 70 km/h.

Proposed Speed Limits  
 Variable 60 km/h speed limit on SH56. Permanent 50 km/h speed limit on Te Wanaka Road.

- Legend
- Proposed Electronic Variable Speed Limit sign
  - Proposed 100 km/h sign
  - Proposed 50 km/h sign
  - Proposed 60 km/h intersection speed zone (indicative)
  - Proposed permanent 50 km/h speed limit

MAP TO BE REPLACED WITH TECHNICAL VERSION  
 BEFORE SUBMISSION TO NZTA FOR CERTIFICATION

Appendix B – Summary of Submissions

TO BE ATTACHED BEFORE SUBMISSION TO NZTA FOR  
CERTIFICATION. REFER ATTACHMENT 2 FROM COUNCIL  
REPORT

## Draft Speed Management Plan 2026

Analysis of issues raised during  
consultation in relation to proposed  
speed limits changes

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## Introduction

This document provides analysis of the issues raised during consultation on the draft Speed Management Plan in relation to each proposal. There are six sections:

Section 1 General Issues and Comments..... 3

This section provides a summary of the main points raised by submitters that apply generally to all the proposals.

Section 2 Social Media Comments..... 7

This section provides a summary of the issues raised through social media during the consultation period.

Section 3 School-specific comments..... 10

This section provides an analysis of the specific issues and arguments made in relation to the proposals for each school or cluster.

Section 4 Intersection Speed Zone – Longburn-Rongotea Road/Number 1 Line..... 45

This section provides an analysis of the issues and arguments made in relation to the proposed ISZ for Longburn-Rongotea Road/Number 1 Line.

Section 5 – Te Wanaka Road..... 48

This section provide an analysis of the issues and arguments made in relation to the proposed 50km/h speed limit for Te Wanaka Road.

Section 6 - summary of recommendations..... 50

This section provides a summary of the recommendations made in sections 3 - 5

Appendix 1 – Revised Maps ..... 51

Appendix 2 – Out of scope suggestions (infrastructure changes) ..... 53

Appendix 3 – Out of scope suggestions (enforcement)..... 55

Appendix 4 – Out of scope suggestions (speed limit reviews and enforcement) ..... 55

## Section 1 General Issues and Comments

While most submissions were made about specific schools or locations (and some submitters provided comments on multiple schools or locations), there were some general comments on the draft Speed Management Plan. Many comments were about traffic management in general, and many echoed comments which were included on specific proposals for individual schools. The following is an analysis of those issues.

### Traffic management

- 1.1 Some submitters expressed frustration with the Council's recent traffic management responses. This included the installation of the separated cycleway on Featherston Street, which some submitters identified as evidence of poor traffic management practice. One submitter believed the Council should not be creating variable speed limits for schools and suggested that we "stick to core business." Another submitter stated that the inconsistency of speed limits is creating confusion for visitors, and suggested several changes to how we manage traffic in Palmerston North. These included removing traffic lights on the Square and making it a one-way system, removing cycle lanes as cyclists prefer riding on the footpath, and installing red-light cameras.

#### *Discussion and analysis*

- 1.2 While we appreciate the frustration that some submitters have with the Council's approach to traffic management, this is primarily out-of-scope. The creation of variable speed limits outside schools is a requirement of the Speed Limits Rule, and therefore is "core business."

### School travel period

- 1.3 One submitter commented that details of the proposed school travel periods (the times of day that the variable speed limits will be in effect) were not included in the Consultation Document. They appeared to infer that the maximum school travel period would be used (45 mins before the start of the school day and 45 mins after the start of the school day, and the same period for the end of the day – 3 hours in total). They also referred to example signage in the Consultation Document, taking this to be an illustration of the signs that would be used at every school rather than as an example of what a static variable speed limit sign might look like.

#### *Discussion and analysis*

- 1.4 The Consultation Document did not include school travel periods as there was insufficient time to include this information before the beginning of the consultation period. Additionally, the appropriate school travel period was dependent on the final variable speed limit zone. If changes were made to the variable speed limit zones then this could change what the school travel periods would be. Given the complexity of this aspect of the proposal, it was decided to leave the setting of the school travel period to the decision of the Council, informed by the views of the schools.
- 1.5 We have identified the recommended school travel period for each school, and these are included in the Certification Plan attached to the report.

Enforcement

- 1.6 Several submitters commented about enforcement. This included concerns about how new variable speed limits will be enforced, and also requesting that more enforcement is undertaken to address poor driver behaviour and to keep school children safe.
- 1.7 It was noted by some submitters that there are low levels of compliance with the current 40km/h variable speed limits, and that they had low expectations that new 30km/h variable speed limits would be complied with unless there was more active enforcement.
- 1.8 Some submitters suggested that in the face of low compliance it was better to install traffic calming measures such as speed humps to physically slow vehicles rather than relying on compliance with a speed limit. Other frustrations emerged, such as drivers failing to give way at pedestrian crossings, prompting one submitter to suggest that cameras should be installed on pedestrian crossings.
- 1.9 Submitters also expressed frustration with poor parking practices around schools. This seems to be a factor of large numbers of parents driving to collect school children, and trying to park as close to the school gate. This is creating issues for some areas with narrower streets, where parking on both sides of the street can narrow the roadway making it harder for drivers to see children crossing the road. Other issues emerge also, such as parking across driveways or fire hydrants, close to corners, too close to pedestrian crossings.

*Discussion and analysis*

- 1.10 The issues raised by submitters are quite complex. Enforcement of speed limits is a matter for NZ Police. However they often struggle to resource speed limit enforcement within the urban area, including around schools, within their limited resources. While the Council is able to raise this issue with NZ Police, and urge them to prioritise school speed limit enforcement, we have no authority to require them to give school speed limit enforcement a greater priority.
- 1.11 The Council is able to influence parking practices more directly. We are able to install physical infrastructure such as speed humps, parking restrictions and other markings, and we can prioritise enforcement for schools. However, if the Council gives these issues greater priority then it will either come at a greater cost to residents and ratepayers, or it will likely see a decreasing priority for other issues. It is out of scope for this project to make specific recommendations about this issue; however, a list of the out-of-scope suggestions from submitters has been collected and will be referred to the relevant Group for consideration and prioritisation.

General support for speed limit reductions

- 1.12 Several submitters made general comments in support of the variable speed limits in particular, and speed limit reductions more generally. There was support for taking a long-term view of road safety, rather than focussing on the short-term inconvenience to some motorists of slower speeds. The benefits to school children in particular were identified, with many submitters recounting experiences where they had witnessed accidents or near-misses.

*Discussion and analysis*

The views expressed by submitters in general comments were echoed throughout all the school speed limit proposals; all proposals had a majority in support (while Turitea School had only two submissions in support, with 14 seeking further changes, all submitters supported slower speed limits on SH57 in addition to Council's proposal for a variable speed limit on Turitea School Road).

#### General opposition to speed limit reductions

- 1.13 Some submitters were generally opposed to speed limit reductions. They asserted that slowing drivers doesn't make things safer for children, and that the issue isn't speed but driver patience and driving skill. They argued that slowing speeds reduces productivity and has a financial cost to the city when vehicles move slower.
- 1.14 One submitter argued that slower speed limits force drivers to spend longer behind the wheel, increasing frustration, tiredness and cynicism with complying with speed limits, and that this doesn't make roads safer.

#### *Discussion and analysis*

- 1.15 While we acknowledge the anecdotal views of these submitters, these views are not consistent with research about the impacts of reduced speed limits on productivity. Speed limits within urban areas have an extremely low impact on total travel time relative to other factors such as traffic signals, vehicle volumes, time of the day, and traffic flow. These additional figures confound rational methodologies for accurately calculating the impact of a variable speed limit reduction, because the values are often too low to be reliable.
- 1.16 It is accepted that from an individual perspective a slower speed limit may cause frustration, but it is not accepted that there is a direct association between speed limits and driver frustration and compliance with speed limits. Most drivers comply with speed limits most of the time.

#### Additional requests

- 1.17 Many submitters made requests in their submissions on specific school proposals for additional speed limit changes, or additional traffic calming measures. The following additional requests were not included for any specific school proposal, so are included below:
- A second bridge over the Manawatū River is needed for resilience.
  - Speed limit reductions in all high traffic volume areas.
  - Increase the speed limit on Main Street (four lanes) to 60km/h.
  - Install speed bumps on Pacific Drive.
  - Install a roundabout at the intersection of Old West Road and Summerhill Drive.
  - Consider the speed limit on Napier Road from the Ashhurst end roundabout to the intersection with Cambridge Avenue.
  - Lower the speed limit on SH56 from the Mangaone Stream to Longburn.

#### *Discussion and analysis*

- 1.18 All of these suggestions are outside the scope of this project. Some of these suggestions are outside the scope of Council's authority: the speed limits on state highways, for instance, are set by NZTA.
- 1.19 For those requests which the Council is responsible, we will refer them to the appropriate Group for consideration and prioritisation.

## Section 2 Social Media Comments

We received 96 comments on social media about the draft Speed Management Plan. These commenters raised many points which were very similar to the points raised by those who made formal submissions. The following is a summary of those points:

### In support (general)

- 1.20 Commenters noted that slower speeds are safer for children, especially as they can be unpredictable around busy roads. Some suggested that the speed limits should be lower all day. Others noted that slower speed limits are already required around stopped school busses, so a 30km/h variable speed limit is appropriate. One commenter observed that 40km/h variable speed limits are too fast, as young children don't always have good road sense.

#### *Discussion and analysis*

- 1.21 The comments made by those on social media in support of the proposed speed limits are generally consistent with the themes that were raised by those who made formal submissions. These points reinforce the reasons for introducing variable speed limits for all schools.

### Opposed (general)

- 1.22 Some commenters were opposed to speed limit reductions. Some believed that the current 40km/h variable speed limits are sufficient at appropriate times of the school day, while others pointed to 40km/h variable speed limits in Australia as proof that the current speed limits are appropriate. One commenter observed that the volume of traffic around schools when kids are being dropped off or collected makes it impossible to speed past a school.

#### *Discussion and analysis*

- 1.23 The 40km/h variable speed limits suggested by these commenters are not permitted by the Rule, except for schools where an existing 40km/h variable speed limit was already in place. However, we do not recommend retaining 40km/h variable speed limits as this would create an inconsistent approach across the road network that may lead to confusion for drivers.

### Poor road safety practices

- 1.24 Many submitters raised concerns about poor road safety practices. This was directed at both drivers who do not pay attention to the road (e.g. using cellphones while driving) and who do not follow the road rules (failing to stop at pedestrian crossings), and pedestrians who don't pay attention around roads (not using crossings correctly, kids not looking both ways when crossing). Commenters pointed to these issues as being of a higher safety concern than speed limits around schools.

#### *Discussion and analysis*

- 1.25 We accept these examples of poor road safety practice and acknowledge that they can create significant safety issues resulting in injuries or even deaths. However, it is possible to address safety concerns in multiple ways. Road safety education can be an effective tool to reduce these risks; lowering speed limits as required by the Government is another effective tool to improve road safety. The Council has a role to play in reducing speed limits, while other agencies such as NZ Police have a role to play in promoting road safety.

#### Road safety infrastructure

- 1.26 Many commenters asked why there were different levels of road safety infrastructure (such as traffic islands, road patrol signs, or lights) at different schools. One commenter suggested that every school should have a traffic light crossing system.

#### *Discussion and analysis*

- 1.27 The approach to installing road safety infrastructure around schools combines an assessment of the level of risk for the location, and prioritisation of that risk against the available budget for installing and maintaining those assets. The existing road safety infrastructure has been developed over time, with the best available assessments at the time, which is why there are often differences between schools.
- 1.28 Council is currently operating in a very constrained financial environment which limits the ability to respond to requests for additional safety treatments around schools. It is therefore necessary to prioritise which sites are in greatest need, and install the most cost-effective solution for that site. This sometimes means that the solution may look different to previous road safety infrastructure used in other parts of the city.

#### Dissatisfaction with Council

- 1.29 Some commenters expressed doubt that the Council would listen to the views of the community, referring to their experience with consultation on the separated cycleway for Featherston Street in particular. They believed that it was pointless for the Council to consult on these proposals (especially if we were required by the Government to install variable speed limits around schools), as they would make a decision regardless of what the community said.

#### *Discussion and analysis*

- 1.30 This has been a common view expressed across a wide range of consultation and engagement exercises in the past few years, both in social media and in formal submissions. It likely reflects disillusionment when people have made submissions or shared their views with Council only for a different decision to be made, leading them to conclude that "Council hasn't listened."
- 1.31 It is important to note that Council (both elected members and staff) pay close attention to the views of the community. It is a legal requirement under the Local Government Act 2002 that the Council ensures it has understood the community's views before it makes a decision. We make a point of providing comprehensive summaries of the points raised by submitters and views provided in more informal ways, so that this information can be considered when making a decision.
- 1.32 However, it is often not clear to those who believe they have not been heard that there are usually competing views amongst submitters and commenters. When one person expresses opposition to a proposal from Council but the Council proceeds anyway, it is not that the

Council has ignored that person. It may be that other people have expressed support. In these situations it is not possible to make a decision that satisfies those in support and those opposed. Moreover, decision-making following consultation is not solely “a numbers game.” While some may believe that if a large number of people make a submission opposing a proposal from Council that this requires the Council to then change the proposal, it is not always the case. The arguments against a proposal may not be logical or not supported by good evidence. Conversely, arguments in favour of the proposal may be more compelling. Consultation is not the same as a referendum or a vote, and decision-making should therefore not be reliant solely on the numbers for or against a proposal.

- 1.33 Therefore, while the frustration expressed by these commenters is understood, Council is responsible for making the best decisions for the community as a whole, informed by a good understanding of the community’s views. Some parts of the community may not agree with that decision, but it does not mean that their views have not been heard.

## Section 3 School-specific comments

<b>School area</b>	<b>Ashhurst School</b>
<b>Current speed limits</b>	Existing 50km/h on roads in Ashhurst around the school. There is a 40km/h variable speed limit on Cambridge Avenue which was installed in 2013.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Salisbury Street, Stanford Street South, Stanford Street North and Cambridge Avenue
<b>Submission summary</b>	Five submissions were received for the Ashhurst School proposal. Four were in support of the proposal, one proposed further changes.
<b>Recommendation</b>	Confirm the proposal with no changes.

### Arguments in favour of the proposal

- Support reduced speed during the start and end of the school day
- Slower speeds during school hours reduce the harm caused in collisions.

### Arguments against the proposal

- No submissions were submitted in opposition to this proposal.

### Changes suggested by submitters (in scope)

- Extend the variable speed limit zone on Cambridge Ave to intersection with Bamfield St due to the Park and Library, and the speed hump which require people to slow.
- Extend the variable speed limit zone on Cambridge Ave to the Roundabout as it is a short distance and it includes Plunket, the connected play area and the bus stop. Drivers need to slow for the roundabout.
- Extend the variable speed limit zone on Salisbury St to after the intersection with Mulgrave as it requires slowing down anyway.

### Analysis

Submissions are in favour of the proposal, with one submitter seeking further changes, extending the coverage of the variable speed limit zone to include more of Cambridge Ave and Salisbury Street.

The Rule requires a variable speed limit to apply for 300m outside the school gate. Implementing the suggested changes would significantly extend the area of coverage of the variable speed limit zone, and is not a minor adjustment to the proposal. Furthermore, the proposed changes will increase the cost of implementation, requiring existing signs to be moved or replaced and additional signs at different locations. To be compliant with the Rule, we do not recommend that these additional changes are implemented. We recommend that the proposal be confirmed with no changes.

<b>School area</b>	<b>Awapuni School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50km/h.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Rochester Street, Dampier Avenue and connecting streets.
<b>Submission summary</b>	Six submission were received for the Awapuni School proposal. Five were in support, one was opposed.
<b>Recommendation</b>	Confirm the proposal with no changes.

Arguments in favour of the proposal

- Slower speeds during school hours reduce the harm caused in collisions.
- Slower speed will reduce the risk of serious accidents.

Arguments against the proposal

- No comments given.

Analysis

All but one of the submissions for Awapuni School were in support, with just one opposed, though no reason was given for the opposition to the proposal. We recommend that the proposal be confirmed with no changes.

<b>School area</b>	<b>Awatapu College and West End School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50km/h. There is an existing 40km/h school variable speed limit on College Street and Botanical Road.
<b>Consultation proposal</b>	Variable 30km/h speed limit on College St, Botanical Road, Wikiriwhi Crescent, Dittmer Drive and Katene Street.
<b>Submission summary</b>	Thirteen submission were received for the Awatapu College and West End School proposal. Nine were in support and two were opposed. Two submissions proposed further changes.
<b>Recommendation</b>	Confirm the proposal with no changes.

Arguments in favour of the proposal

- Support reduced speeds during the start and end of the school day.
- Want children to be able to walk and cycle to school safely.
- Existing signage would be easy to update.
- Slower speeds reduce the risk of serious accidents and give drivers and pedestrians more time to react and prevent collisions.

Arguments against the proposal

- Existing 40km/h variable speed limit is sufficient.

Changes suggested by submitters (in scope)

- Extend variable speed limit zone on College St East of Botanical to 210 College St comparable to length on Park Road.
- Extend variable speed limit zone on College St West of Botanical Road to Strathmore Place so length is similar in both directions.
- Extend variable speed limit zone on Botanical Road as far as Keeling St so length is similar to that suggested for each direction on College St.

Changes suggested by submitters (out of scope)

- Requested a raised crossing closer to the entrance to Awatapu College. Due to limited parking this would make access to the school safer for the children.
- Extend the hours for the 30km/h speed limit to 0700-1600.

Analysis

Most submitters were support of this proposal. Those who were opposed commented that the existing variable speed limit was sufficient for the area. While the Rule does allow for Councils to maintain existing 40km/h variable speed limits, this creates potential confusion for drivers who will see different variable speed limits at different locations throughout the city. We do not recommend retaining the existing 40km/h variable speed limit for these schools to avoid this potential confusion and inconsistency.

The further changes suggested by submitters were to extend the variable speed limit zone on College Street and Botanical Road. The Rule requires a variable speed limit to apply for 300m outside the school gate. Implementing the suggested changes would significantly extend the area of coverage of the variable speed limit zone and is not a minor adjustment to the proposal. Additional

signage would be required on Burfield Place, which would increase the cost of implementation. To be compliant with the Rule, we do not recommend that these additional changes are implemented. We recommend that the proposal be confirmed with no changes.

One submitter suggested that the variable speed limit should apply from 7am to 4pm, however this is not permitted by the Rule and so it is out of scope.

The other change suggested by the submitters which is out of scope – installing a raised pedestrian crossing closer to the entrance to Awatapu College, will be referred to the Infrastructure Group for consideration and prioritisation.

<b>School area</b>	<b>Bunnythorpe School</b>
<b>Current speed limits</b>	The speed limit on roads within Bunnythorpe, including around the school, are 50km/h.
<b>Consultation proposal</b>	The proposal was to implement a permanent 30km/h speed limit on Baring Street and Dutton Street, being the streets most used to access the school.
<b>Submission summary</b>	Three submission were made specifically on the Bunnythorpe School proposal. Two were in support, one proposed further changes.
<b>Recommendation</b>	Confirm the proposal with no changes.

#### Arguments in favour of the proposal

- Slower speeds reduce the risk of serious accidents and give drivers and pedestrians more time to react and prevent collisions.

#### Arguments against the proposal

- No submissions were submitted in opposition to this proposal.

#### Changes suggested by submitters (in scope)

- Extend the variable speed limit zone on both Dutton Street and Dixons Line to their intersection with Campbell Rd. The extra distance is short and vehicles would need to be slowing down anyway.
- Extend the variable speed limit zone to Railway Rd from Kairanga-Bunnythorpe Rd to 50 metres beyond Maple St.

#### Analysis

All submissions were in support of the proposal, with one submitter suggesting further changes. These suggested changes were to extend the variable speed limit zone on Dixons Line and Dutton St, and to also include an additional section of Railway Road from Kairanga-Bunnythorpe Road to Maple St.

Extending the speed zone on Dutton Street is not recommended as the benefits are very low. The proposed location for the sign is in an area clear of clutter and with clear visibility. Moving the sign closer to the intersections is unlikely to improve visibility of the signage.

Extending the speed zone on Dixons Line and including Railway Rd would not be compliant with the Rule as this road is not within the 300m zone outside of the school gate. Given the complexity of the intersection layouts, safety improvements could be achieved by reviewing the physical infrastructure of these roads. However this is out of scope of this consultation.

To be compliant with the Rule, we do not recommend that these additional changes are implemented. We recommend that the proposal be confirmed with no changes.

<b>School area</b>	<b>Carncot Independent School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50km/h.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Broadway Avenue, Rangitane Street and Vivian Street.
<b>Submission summary</b>	Six submissions were received for the Carncot Independent School proposal. Three were in support and one was opposed. A further two submissions proposed an alteration to the proposal.
<b>Recommendation</b>	Confirm the proposal with no changes.

#### Arguments in favour of the proposal

- Slower speeds reduce the risk of serious accidents and give drivers and pedestrians more time to react and prevent collisions.

#### Arguments against the proposal

- No comments given.

#### Changes suggested by submitters (in scope)

- Extend the variable speed limit zone on Broadway Ave in both directions to just short of the roundabouts at Victoria Ave and Albert St, it is a short distance and it encourages drivers to maintain a speed when travelling through the area.

#### Changes suggested by submitters (out of scope)

- The variable speed limit is not required on Rangitane Street because operating speeds are already low.

#### Analysis

A majority of submissions are in support of the proposal. The sole submitter in opposition did not give any reasons for opposing this proposal. Two submissions suggested changes to the proposal. One of the suggested changes was considered out of scope as they suggested that the variable speed limit is not necessary on Rangitane St due to the low operating speed already. The Rule requires us to install variable speed limits based on the location of school gates. Due to the school gate being located on Rangitane Street we are required to install a variable speed limit, regardless of the existing operating speeds.

The other change suggested by a submitter is to move the variable speed limit signs closer to the roundabouts, to discourage drivers from accelerating too much before reaching the speed zone. When looking at this location, with most on-street parking being angled parking, there are limited practical sites for the variable speed limit signs to be installed. Signs need to be located so that drivers turning left or right onto Broadway Ave from either Victoria Ave or Albert Street have time to see the variable speed limit signs and react. Signs also need to be located clear of obstructions such as trees to ensure that solar power is supplied to the signs. While the actual site of the signs may be adjusted slightly when installed, closer to the roundabouts, it may not be practical to move them substantially closer without compromising the effectiveness of the signs. Also, if the signs were moved closer to the roundabouts they would only increase the length of the variable speed limit by 20-40m in either direction and would have minimal impact on the effect of the variable speed limit zone. Therefore we recommend that the proposal is confirmed with no change.

<b>School area</b>	<b>Central Normal School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50km/h. There is an existing 40km/h variable speed limit on Featherston Street and Aroha Street.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Featherston Street, Aroha Street, Campbell Street, Lombard Street and Taonui Street.
<b>Submission summary</b>	Ten submission were received for the Central Normal School proposal. Seven were in support and three were opposed.
<b>Recommendation</b>	Confirm the proposal with no changes.

#### Arguments in favour of the proposal

- Support reduction of speeds around all schools
- Want to keep tamariki safe
- Slower speeds will reduce the risk of serious accidents.

#### Arguments against the proposal

- Should keep the variable speed limit at 40km/h.
- Drivers should be trusted to look out for children when passing schools and their crossings.

#### Analysis

Most submitters are in support of this proposal, with only three opposed. Those who supported this proposal argued that the reduction would help improve children's safety. One submitter opposed to the proposal argued that the existing 40km/h variable speed limit was appropriate and that drivers should be trusted to look out for children in front of school.

While the Rule does allow for Councils to maintain existing 40km/h variable speed limits, this creates potential confusion for drivers who will see different variable speed limits at different locations throughout the city. This would especially be the case for Central Normal School, with NZTA proposing a 30km/h variable speed limit for Queen Elizabeth College on Rangitikei Street. Therefore we do not recommend retaining the existing 40km/h variable speed limit for Central Normal School, so as to avoid potential confusion and inconsistency. We recommend that the proposal is confirmed with no change.

<b>School area</b>	<b>Cloverlea School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50km/h.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Herbert Avenue (to include park entrance) and Benmore Avenue.
<b>Submission summary</b>	Three submissions were received on the Cloverlea School proposal. Two were in support. One suggested further changes.
<b>Recommendation</b>	Amend the proposal to include the entirety of Bendigo Street as a 30km/h variable speed limit zone and extend the proposed variable speed limit on Herbert Ave to connect with the intersection of Bendigo Street.

Arguments in favour of the proposal

- Slower speeds will reduce the risk of serious accidents.

Arguments against the proposal

- No submissions were received in opposition to this proposal

Changes suggested by submitters (in scope)

- Extend the variable speed limit zone on Bendigo Ave to account for the accessway to Cloverlea Park, between 10 and 12 Bendigo Ave, which is a de facto entrance for the school.

Analysis

All submissions were in support of this proposal.

One submitter observed that there is an access to the school on Bendigo Street, similar to the access on Benmore Ave (across Cloverlea Park). They suggested that the variable speed limit zone include Bendigo Street as well.

We accept this suggestion and recommend that the variable speed limit zone be extended to include the entirety of Bendigo Street, and that the proposed variable speed limit zone on Herbert Avenue is extended to connect with the intersection of Bendigo Street. The proposed signs on Bendigo Street can be relocated to the intersection with Rosedale Crescent, while the proposed signs on Herbert Ave can be relocated to Willowstream Grove. Two new signs will be required, at the intersection of Rosedale Crescent with Herbert Ave (see Appendix 1 Map A).

<b>School area</b>	<b>College Street Normal School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50km/h. There is an existing 40km/h variable speed limit on College Street
<b>Consultation proposal</b>	Variable 30km/h speed limit on College Street, Marne St, Ada Street, Oxford Street, Morris Street, Park Road and Karaka Street.
<b>Submission summary</b>	Nine submissions were received for the College Street Normal School proposal. Six were in support and one was opposed. A further two submissions proposed an alteration to the proposal.
<b>Recommendation</b>	Confirm the proposal with no changes.

Arguments in favour of the proposal

- 30 km/h variable speed limit makes sense, but needs enforcement/speed cameras
- Slower speeds will reduce the risk of serious accidents.

Arguments against the proposal

- No comments given.

Changes suggested by submitters (in scope)

- Extend the variable speed limit zone on College Street to Fitzherbert Avenue as many children cross over the intersection.
- Extend the variable speed limit zone on College Street to Victoria Ave as cars are often parked as far Phoenix Avenue to pick up kids and some walk beyond there.

Changes suggested by submitters (out of scope)

- Improve the markings for the pedestrian crossing on Park Road.

Analysis

Most submitters are supportive of this proposal, with just one submitter opposed (but giving no reasons).

One submitter suggested that the markings for the pedestrian crossing on Park Road be improved to make it clearer that it is a pedestrian crossing. However, this change is outside the scope for this proposal. This suggestion will be referred to the Infrastructure Group for consideration and prioritisation.

One submitter suggested extending the proposed variable speed limit zone on College Street in both directions, to Victoria Ave and Fitzherbert Ave. However, this would make the variable speed limit zone more than 800m long, substantially longer than the 300m outside the school gate that the Rule permits. Implementing the suggested changes would significantly extend the area of coverage of the variable speed limit zone and would not be compliant with the Rule. Therefore we do not recommend that these additional changes are implemented. We recommend that the proposal be confirmed with no changes.

<b>School area</b>	<b>Cornerstone Christian School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50km/h. There is an existing 40km/h variable speed limit on Mihaere Drive, Roberts Line and Fernlea Drive.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Mihaere Drive, Roberts Line and Fernlea Drive.
<b>Submission summary</b>	Eight submissions were received for this proposal. Six were in support and two were opposed.
<b>Recommendation</b>	Confirm the proposal with no changes.

#### Arguments in favour of the proposal

- Reduced speed limits will help to keep kids safe.

#### Arguments against the proposal

- The existing 40km/h variable speed limit at Cornerstone and all other schools should be retained.

#### Analysis

Most submissions are supportive of this proposal, arguing that reduced speed limits keep children safe. Two submitters were opposed to the proposal, with one submitter suggesting instead that the existing 40km/h variable speed limit should be retained. They also assumed that the variable speed limit would be in effect for three hours every school day and argued that this was excessive.

While the Rule does allow for Councils to maintain existing 40km/h variable speed limits for schools, this creates potential confusion for drivers who will see different variable speed limits at different locations throughout the city. Therefore we do not recommend retaining the existing 40km/h variable speed limit for Cornerstone Christian School, so as to avoid potential confusion and inconsistency.

With regards to the time that the variable speed limit would be in effect (the "school travel period"), this was not included in the consultation proposal. The maximum school travel period is 90 mins at the start of the school day (45 mins before and 45 mins after the start of the school day), and 90 mins at the end of the school day (45 mins before and 45 mins after the end of the school day). If the maximum school travel period were selected then it would apply for three hours each school day. However, this has not been proposed for Cornerstone Christian School.

We recommend that the proposal is confirmed with no changes.

<b>School area</b>	<b>Freyberg High School, Ross Intermediate School and St Mary's School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50km/h. There is an existing 40km/h variable speed limit on Ruahine Street, Featherston St and Freyberg Street.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Ruahine Street, Featherston St and Freyberg Street and connecting streets.
<b>Submission summary</b>	Fourteen submissions were received for these proposals. Nine were in support and three were opposed. A further two submissions proposed an alteration to the proposal.
<b>Recommendation</b>	Confirm the proposal with no changes.

Arguments in favour of the proposal

- 40km/h variable speed limits for these schools have already improved safety.
- Reduced speed limits helps keep tamariki safe.

Arguments against the proposal

- 30km/h will cause congestion to get worse.
- Featherston St is main route and both Freyberg and Ross are well away from Featherston St.

Changes suggested by submitters (in scope)

- Extend the variable speed limit zone on Ruahine Street to beyond Newhaven Place.

Changes suggested by submitters (out of scope)

- Make 30km/h permanent for all schools. Keep it simple for drivers one speed 100% of the time.

Analysis

Most submissions support these proposals, noting that the existing 40 km/h variable speed limit has already improved safety for schoolchildren. Among the three submitters who opposed these proposals, they argued that this area is already congested, and a 30 km/h variable speed limit will make congestion worse. They also argued that Featherston Street was a main route far away from the actual school entrances.

We are required to create a variable speed limit outside the school gate for 300 metres. With both Freyberg School and Ross Intermediate in close proximity to each other, the 300 metre zone extends along the length of Freyberg St and continues into Featherston Street. This is reasonable, as it includes the route that most children will use to access either school.

While the Rule does allow for Councils to maintain existing 40km/h variable speed limits, and this might alleviate the concern of the submitter who suggested that a 30km/h variable speed limit would worsen congestion, a different variable speed limit for these schools creates potential confusion for drivers who see different variable speed limits at different locations throughout the city. Therefore we do not recommend retaining the existing 40km/h variable speed limit for these schools, so as to avoid potential confusion and inconsistency.

The Rule does not permit permanent 30km/h speed limits for schools unless we also set a permanent 30km/h speed limit for the remainder of the road and it is permitted to set that 30km/h speed limit for that road under Schedule 3 of the Rule. Featherston Street does not meet the criteria for a road where a permanent 30km/h speed limit can be set; therefore we are unable to recommend that a permanent 30km/h speed limit is set for this school.

The proposed 30km/h variable speed limit on Ruahine St for St Mary's School uses the existing variable speed limit zone, which is approximately 300m and is therefore compliant with the Rule. While the Council could decide to move the start and end points of the variable speed limit zone, this would require the current electronic signs to be relocated, increasing the cost of implementation. We don't recommend this change, as the benefits are unlikely to exceed the costs of relocating the existing electronic signage.

Therefore we recommend that these proposals are confirmed with no changes.

<b>School area</b>	<b>Hokowhitu School and St James' Catholic School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50km/h. There is an existing 40km/h variable speed limit on Albert Street.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Albert St and connecting roads
<b>Submission summary</b>	Twenty-two submissions were received for the Hokowhitu School and St James' Catholic School proposal. Twelve were in support and five were opposed. A further five submission proposed an alteration to the proposal.
<b>Recommendation</b>	Confirm the proposal with no changes.

Arguments in favour of the proposal

- Electronic signs should be active on school days only.
- Lower speed limits reduce the risk of serious accidents. Lower speeds give everyone time to react and prevent collisions.
- Albert St is busy in peak hours and gets busier during school hours.
- A variable speed limit should stop speeding and encourage impatient drivers to use an alternative road.

Arguments against the proposal

- Rules like this takes away the personal responsibility of the motorist.
- The current 40km/h variable speed limit is sufficient. Motorists on Albert St tend to move more slowly anyway.
- Lower speed limits are unnecessary because schools have road patrols.
- Slower speed limits cause people to speed up as they get frustrated with slower speeds.

Changes suggested by submitters (out of scope)

- Need to install raised crossing or signalised crossings in place of the existing crossings.
- Increased signage of the variable speed limits.
- Enforce existing parking restrictions.

Analysis

While most submitters were in favour of the proposals for these schools, five submitters were opposed. Those in favour acknowledged that lower speed limits reduce the risk of serious accidents, and give drivers and pedestrians more time to react. They also observed that Albert St is a busy route, and that a reduced speed limit is beneficial when there are extra vehicles on the road dropping off or picking up children. One submitter also suggested that slower speed limits could also discourage drivers from using the slower route if they had an alternative.

Of the five submitters opposed, one suggested that slower speed limits take away the personal responsibility of the motorist to drive safely. While we should encourage motorists to always drive safely and to the conditions, this doesn't preclude using speed limits to set the safe and appropriate speed limit for our roads. Similarly, the presence of road patrols and the advantages they provide for road safety doesn't preclude also using speed limits to set the safe and appropriate speed limit for roads.

While the Rule does allow for Councils to maintain existing 40km/h variable speed limits, a different variable speed limit for these schools creates potential confusion for drivers who see different variable speed limits at different locations throughout the city. Therefore we do not recommend retaining the existing 40km/h variable speed limit for these schools, so as to avoid potential confusion and inconsistency.

Despite anecdotal views that slower speed limits cause people to become frustrated and speed, most drivers comply with speed limits most of the time.

The additional changes sought by submitters include installing raised pedestrian crossings in place of existing crossings. These will be referred to the Infrastructure Group for consideration and prioritisation. The additional signage suggested by St James' Catholic School is acknowledged. However, it is unlikely that additional static variable speed limit signs closer to the school will produce a significant benefit in relation to the cost. Along Albert Street there are "repeater" signs approximately halfway between Hokowhitu School and St James' Catholic School to remind drivers that they are in a variable speed limit zone.

The suggestion to increase enforcement of parking restrictions is noted and will be referred to the Parking Team for consideration.

We recommend that these proposals are confirmed with no changes.

<b>School area</b>	<b>Kairanga School</b>
<b>Current speed limits</b>	All roads surrounding the school are 70km/h.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Kairanga-Bunnythorpe Road.
<b>Submission summary</b>	Five submissions were received for the Kairanga School proposal. Four were in support of the proposal, and one submitter proposed an alteration to the proposal.
<b>Recommendation</b>	Confirm the proposal without changes.

#### Arguments in favour of the proposal

- Vehicles drive past the school very quickly, creating a hazard for children and whanau.
- There is no school bus, so students arrive by car or walk to school. A slower speed limit will improve safety.
- Slower speeds reduce the risk of serious accidents and give drivers and pedestrians more time to react and prevent collisions.

#### Arguments against the proposal

- No submitters were opposed to the proposal.

#### Changes suggested by submitters (in scope)

- Reducing the speed limit to 30km/h is excessive; reduce the speed limit to 50km/h instead.

#### Analysis

Most submitters were in support of this proposal. However, one submitter suggested that the 30km/h variable speed limit was excessive, and could cause issues for drivers having to lower their speed from 70 or 100km/h to 30km/h. They suggested instead that the speed limit should be 50km/h. One further submitter to Manawātū District Council's consultation on this proposal (as joint Road Controlling Authority for this road) expressed a similar concern about the proposal to set a 30km/h variable speed limit, suggesting it should not be so low.

Under the Rule, schools can be designated category 1 or category 2. There are no defined criteria for determining whether a school should be designated either category 1 or 2. By definition, any school that is not designated category 2 is automatically designated category 1. The difference between these two categories is the maximum variable speed limit that is permitted. A category 1 school must have a variable speed limit no greater than 30km/h (or 40km/h, if a 40km/h variable speed limit was in effect immediately prior to the Rule being adopted). A category 2 school must have a variable speed limit no greater than 60km/h. In the consultation document we did not propose designating any schools as category 2.

If the Council wished to set a 50km/h variable speed limit for Kairanga School then it could propose to designate the school as category 2. However, there is only a small sealed shoulder for vehicles to pull off from the road when dropping off children, and at a speed limit of 50km/h during the school travel period this still poses a significant risk for children and drivers. The proposed 30km/h variable speed limit, while a substantial reduction from the permanent speed limit of 70km/h, seems more appropriate.

Therefore, we recommend that the proposal is confirmed without change.

<b>School area</b>	<b>Longburn Adventist College</b>
<b>Current speed limits</b>	Walkers Road is 70km/h.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Walkers Road.
<b>Submission summary</b>	Five submissions were received for the Longburn Adventist College proposal. Four were in support of the proposal, with one submitter seeking further changes.
<b>Recommendation</b>	Confirm the proposal without change.

#### Arguments in favour of the proposal

- Lower speed limits reduce the risk of serious accidents, and slower speeds give drivers and pedestrians more time to react to avoid collisions.

#### Arguments against the proposal

- No submissions were opposed to the proposal.

#### Changes suggested by submitters (in scope)

- The variable speed limit zone should be extended to the intersection of Walkers Road with SH56.

#### Analysis

Almost all submitters were in favour of the proposal. One submitter however suggested that the variable speed limit zone should include all of Walkers Road from SH56 to the school entrance. The Rule states that the variable speed limit must apply to the 300m stretch of road outside the school gate. Extending the variable speed limit zone as suggested would be nearly 1000m, and is not compliant with the Rule. Therefore, we recommend that the proposal is confirmed without change.

<b>School area</b>	<b>Longburn School</b>
<b>Current speed limits</b>	SH56 is 70km/h. All other roads are 50km/h.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Carey St and Works Rd.
<b>Submission summary</b>	Nine submissions were received for the Longburn School proposal. Seven submissions were in support and none were opposed. Two submissions proposed that further changes were needed.
<b>Recommendation</b>	Confirm the proposal without change.

Arguments in favour of the proposal

- Support the reduce speed limit
- Support initiatives that reduce the risk of accidents for children.
- Longburn Students have a high risk due to the 70km/h speed limit, which includes large and heavy vehicles.
- Needs greater enforcement of existing speed limits

Arguments against the proposal

- No submissions were received in opposition to the proposal.

Changes suggested by submitters (out of scope)

- Move the sign on the State Highway to the Opiki side of the rail bridge.
- Install a raised pedestrian crossing on SH56.
- Create a pick up/drop off zone on Carey St.
- Better signage for the school on SH56 indicating its location on Carey St
- The current barrier crossing for pedestrians is inadequate and needs redesign.
- 30km/h is too slow. The whole of Longburn should be 50km/h.

Analysis

All submissions supported a reduced speed limit around the school. One submitter suggested that the 30km/h was too slow for the State Highway and proposed that the speed limit through Longburn should be 50km/h. This is out of scope, as NZTA is the road controlling authority for SH56. However, we note that NZTA has recently started consultation on a proposal to lower the speed limit of SH56 through Longburn to 60km/h.

Several changes were suggested for Carey Street to improve safety for schoolchildren, alongside the proposed 30km/h variable speed limit. However these changes are outside the scope for this project. Where these changes relate to physical improvements for Carey Street we have referred these suggestions to the Infrastructure Group for consideration and prioritisation. Suggestions relating to SH56 will be referred to NZTA for consideration.

We recommend that this proposal is confirmed without change.

<b>School area</b>	<b>Mana Tamariki School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50km/h.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Grey St and connecting roads.
<b>Submission summary</b>	Four submissions were received for this proposal, all in support.
<b>Recommendation</b>	Confirm the proposal with no changes.

Arguments in favour of the proposal

- Lowering the speed limit around schools will help keep kids safer.

Arguments against the proposal

- No submissions were received in opposition to the proposal.

Analysis

All submitters on this proposal were in support. Therefore we recommend that the proposal is confirmed with no changes.

<b>School area</b>	<b>Manawatū Kura a Iwi - Manawatū Community High School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50km/h.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Savage Crescent and connecting roads.
<b>Submission summary</b>	Four submissions were received for this proposal, all in support.
<b>Recommendation</b>	Confirm the proposal with no changes.

Arguments in favour of the proposal

- Many motorists drive around Savage Crescent at high speeds, so a lower speed limit for the school is important.

Arguments against the proposal

- No submissions were received in opposition to the proposal.

Analysis

All submitters on this proposal were in support. Therefore we recommend that the proposal is confirmed with no changes.

<b>School area</b>	<b>Milson School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50km/h.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Langley Avenue, Fairs Road and Abraham Crescent, and intersection roads.
<b>Submission summary</b>	Eight submissions were received for this proposal. All were in support with one submitter suggesting further changes.
<b>Recommendation</b>	Confirm the proposal with no changes.

Arguments in favour of the proposal

- Childrens’ safety is essential, reduced speed limits before and after school will improve safety.
- Mostly support the proposals, may not require as much coverage.

Arguments against the proposal

- No submissions were received in opposition to the proposal.

Changes suggested by submitters (in scope)

- Slow zone along Langley Ave, from Holdsworth to Fairs Road. From corner of Fairs and Langley down to Milson Line.

Changes suggested by submitters (out of scope)

- More signage around no parking zones next to the pedestrian crossings.
- Additional signage and freshen up the line markings around the crossings.

Analysis

All submissions were in favour of the proposal, though one submitter suggested that instead of a variable speed limit there should be a “slow zone” on Langley Ave and Fairs Road. The “slow zone” alternative to a variable speed limit is a permanent speed limit and this is not permitted under the Rule. All schools must have a variable speed limit for the 300m stretch of road outside the school gate. A permanent lower speed limit is only permitted if the remainder of the road is also set at a lower permanent speed limit and the road is permitted to have that lower speed limit. Neither Langley Ave nor Fairs Road meet the criteria for a lower permanent speed limit, and so the alternative of a “slow zone” is not practical.

The other suggested changes are out of scope for this project. The requests for additional signage around no parking zones and renewed line markings around pedestrians crossings will be referred to the Infrastructure Group for consideration and prioritisation.

Therefore we recommend that the proposal is confirmed with no changes.

<b>School area</b>	<b>Monrad Te Kura Waenga o Tirohanga &amp; Te Kura o Takaro School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50km/h. There is an existing 40km/h school variable speed limit on Botanical Road, Highbury Avenue and Brighton Crescent.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Botanical Road, Highbury Avenue, Brighton Crescent and connecting roads.
<b>Submission summary</b>	Six submissions were received for these proposals, all in support with one submitter suggesting further changes.
<b>Recommendation</b>	Confirm the proposal with no changes.

#### Arguments in favour of the proposal

- Agree with the proposed area, timeframes and speed limit.
- While 30km/h is slow, the limited timeframe means that the inconvenience is worth the safety benefit.
- Lower speed limits reduce the risk of serious accidents and given drivers and pedestrians time to react to avoid collisions.

#### Arguments against the proposal

- No submissions were received in opposition to the proposal.

#### Changes suggested by submitters (in scope)

- If using variable speed limits, then consider electronic signage on Brighton Crescent.

#### Changes suggested by submitters (out of scope)

- Explore traffic calming measures on Brighton Crescent
- Undertake a safety review of the existing crossing and consider the following; raising the crossing, shifting it towards Chelwood, insuring clear visibility of the crossing lollipops
- Consider extending the yellow no parking areas along Brighton Crescent at the Botanical Road intersection, in front of the school opposite the inset drop-off area and near the pedestrian crossing.
- A permanent 30km/h speed limit is preferred because it is more straightforward and more cost-effective.

#### Analysis

All submitters were in support of the proposal, though one submitter advocated for a permanent 30km/h speed limit rather than a variable speed limit. All schools must have a variable speed limit for the 300m stretch of road outside the school gate. A permanent lower speed limit is only permitted if the remainder of the road is also set at a lower permanent speed limit and the road is permitted to have that lower speed limit. However, none of the roads in question – Brighton Crescent, Highbury Ave and Botanical Road meet the criteria for a lower permanent speed limit.

One submitter also suggested that if variable speed limits are used, then there should be electronic signage on Brighton Crescent. The existing variable speed limit sign is located on Highbury Ave, just before the intersection with Brighton Crescent heading south-east. The reason for this location is to “activate” the variable speed limit zone for both Highbury Ave and Brighton Crescent (similar signs are placed on Botanical Road). Additionally, electronic signs are most effective on high-volume

roads such as collector and arterial roads; Highbury Ave is classified as a collector road where Brighton Crescent is classified a local road with lower traffic volumes. Therefore, the sign on Highbury Ave is in a better location than on Brighton Crescent. An additional electronic sign could be placed on Brighton Crescent, but the length of the road does not warrant an electronic repeater sign.

Additional suggestions were made for improving the safety of the school area, especially along Brighton Crescent. However these suggestions are out of scope for this project. They will be referred to the Infrastructure Group for consideration and prioritisation.

We recommend that the proposal is confirmed with no changes.

<b>School area</b>	<b>Our Lady of Lourdes School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50km/h.
<b>Consultation proposal</b>	Variable 30km/h speed limit on Shamrock St.
<b>Submission summary</b>	Four submissions were received for this proposal, all in support.
<b>Recommendation</b>	Confirm the proposal with no change.

#### Arguments in favour of the proposal

- Slower speeds around schools are necessary during school hours. The speed of a vehicle is directly related to the harm caused. Slower speeds save lives.

#### Arguments against the proposal

- No submissions were received in opposition to the proposal.

#### Analysis

All submitters on this proposal were in support. Therefore we recommend that the proposal is confirmed with no changes.

<b>School area</b>	<b>Palmerston North Adventist Christian School &amp; Palmerston North Intermediate Normal School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50 km/h. There is an existing 40 km/h school variable speed limit on College Street.
<b>Consultation proposal</b>	Variable 30 km/h speed limit on College Street, Linton Street, South Street, Ferguson Street, Pitt Street and connecting roads.
<b>Submission summary</b>	Six submissions were received, all in support of these proposals.
<b>Recommendation</b>	Confirm the proposals with no change.

#### Arguments in favour of the proposal

- Slower speed limits reduce the risk of serious accidents and give motorists and pedestrians more time to react to avoid a collision.

#### Arguments against the proposal

- No submissions were received in opposition to the proposal.

#### Analysis

All submitters on this proposal were in support. Therefore we recommend that the proposal is confirmed with no changes.

<b>School area</b>	<b>Palmerston North Boys' High School &amp; Queen Elizabeth College</b>
<b>Current speed limits</b>	All roads surrounding the school are 50 km/h. There is an existing 40 km/h school variable speed limit on Featherston St.
<b>Consultation proposal</b>	Variable 30 km/h speed limit on Featherston St, North St and connecting roads.  Additionally, NZTA (as road controlling authority for SH3) has proposed to install a 30km/h variable speed limit on Rangitikei St/SH3 for Queen Elizabeth College.
<b>Submission summary</b>	Fifteen submissions were received. Twelve were in support, two were opposed, and one suggested additional change.
<b>Recommendation</b>	Confirm the proposals with no changes.

Arguments in favour of the proposal

- Slower speed limits reduce the risk of serious accidents and give motorists and pedestrians more time to react to avoid a collision.

Arguments against the proposal

- The narrowing of Featherston Street has caused the problem, with the photo in the consultation document showing a bus blocking ten cars behind it.

Changes suggested by submitters (in scope)

- Extend the variable speed limit zone through the intersection of Featherston St and Rangitikei St, and get NZTA to do the same for Rangitikei Street, because the number of vehicles and students is so high.

Analysis

Most submitters supported these proposals, with the same arguments given as for most other schools, that slower speed limits reduce the risk of serious accidents and increase the time to react whenever there may be a collision.

One submitter who was opposed argued that the issue was the narrowing of Featherston Street when the separated cycle lane was installed, and that this was proven by the photo of a bus blocking traffic behind it. While we appreciate the frustrations that some residents have with the changes to the road layout of Featherston Street, this does not appear to be related to the issue of variable speed limits outside schools. It is a legal requirement for the Council to create variable speed limits outside schools, regardless of the road layout of Featherston Street.

One submitter suggested the variable speed limit zone should be extended to create a single contiguous variable speed limit zone that incorporates both Palmerston North Boys' High School and Queen Elizabeth College. We did give consideration to that option, however if NZTA did increase the length of its variable speed limit zone to the intersection with Featherston Street it would significantly exceed the 300m length permitted by the Rule. Furthermore, having the variable speed limit zone beginning at a signalised intersection where there is already significant activity is likely to make the environment more confusing. For this reason, we do not recommend that this change is accepted, and instead recommend that the proposals are confirmed without change.

<b>School area</b>	<b>Palmerston North Girls' High School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50 km/h. There is an existing 40 km/h school variable speed limit on Fitzherbert Avenue and Park Road.
<b>Consultation proposal</b>	Variable 30 km/h speed limit on Fitzherbert Avenue, Park Road and connecting roads
<b>Submission summary</b>	Seventeen submissions were received, with twelve in support and five opposed.
<b>Recommendation</b>	Confirm the proposal without change.

#### Arguments in favour of the proposal

- Slower speed limits reduce the risk of serious accidents and give motorists and pedestrians more time to react to avoid a collision.
- A 30km/h speed limit around schools makes things safer for everyone, especially kids.
- Driving is appalling, drivers ignoring lights and pedestrian crossings.

#### Arguments against the proposal

- Fitzherbert Ave is a key strategic route for all modes of transport except walking, providing the only vehicle access over the Manawatū River for the entire city. Without an alternative route slowing traffic will increase congestion.
- There are existing cycle lanes, footpaths, bus stops and controlled crossings already provide safe access for students to their school.
- High school children are less vulnerable to accidents because they are more road safety aware than younger children.
- The road is four-lanes and nobody crosses the road without using the pedestrian light crossing; so reducing the car speed is not going to provide any significant safety improvement.

#### Analysis

While most submitters were in favour of this proposal, those who were opposed supplied several arguments why they were opposed. The identified that Fitzherbert Ave is a strategic route for vehicles crossing the river, with no alternative. They suggested that slowing down this route would increase congestion. They also argued that because the school was a high school, this did not warrant a speed limit reduction as older children are more aware of road safety than younger children, and therefore were less vulnerable.

While it is accepted that Fitzherbert Ave is a strategic route for vehicles crossing the river, the Council does not have the discretion to exempt this route from a variable speed limit. The Council does have the ability to retain the existing 40km/h variable speed limit rather than lower it to 30km/h. However we do not recommend this change to the proposal. As noted earlier, a consistent approach to variable speed limits outside schools is preferred as this reduces the risk of confusion arising from different variable speed limits operating across the city. Furthermore, the argument that high school children are less vulnerable than primary or intermediate school children is not strong. While some children may have more awareness of road safety this is not proven to be accurate for all high school children. It also does not account for accidents and mistakes by both pedestrians and drivers. When an accident happens, the speed affects the severity of the outcomes for pedestrians in particular. A reduction in the speed limit, while creating a small additional inconvenience for the driver, could improve the outcome for a pedestrian in the event of a collision.

Therefore, we do not recommend that the 40km/h variable speed limit is retained. Instead, we recommend that the proposal is confirmed without change.

<b>School area</b>	<b>Parkland School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50 km/h.
<b>Consultation proposal</b>	Variable 30 km/h speed limit on Parkland Crescent, Balmoral Drive and connecting roads.
<b>Submission summary</b>	Five submissions, all in support.
<b>Recommendation</b>	Confirm the proposal with no change.

#### Arguments in favour of the proposal

- Slower speed limits reduce the risk of serious accidents and give motorists and pedestrians more time to react to avoid a collision.
- Variable speed limits outside schools is a good idea to ensure safety of tamariki and whanau.

#### Arguments against the proposal

- No submissions were received in opposition to the proposal.

#### Analysis

All submitters on this proposal were in support. Therefore we recommend that the proposal is confirmed with no changes.

<b>School area</b>	<b>Riverdale School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50 km/h.
<b>Consultation proposal</b>	Variable 30 km/h speed limit on Slacks Road, Hartley Place, Julianna Place, Mudgway Place and connecting roads.
<b>Submission summary</b>	Ten submissions were received on this proposal. Nine were in support, and one submitter was opposed.
<b>Recommendation</b>	Confirm the proposal with no change.

#### Arguments in favour of the proposal

- Slower speed limits reduce the risk of serious accidents and give motorists and pedestrians more time to react to avoid a collision.
- Vehicles have been witnessed driving too fast at the normal limit so implementing a variable speed limit will reduce this and increase the safety of school children.

#### Arguments against the proposal

- No comments given.

#### Analysis

Almost all submitters were in support of this proposal, pointing to the safety benefits for school children of a variable speed limit. One submitter was opposed but did not provide any reasons. Therefore, we recommend that this proposal is confirmed with no change.

<b>School area</b>	<b>Roslyn School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50 km/h.
<b>Consultation proposal</b>	Variable 30 km/h speed limit on Shelley Street, Milton Street, Kipling Street, Vogel Street and connecting roads.
<b>Submission summary</b>	Forty submissions were received. Thirty-six were in support, one was opposed, and a further three submissions proposed further changes.
<b>Recommendation</b>	Confirm the proposal with no change.

Arguments in favour of the proposal

- Slower speed limits help keep children safe, especially during peak times.
- Cars speed down Shelley Street and side streets, and Tremaine Ave is getting busier.
- A lot of heavy traffic in the area of the school
- The road is narrow and can be hard to see children on the side of the road when there are parked cars.
- Lots of vehicle-pedestrian “near-misses” witnessed.

Arguments against the proposal

- No comments given

Changes suggested by submitters (in scope)

- Extend variable speed limit zone further down Vogel St to the church area.
- Extend variable speed limit zone around the Tremaine Ave side.

Changes suggested by submitters (out of scope)

- Speed bumps near the entry points of the school.
- Install parking markings to improve parking practice near the school.
- Pedestrian crossings for the top of Haydon Street and Featherston Street where they meet Vogel Street.
- Yellow lines on one side of Kipling St to make it easier for vehicles to get in and out.
- Install raised crossings at Rata Street and Haydon Street.

Analysis

Most submitters were in support of this proposal, with many noting the number of vehicles that speed in this area, the impact of parked vehicles narrowing the road and making visibility poor for spotting children crossing the road, and the number of “near-misses” that had been witnessed. This proposal also attracted the largest number of submissions amongst all the school proposals, with nearly twice as many submissions and the next highest school proposal. No comments were received from the one submitter opposed to this proposal.

Most of the suggested changes to this proposal were out of scope, but will be referred to the Infrastructure Group for consideration and prioritisation. There were two suggestions to extend the length of the variable speed limit zone, further up along Vogel Street to Tremaine Ave, and down Vogel Street towards Church on Vogel. However, these extensions would make the length of the variable speed limit significantly larger than the 300m permitted by the Rule. Extending the zone towards Church on Vogel would more than double the current extent, and would not be a minor adjustment. Extending the zone towards the intersection with Tremaine Ave would make the

variable speed limit signs harder to see for vehicles turning into Vogel Street from Tremaine Ave with less time to clear the intersection before entering the zone. Therefore we do not recommend making the changes suggested by the submitters, and instead recommend that the proposal is confirmed with no change.

<b>School area</b>	<b>Russell Street School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50 km/h.
<b>Consultation proposal</b>	Variable 30 km/h speed limit on Russell Street, Tyndall Street and connecting roads.
<b>Submission summary</b>	Twenty submissions were received. Fifteen were in support, two were opposed, and a further three submissions suggested further changes.
<b>Recommendation</b>	Confirm the proposal with no change.

Arguments in favour of the proposal

- Too many vehicles travelling too fast on Russell Street.
- Drivers speed through the pedestrian crossing even when people are crossing.
- Slower speed limits reduce the risk of serious accidents and give motorists and pedestrians more time to react to avoid a collision.

Arguments against the proposal

- A 40km/h variable speed limit is enough. 30km/h is very frustrating and unnecessary

Changes suggested by submitters (out of scope)

- Yellow lines are required on side roads and possibly Roy Street by Matamau Street
- Extend yellow lines further back around Rongopai Street to give a clear view at the intersection
- Restrictions parking over driveways and fire hydrants need to be enforced.
- Install speed bumps, the most effective way to make traffic slow down.
- Install speed bumps either side of a designated zebra crossing outside all schools.
- Install raised pedestrian crossing outside Russell Street School.

Analysis

Most submitters were in support of this proposal, observing that there are too many vehicles speeding on Russell Street. They argued that slower speed limits reduce the risk of serious accidents.

One submitter commented that a 40km/h variable speed limit is sufficient, and that a 30km/h limit is frustrating and unnecessary. While the Rule does allow the Council to retain an existing 40km/h variable speed limit, Russell Street School does not currently have a 40km/h variable speed limit. Therefore the Council is required to create a 30km/h variable speed limit for this location.

Submitters also suggested additional changes to improve safety for school children, including speed bumps, raised pedestrian crossings, yellow “no parking” lines, and improved enforcement of existing parking restrictions. These suggestions will be referred to the Infrastructure Group and the Development and Regulatory Group respectively for consideration and prioritisation. Therefore, we recommend that this proposal is confirmed with no change.

<b>School area</b>	<b>St Peter's College</b>
<b>Current speed limits</b>	All roads surrounding the school are 50 km/h.
<b>Consultation proposal</b>	Variable 30 km/h speed limit on Rennie Avenue, Holdsworth Avenue and connecting roads.
<b>Submission summary</b>	Five submissions were received, all in support.
<b>Recommendation</b>	Confirm the proposal with no change.

#### Arguments in favour of the proposal

- Need to reduce the speed limit around St Peter's College before some is killed.
- Slower speed limits reduce the risk of serious accidents and give motorists and pedestrians more time to react to avoid a collision.

#### Arguments against the proposal

- No submissions were received in opposition to the proposal.

#### Analysis

All submissions were in favour of this proposal and did not suggest any changes. Therefore we recommend that the proposal is confirmed without change.

<b>School area</b>	<b>Te Kura Kaupapa Māori o Manawatū</b>
<b>Current speed limits</b>	All roads surrounding the school are 50 km/h.
<b>Consultation proposal</b>	Variable 30 km/h speed limit on Rhodes Drive, Peter Hall Drive and the connecting roads.
<b>Submission Summary</b>	Four submissions were received, all in support.
<b>Recommendation</b>	Confirm the proposal with no change.

#### Arguments in favour of the proposal

- Slower speed limits reduce the risk of serious accidents and give motorists and pedestrians more time to react to avoid a collision.

#### Arguments against the proposal

- No submissions were received in opposition to the proposal.

#### Analysis

All submissions were in favour of this proposal and did not suggest any changes. Therefore we recommend that the proposal is confirmed without change.

<b>School area</b>	<b>Te Kura o Wairau</b>
<b>Current speed limits</b>	All roads surrounding the school are 50 km/h.
<b>Consultation proposal</b>	Variable 30 km/h speed limit on Somerset Crescent, Lancaster Street, Highbury Avenue and Drayton Place.
<b>Submission summary</b>	Three submissions were received, all in support.
<b>Recommendation</b>	Confirm the proposal with no change.

Arguments in favour of the proposal

- Slower speed limits reduce the risk of serious accidents and give motorists and pedestrians more time to react to avoid a collision.

Arguments against the proposal

- No submissions were received in opposition to the proposal.

Analysis

All submissions were in favour of this proposal and did not suggest any changes. Therefore we recommend that the proposal is confirmed without change.

<b>School area</b>	<b>Terrace End School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50 km/h. There is an existing 40 km/h school speed zone on Ruahine Street.
<b>Consultation proposal</b>	Variable 30 km/h speed limit on Ruahine Street, Kauri Street and the connecting roads.
<b>Submission summary</b>	Five submissions were received. Four were in support, with one opposed to the proposal.
<b>Recommendation</b>	Confirm the proposal with no change.

Arguments in favour of the proposal

- Slower speed limits reduce the risk of serious accidents and give motorists and pedestrians more time to react to avoid a collision.
- Support a reduced speed limit to help keep children safer.

Arguments against the proposal

- No comments given.

Analysis

All submissions were in favour of this proposal and did not suggest any changes. Therefore we recommend that the proposal is confirmed without change.

<b>School area</b>	<b>Turitea School</b>
<b>Current speed limits</b>	"Turitea School" Road is 100 km/h.
<b>Consultation proposal</b>	Variable 30 km/h speed limit on "Turitea School" Road.
<b>Submission summary</b>	Sixteen submissions were received. Two were in support, none were opposed. Fourteen further submissions supported the proposal but wanted it to go further.
<b>Recommendation</b>	Confirm the proposal with no change.

#### Arguments in favour of the proposal

- Speed limit on Turitea School Road should not be 100km/h. Support lowering it to 30km/h. Turitea School Road is only 200m long and vehicles don't have an opportunity to reach the current 100km/h speed limit.

#### Arguments against the proposal

- No submissions were received in opposition to the proposal.

#### Changes suggested by submitters (out of scope)

- The real issue is the speed limit on Old West Road/SH57. Need to reduce speeds heading up to Turitea School Road from SH57.
- Old West Road/SH57 should be a variable speed limit zone for school drop off and pick up times, but prefer a permanent speed limit reduction along this road from the intersection at Summerhill to south of the intersection with Turitea School Road.
- Need both variable speed limit signs for school drop off and pick up hours and further signage to warn of cars turning.
- Need a permanent speed limit in the vicinity of the turn-off to Turitea School Road of 70km/h

#### Analysis

All submitters supported the proposed variable speed limit for Turitea School Road, though most argued that this was not a significant problem as Turitea School Road is only 200m long, not a through road, and therefore vehicles are unable to reach the current 100km/h speed limit. Almost all submitters believed that the proposal should go further and include Old West Road/SH57.

Many submitters commented on the unsafe environment for Turitea School students with Old West Road/SH57 retaining a 100km/h speed limit. In particular, vehicles travelling too fast for the corner, with a vehicle recently failing to take the corner and crashing through the school boundary fence.

While we acknowledge and accept that this presents a significant hazard for school children, the Council has no power to change the speed limit on Old West Road as it is designated SH57 and is controlled by NZTA. We engaged with NZTA during the development of the draft Speed Management Plan and alerted them to these concerns and suggested that a variable speed limit should apply to both Turitea School Road (by PNCC as the road controlling authority for local roads) and Old West Road/SH57 (by NZTA, as the road controlling authority for state highways). However, NZTA advised us that they were unable to create a variable speed limit for this section of SH57 as the school entrance is not on SH57.

Any change to the speed limit for SH57 is out of scope as we are not the road controlling authority for state highways. However we will forward the comments of submitters to NZTA for consideration and advocate for a speed limit review of Old West Road/SH57 to potentially lower the speed limit permanently along this section.

Therefore, we recommend that this proposal is confirmed with no change.

<b>School area</b>	<b>Whakarongo School</b>
<b>Current speed limits</b>	Stoney Creek Road is 70 km/h. SH3 is 80 km/h. There is an existing 60 km/h variable school speed zone (fixed signs).
<b>Consultation proposal</b>	Variable 30 km/h speed limit on Stoney Creek Road.
<b>Submission summary</b>	Six submissions were received. Four were in support, one was opposed, and one further submission suggested further changes.
<b>Recommendation</b>	Confirm the proposal with no change.

#### Arguments in favour of the proposal

- Slower speed limits reduce the risk of serious accidents and give motorists and pedestrians more time to react to avoid a collision.
- Lower speeds are very important on this busy connecting road.

#### Arguments against the proposal

- On a rural road with adjoining 100km/h areas, the limit should be 70km/h.

#### Changes suggested by submitters (out of scope)

- Improve parking for drop-off and collection of school children.
- Get NZTA to include a 30km/h variable speed limit on SH3

#### Analysis

Most submitters were in support of this proposal, observing that the road is busy and lower speeds help to protect schoolchildren. One submitter was opposed and suggested that the variable speed limit should be 70km/h for roads where the adjoining areas are 100km/h. However, the Rule does not permit a variable speed limit outside the school gate to be 70km/h.

One submitter suggested that the Council should ask NZTA to create a 30km/h variable speed limit on SH3. Currently, NZTA operates a 60km/h variable speed limit for the section of SH3 that intersects with Stoney Creek Road. This was created in 2022, before the current Rule was in effect. We will refer this suggestion to NZTA for consideration.

One submitter also suggested improving parking for drop-off and collection of school children. An off-road parking area has already been created to make drop-off and collection safer for children.

Therefore, we recommend that the proposal is confirmed with no change.

<b>School area</b>	<b>Winchester School</b>
<b>Current speed limits</b>	All roads surrounding the school are 50 km/h.
<b>Consultation proposal</b>	Variable 30 km/h speed limit on Ruahine Street, Newcastle Street and connecting roads.
<b>Submission summary</b>	Five submissions were received. Three were in support, one was opposed. A further submissions was received suggesting further change.
<b>Recommendation</b>	Amend the proposal to include a 30 km/h variable speed limit on Pahiatua Street from a point just east of the intersection with Galway Avenue to join with the proposed variable speed limit on Ruahine Street.

Arguments in favour of the proposal

- Slower speed limits reduce the risk of serious accidents and give motorists and pedestrians more time to react to avoid a collision.

Arguments against the proposal

- Drivers should drive to the conditions.
- People don't obey the limit anyway.
- Parents need to take responsibility for using safe parking areas and the crossing.

Changes suggested by submitters (in scope)

- Extend the variable speed limit zone along Pahiatua Street in both directions from intersection with Harrow Place, as far as Galway Ave in one direction and Ruahine Street in the other.
- Extend the variable speed limit zone down Newcastle Street.

Analysis

Most submitters supported this proposal, though one submitter was opposed. The arguments against the proposal weren't specific to this location, suggesting that parental and driver responsibility was more important, and that drivers don't obey speed limits anyway. Notwithstanding this anecdotal suggestion, most drivers follow the speed limit most times; the failure of some drivers to follow the speed limit should not be an argument against setting appropriate speed limits in the first place. Similarly, while both drivers and pedestrians have an obligation to keep safe in all conditions, this does not preclude also setting speed limits which are safe and appropriate for the environment.

Submitters suggested two changes to the proposed variable speed limit zones. The first is to extend the variable speed limit zone down Newcastle Street. However, this extension would make the length of the variable speed limit significantly larger than the 300m permitted by the Rule. The second suggested change was to extend the variable speed limit zone from Harrow Place, to connect with the proposed zone on Ruahine Street. This is reasonable, as the variable speed limit zone from the school gate at the end of Harrow Place is currently just 60m. It would be sensible to extend this to include Pahiatua Street from the intersection with Harrow Place to a point just before the intersection with Galway Ave. It would also be sensible to extend it in the opposite direction, to connect with the proposed variable speed limit zone on Ruahine Street, so that it is a contiguous variable speed limit zone. We therefore recommend that this proposal is confirmed with those additional changes (see Appendix 1 Map B).

## Section 4 Intersection Speed Zone – Longburn-Rongotea Road/Number 1 Line

<b>Proposal name</b>	<b>Intersection Speed Zone (ISZ) – Longburn-Rongotea Road/Number 1 Line</b>
<b>Current speed limits</b>	Longburn-Rongotea Road is currently 100km/h along the intersection with Number 1 Line.
<b>Consultation proposal</b>	We proposed to create an intersection speed zone (ISZ) for Longburn-Rongotea Road at the intersection with Number 1 Line. An ISZ is a form of variable speed limit where the speed limit on Longburn-Rongotea Road would be temporarily lowered to 70km/h whenever traffic was waiting at the intersecting roads.
<b>Submission summary</b>	We received 47 submissions. Thirty-two were in support of the proposal, eight were opposed. A further seven submissions suggested further changes to the proposal.
<b>Recommendation</b>	Confirm the proposal with no change.

### Arguments in favour of the proposal

- Gives motorists more time to react rather than taking risks to cross the intersection.
- It can be difficult to see how fast oncoming traffic is going.
- The intersection is accident prone, and vision is not great when crossing from both sides of Number 1 Line.
- Living near the intersection, often required to be a first responder when accidents happen.
- Vehicles often speed through the intersection.
- The speed of a vehicle is directly related to the harm it causes. Slower speeds save lives.
- ISZs work well elsewhere, such as Newbury, and could work well here.
- Cars often don't stop at the stop signs.

### Arguments against the proposal

- Both Councils (PNCC and MDC) should be enforcing fewer restrictions not more. All speed restrictions imposed in the last 10 years should be removed, and traffic control should be removed from PNCC.
- Driver skill is the problem, not the speed. Visibility is good and road is well maintained.
- Focus is on the wrong area. Vehicles fail to stop at stop signs when the speed limit changes on Longburn-Rongotea Road.
- Variable speed limit signs stay activated after turning vehicles have exited the intersection. This frustrates drivers when there is no reason to slow down.

### Changes suggested by submitters (out of scope)

- Long-term, we need to look at a more permanent intersection redesign such as a roundabout or other physical traffic-calming features.
- Speed cameras should be installed on both sides of the Number 1 Line intersection.
- Make it a consistent speed limit of 70km/h or 80km/h from Pioneer Highway to and through the intersection with Number 1 Line.

- Include the section of road from Reserve Road to the intersection to make it safer for home owners and milk tankers.
- Too many speed limit changes on the roads west of city boundary. Make them more consistent including 70km/h from city boundary to south of Longburn.
- The 100km/h speed limit on Number 1 Line west of the intersection needs to be lowered.
- Reserve Road to Cloverlea Road should be 80km/h

#### Analysis

Most submitters were in support of the proposed ISZ for Longburn-Rongotea Road/Number 1 Line. They agreed that the intersection is dangerous and prone to accidents. Several submitters related their experiences with accidents at this intersection. The speed of vehicles approaching the intersection, failure to stop at the stop signs, and the time needed to safely cross the intersection were all cited as reasons why the ISZ was supported. These arguments reinforce the justification for the Council's proposed ISZ.

Some submitters were opposed to the proposal, arguing that the problem was not with the speed of the intersection but instead was related to driver skills and drivers not stopping at the stop signs. One submitter expressed limited support for the proposal, but was frustrated that the variable speed limit signs stay activated after the turning vehicles have exited the intersection.

The concerns with driver skills are accepted, but makes the mistake of assuming that we can only take one approach to addressing the issue. The Council has no power to directly influence driver skills, but it can contribute to making the intersection safer by installing the ISZ. Whether drivers stop for stop signs is similarly beyond the Council's control; road rules are enforced by NZ Police. However, slower speeds around the intersection can significantly reduce the harm caused when accidents happen.

Several submitters made suggestions for different or further changes. Some suggested that physical treatment of the intersection was a better approach – a roundabout or other physical traffic-calming features. While a roundabout could be an effective approach to improving the safety of this intersection, the estimated cost of \$4-6M is many times more than the estimated cost of \$400k for an ISZ. Furthermore, this route is potentially affected by decisions for the Manawatū Regional Freight Ring Road (MRFRR). An ISZ could therefore be treated as an interim safety measure until the broader discussions about the route of the MRFRR have been concluded. An ISZ is also quicker and easier to install, and can be completed within months whereas a permanent intersection redesign that included a roundabout could take several years to complete.

One submitter suggested that installing speed cameras on either side of the Number 1 Line intersection could help. However, speed cameras are out of scope for this project, as they are installed and managed by NZTA not the Council. We can refer this suggestion to NZTA.

Several speed limit changes for other roads were suggested. As these were not included in the Consultation Document we do not have a clear understanding of the community's views about those additional speed limit changes. We recommend that those speed limit changes for other roads are referred to stage 2 of the Speed Limits Review programme for further consideration.

The suggested lowering of the speed limit for Number 1 Line west of the intersection with Longburn-Rongotea Road could be considered. However it should be noted that progressive lowering of speed limits approaching significant intersections is not regarded by NZTA as good practice. The intersection is controlled by stop signs, regardless of the speed limit approaching the stop sign and

motorists are required to bring their vehicle to a complete stop. Lowering the speed limit on the approach will not necessarily prevent vehicles from driving through the stop sign. One potential solution may be to install rumble strips or advisory signs to alert motorists to the approaching stop sign. Manawatū District Council (MDC) is the road controlling authority for this part of the road. We have referred the submissions we received on this proposal to MDC and recommended that they give consideration to these issues.

## Section 5 – Te Wanaka Road

<b>Proposal name</b>	<b>Te Wanaka Road</b>
<b>Current speed limits</b>	Te Wanaka Road is 70km/h.
<b>Consultation proposal</b>	Lower the speed limit on Te Wanaka Road to 50km/h
<b>Submission summary</b>	We received 36 submissions. Twenty-eight were in support of the proposal, five were opposed. A further three submissions suggested further changes to the proposal.
<b>Recommendation</b>	Confirm the proposal with no change.

### Arguments in favour of the proposal

- Makes sense to lower the speed limit if a housing development is going to be built there.
- Doesn't seem like a dangerous or problematic intersection currently, but good idea to lower the speed limit if it's going to get busier.
- The development of 300 lots at Kikiwhenua can't proceed without a successful speed limit review and traffic safety improvements at the intersection.

### Arguments against the proposal

- It's a country road, not in the city. Speed limit shouldn't change until you build there.

### Changes suggested by submitters (out of scope)

- Lower the speed limit on SH56 from Mangaone Stream to Longburn to 80km/h or 70km/h
- Change the speed limit on SH56 to 60km/h until past Te Wanaka Road (rather than create the ISZ).
- Extend the 50km/h limit from Te Wanaka Road heading south.

### Analysis

Most submitters supported this proposal and noted the safety concerns that will emerge as the development of Kikiwhenua proceeds.

One submitter opposed to the proposal argued that as it is a country road the speed limit should stay as it is until the development has already been completed. This argument highlights the tension between changing speed limits proactively before issues arise and being responsive to issues already present. While there are no issues with Te Wanaka Road presently, as development occurs the volume of traffic is projected to increase significantly. Furthermore, without a lower speed limit already in place the development of Kikiwhenua will be substantially limited, as the property sections will be need to be set further back from the road if the speed limit remains at 70km/h (and SH56 remains at 100km/h). The larger setback will limit the number of properties that can be developed, which has implications for providing for urban growth in the city. Therefore, we recommend that the proposal is confirmed without change.

All of the suggested further changes related not to Te Wanaka Road but to SH56, which is controlled by NZTA. We will forward these submissions to NZTA for consideration. We do note, however, that

NZTA is separately consulting on a proposal to create a lower permanent speed limit of 80km/h on SH56 from the city boundary to Longburn. If confirmed, this would go some way to meeting the suggestions of submitters.

## Section 6 - summary of recommendations

The following is a summary of the recommendations discussed in this document:

### Variable Speed Limits for Schools

1. Amend the proposed variable speed limit zone for Cloverlea School, as shown on Map A in appendix 1.
2. Amend the proposed variable speed limit zone for Winchester School, as shown on Map B in appendix 1.
3. Confirm the proposed variable speed limit zones for all other schools with no changes.

### Longburn-Rongotea Road/Number 1 Line Intersection Speed Zone

4. Confirm the proposed intersection speed zone for Longburn-Rongotea Road/Number 1 Line with no change.

### Te Wanaka Road

5. Confirm the proposed 50km/h speed limit for Te Wanaka Road with no change.

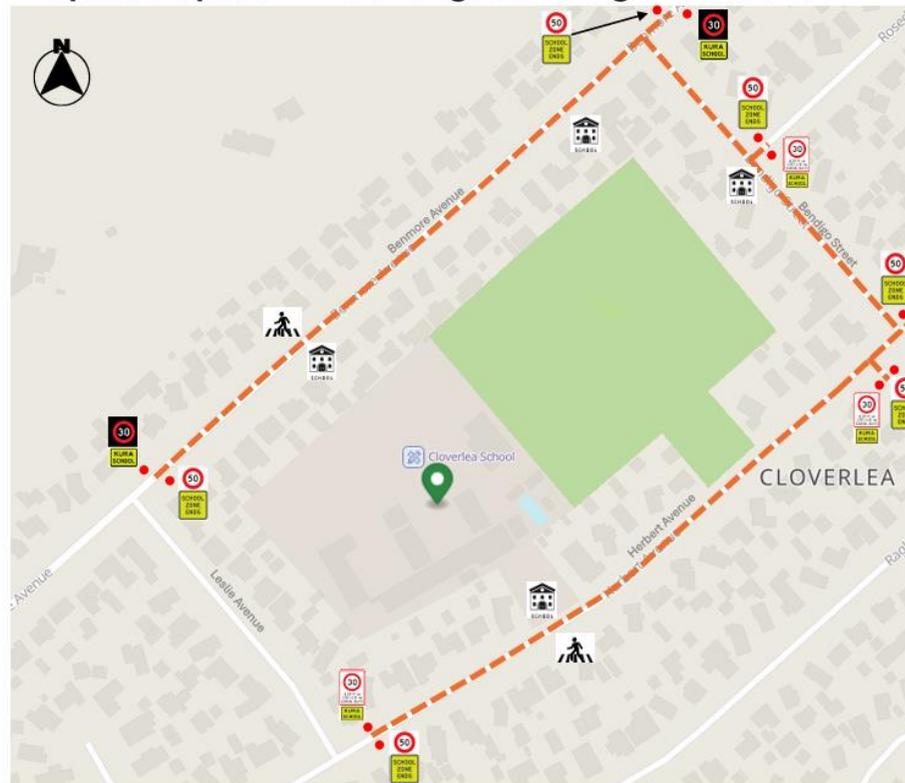
### Out-of-scope suggested changes

6. Refer suggested changes that are out-of-scope as listed in appendices 2 - 4 to the appropriate team or agency.

## Appendix 1 – Revised Maps

### 07 Cloverlea School

### Proposed Speed Limit Changes and Sign Locations



Existing Speed Limits

All roads surrounding the school are 50 km/h.

Proposed Speed Limits

Variable 30 km/h speed limit on Herbert Avenue (to include park entrance) and Benmore Avenue.

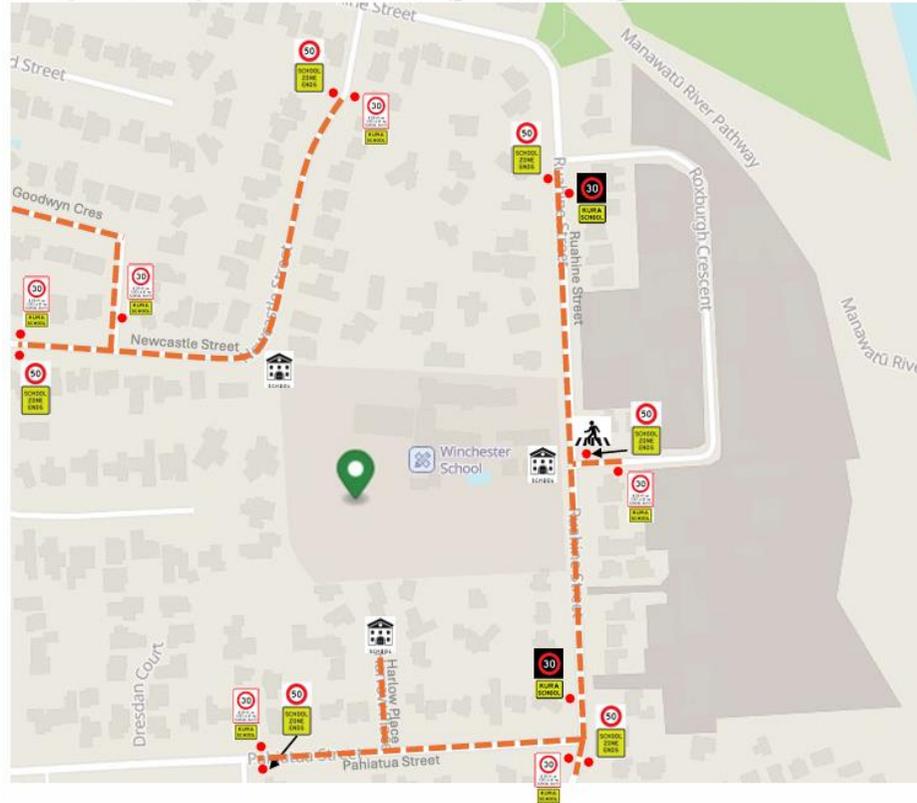
Legend

-  Proposed Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

March 2026

Map A - Cloverlea School showing revised variable speed limit zones for Bendigo Street and Herbert Ave

### 31 Winchester School Proposed Speed Limit Changes and Sign Locations



Existing Speed Limits

All roads surrounding the school are 50 km/h.

Proposed Speed Limits

Variable 30 km/h speed limit on Ruahine Street, Newcastle Street and connecting roads.

Legend

-  Proposed Electronic Variable Speed Limit sign
-  Proposed Fixed Variable Speed Limit Sign
-  Proposed 50 km/h signs
-  Existing school entrance
-  Existing zebra crossing

March 2026

Map B - Winchester School showing revised variable speed limit zones for Pahiata Street and Ruahine Street

## Appendix 2 – Out of scope suggestions (infrastructure changes)

These suggestions relate to new or changed infrastructure and roading assets. These suggestions will be referred to the Transport Team in the Infrastructure Group for consideration and prioritisation.

Suggestion	Upgrade Type	Location
A new raised pedestrian crossing closer to the entrance to Awatapu College	Raised pedestrian crossing	Awatapu College
Improve the markings for the pedestrian parking on Park Road	Pedestrian crossing markings	Park Road
Upgrade existing crossings to raised or signalised crossings for Hokowhitu School and St James' Catholic School	Raised pedestrian crossing	Hokowhitu School and St James' Catholic School
More signage around no parking zones next to the pedestrian crossings	Signage	Milson School
Refreshed line markings around pedestrian crossings	Line markings	Milson School
Traffic calming measures on Brighton Crescent	Raised pedestrian crossing	Monrad Te Kura Waenga o Tirohanga & Te Kura o Takaro School
Safety review of existing pedestrian crossings including raising the crossings, shifting towards Chelwood Street	Raised pedestrian crossing	Monrad Te Kura Waenga o Tirohanga & Te Kura o Takaro School
Extend no parking areas along Brighton Crescent at the Botanical Road intersection, in front of the school opposite the inset drop-off area and near the pedestrian crossing	Parking restrictions	Monrad Te Kura Waenga o Tirohanga & Te Kura o Takaro School
Speed humps near the entry points of Roslyn School	Speed humps	Roslyn School
Install parking markings to improve parking near Roslyn School	Parking restrictions	Roslyn School

Suggestion	Upgrade Type	Location
Pedestrian crossings for the top of Haydon Street and Featherston Street where they meet Vogel Street	Pedestrian crossings	Roslyn School
No parking lines on one side of Kipling Street	Parking restrictions	Roslyn School
Install raised pedestrian crossings at Rata Street and Haydon Street	Raised pedestrian crossing	Roslyn School
No parking lines on side roads and possibly Roy Street by Matamau Street	Parking restrictions	Russell Street School
Extend no parking lines further back around Rongopai Street to improve visibility at the intersection	Parking restrictions	Russell Street School
Install speed humps	Speed humps	Russell Street School
Install speed humps adjacent to zebra crossings outside all schools	Speed humps	All schools
Install raised pedestrian crossing outside Russell Street School	Raised pedestrian crossing	Russell Street School
Improve parking for drop-off and collection of school children at Whakarongo School	Parking areas	Whakarongo School
Need a permanent intersection redesign such as a roundabout for Longburn-Rongotea Road/Number 1 Line	Roundabout	Longburn-Rongotea Road/Number 1 Line

### Appendix 3 – Out of scope suggestions (enforcement)

These suggestions relate to suggestions for increased enforcement of parking restrictions. These suggestions will be referred to the Parking Team in the Development and Regulatory Group for consideration.

Suggestion	Type	Location
Increased enforcement of parking restrictions	Enforcement	Hokowhitu School and St James' Catholic School
Parking restrictions for driveways and fire hydrants needs to be enforced	Enforcement	Russell Street School

### Appendix 4 – Out of scope suggestions (speed limit reviews and enforcement)

These suggestions relate to suggested speed limit reviews. Where they relate to local roads where Palmerston North City Council is the road controlling authority these will be referred to stage 2 of the Speed Limits Review, beginning in 2026. Where they relate to state highways, they will be referred to NZTA as the road controlling authority for state highways. Where they relate to a neighbouring road controlling authority (e.g. Manawatū District Council) they will be referred to the applicable road controlling authority. Speed camera suggestions will be referred to NZTA.

Suggestion	Upgrade Type	Location
Reduce speed limit on Old West Road/SH57	Speed limit	SH57
Create a variable speed limit on SH57 near Turitea School	Speed limit	SH57
Create a 30km/h variable speed limit on SH3 for Whakarongo School	Speed limit	Whakarongo School
Permanent consistent speed limit of 70km/h or 80km/h on Longburn-Rongotea Road from Pioneer Highway to and through the intersection with Number 1 Line	Speed limit	Longburn-Rongotea Road/Number 1 Line
Review speed limit on Number 1 Line from Reserve Road to Longburn-Rongotea Road	Speed limit	Number 1 Line

Suggestion	Upgrade Type	Location
Review speed limits to be more consistent from city boundary to south of Longburn	Speed limit	Roads west of city boundary
Lower the speed limit on Number 1 Line west of Longburn-Rongotea Road from 100km/h	Speed limit	Number 1 Line
Number 1 Line from Reserve Road to Cloverlea Road should be 80km/h	Speed limit	Number 1 Line
Lower the speed limit on SH56 from Mangaone Stream to Longburn to 80km/h or 70km/h	Speed limit	SH56
Lower the speed limit on SH56 to 60km/h until past Te Wanaka Road	Speed limit	SH56
Extend the 50km/h speed limit from Te Wanaka Road heading south	Speed limit	SH56
Speed cameras on both sides of the Number 1 Line intersection	Speed cameras	Longburn-Rongotea Road/Number 1 Line



**CEDA**  
CENTRAL ECONOMIC  
DEVELOPMENT AGENCY

# Central Economic Development Agency Limited

Pūrongo Tau Haurua  
Half Yearly Report

to 31 December 2025

## Contents

Joint Report of Chairman and Chief Executive	Page 2
Our Intervention Logic	Page 4
What we have achieved	Page 5
Statement of Service Performance	Page 11
Monitoring Indicators	Page 14
Financial Performance	Page 15
About CEDA	Page 27
Our Partner Organisations	Page 28

## Purpose of the Half Yearly Report

This Half Yearly Report is presented by Central Economic Development Agency Limited (CEDA) in accordance with the requirements of Section 64(1) of the Local Government Act 2002 (LGA 2002).

In accordance with the Local Government Act 2002, this report publicly states the activities and progress for the year to date against objectives set in the CEDA Statement of Intent for the 2025-26 financial year.

## Company Directory

### Central Economic Development Agency Ltd

Level 1, 5 Broadway Ave  
Palmerston North 4410

Phone: 06 350 1830

Website: [CEDA.nz](https://ceda.nz)

### Chief Executive

Jeremy Shearman (Jerry)

### Directors

Robyn O'Fee (Bobbie) - Chairperson

Kathleen Brosnahan (Katie)

Margharita Mare (Margy)

David Norman

Robbie Pickford (to 31 December 2025)

### Registered Office

Morrison Creed Advisory  
236 Broadway Avenue, Palmerston North

### Bankers

Westpac New Zealand Ltd

### Auditors

Grant Thornton New Zealand Audit Limited (on behalf of the Office of the Auditor General)

### Legal Status

Central Economic Development Agency Limited ("CEDA") was incorporated in New Zealand on 15 October 2015 under the Companies Act 1993 (NZBN 9429042001096). As the shareholders of CEDA are Palmerston North City Council (50%) and Manawatū District Council (50%) CEDA is a Council Controlled Organisation as defined in section 6 of the Local Government Act 2002.

He matawhānui tiritahi, he  
rautaki tiritahi mā te katoa

## Joint Report of Chairman and Chief Executive

Tēnā koutou katoa

As 2025 draws to a close, we are proud to reflect on a year marked by tangible progress, growing confidence, and renewed momentum across our region. While the national economic picture has been mixed, Manawatū continues to stand out for its resilience, ambition, and ability to turn challenges into opportunities. This year we have seen major advances across agrifood, tourism, logistics, innovation, and regional partnerships - all reinforcing that Manawatū is not just adapting to change but actively shaping the future.

Throughout the year, CEDA has remained steadfast in its purpose: to drive sustainable, inclusive growth by creating the conditions for businesses, iwi, people, and communities to thrive. Our focus on People, Place, Business, and Partnerships has guided our efforts - enabling regional projects, fostering innovation, and building meaningful relationships that support long-term prosperity.

Momentum has been particularly strong across several cornerstone initiatives. Te Utanganui – the Central New Zealand Distribution Hub has entered a new phase of growth with a refreshed strategy, stronger national engagement, and growing investment interest in key enabling infrastructure such as the planned Regional Freight Hub. This work is positioning Manawatū as a critical anchor in New Zealand's logistics network and a driver of future-ready employment and investment.

Our leadership in agrifood innovation remains a key part of Manawatū's identity, with the 'Year of Agrifood Manawatū' initiative showcasing the region's collective strength through a series of nationally significant events, targeted communications, and strong partner collaborations. Together, these efforts have reinforced Manawatū's reputation as New Zealand's home of agrifood excellence. With the region hosting cornerstone events such as the New Zealand Food Awards, Plate of Origin, and the Central Region Export Awards, and more, CEDA worked closely with our key partners to cement our position as the epicentre of food innovation and enterprise. The continued implementation of the Manawatū Regional Food Strategy - supported by practical tools such as the Land Diversification guides, Grower resources, and our international partnership via the European Union-funded International Urban and Regional Cooperation programme - is creating stronger connections between our producers, innovators, and researchers, driving new market access and global opportunities for the region.

Manawatū's visitor economy continues to strengthen under the Manawatū Destination Management Plan, including the fast growing Visitor Sector Collective which has brought together industry partners under a shared vision, fostering connection, capability, and alignment. The Manawatū Garden Festival returned bigger than ever this year, supported through Air New Zealand's Regional Event Sponsorship Programme, showcasing the region's creativity and hospitality to a national audience. We were proud to host Tourism New Zealand and welcome ten Australian travel trade agents to experience the region firsthand - building valuable trade relationships and amplifying Manawatū's visibility in key markets. Alongside this, our work on a collaborative Central New Zealand campaign into Australia has strengthened regional positioning and extended our international reach.

With our latest Community Sentiment Survey signalling growing local pride and support for the visitor economy, Manawatū is well placed to build on this momentum through continued partnership and trade development.

Across all of this, the strength of our relationships has been a defining factor - with iwi and hapū, businesses, our shareholder councils, and regional and national partners. Together, we are future-proofing the region and laying the foundations for long-term prosperity. We extend our appreciation to our partners, stakeholders, and communities for their continued trust and commitment.

As we look ahead to 2026, CEDA and the Board remain focused on delivering for the region, building momentum, deepening partnerships, and shaping Manawatū's future as a place where innovation, collaboration, and opportunity thrive.

Ngā mihi nui ki a koutou katoa,



Bobbie O'Fee  
Chairperson



Jerry Shearman  
Chief Executive

Mai i te purapura iti rawa,  
Ka tupu ko te tino rākau

**From the smallest seed,  
grows the mightiest of trees**

## Mā whero, mā pango ka oti ai te mahi | Our Intervention Logic

CEDA operates within a simplified intervention logic that shows the connection between the programmes of work and activities undertaken, and the desired outcomes for the region. This is supported by key performance indicators in the Statement of Service Performance table, project deliverables, and through the measurement of stakeholder and client satisfaction. Together these form the basis of CEDA's accountability and performance reporting. Long-term regional outcomes are also monitored through regional monitoring indicators measured by CEDA's shareholders.

<b>VISION</b>	<b>Manawatū 2030; Ko te rohe tino ahu whakamua o Aotearoa</b> New Zealand's most progressive region		
<b>GOALS</b>	 Manawatū is renowned for its exceptional lifestyle, competitive advantages, and is a magnet for investment, business, talent and visitors	 Manawatū is a world leading agrihub	 Manawatū is a leading distribution hub, and leverages off its role in central New Zealand
<b>ECONOMIC PILLARS</b>	<b>Business</b>	<b>People</b>	<b>Place</b>
<b>STRATEGIC OBJECTIVES</b>	Attract, retain, and develop, business in the region	Attract, retain, and develop talent in the region	Profile the region to attract people, business, and investment
<b>STRATEGIC PRIORITIES</b>	Te Utanganui Central New Zealand Distribution Hub • Manawatū Regional Food Strategy • Manawatū Destination Management Plan • Central Business District Investment		
<b>INITIATIVES LINKED TO STRATEGIC OBJECTIVES AND PRIORITIES</b>	<ul style="list-style-type: none"> <li>Implementation or identification of initiatives and opportunities to support investment to the region</li> <li>Initiatives to support development of priority sectors</li> <li>Business engagement to support growth retention and expansion</li> <li>Support of startups and innovation through partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives to support the attraction of talent to the region or retention of talent in the region</li> <li>Supporting industry to attract and retain talent</li> <li>Initiatives that support youth into employment or employment pathways</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening the regions narrative and unified positioning through the regional identity</li> <li>Online initiatives that support attraction of investment, people and business to the region</li> <li>Growing awareness of and information on the region's strengths and opportunities, including economic trends and data</li> </ul>
<b>Partnerships</b>			
Effective Partnerships with councils, government, Māori, and business support groups are the key to successfully delivering outcomes			
<b>STRATEGIC OBJECTIVE</b>	<b>INITIATIVES</b>		
Lead inclusive and sustainable economic development for the region	Initiatives that grow and foster relationships with mana whenua and support Māori sector development. Partnerships with shareholders, key partners and central government to enable shared regional outcomes		

## He mahi kai te taonga | **Attract, retain, and develop business and investment in the region**

Driving business development and expansion while attracting investment to the region is at the core of economic development. This is at the forefront of CEDA's key outcomes for Manawatū. CEDA's work focuses on our sectors of strength including food, transport and logistics, and the visitor sector, profiling the region, developing a targeted pipeline, and removing barriers to investment.

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Support the development and growth of business and sectors of strength in the region including inward investment

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### **Identification and development of investment opportunities with regional partners to support attraction of investment to the region**

CEDA commissioned a **cost–benefit analysis for Te Utanganui**, which was completed and presented to the project governance group which now underpins our ongoing advocacy and engagement work with central government and investors. The analysis confirms that Te Utanganui is a nationally significant logistics hub with strong strategic positioning in New Zealand's freight network. It demonstrates that the programme delivers strong economic returns, with a benefit–cost ratio of up to 2:1 – meaning every dollar invested is estimated to return up to two dollars in benefits to the economy, reinforcing Te Utanganui as a high-value infrastructure investment

Building on the **regional investment prospectus** launched in early 2025, we have undertaken a targeted rollout to ensure this asset is in the hands of those that are best placed to help drive new investment and connections. Stakeholders across Manawatū and New Zealand

now have access to a suite of collateral that highlights the region's investment fundamentals and pipeline of opportunities. Working closely with regional partners, we have coordinated distribution of the prospectus, created a concise leave-behind, and integrated the prospectus into the new 'Invest' section of the regional website so that our messaging across media channels is aligned.

Following on from the Destination Management Plan completed in 2022, we completed an updated **review and analysis of commercial accommodation** to gain deeper insight into current and future demand, risks, and opportunities across our region. This work aligns with our ongoing focus on attracting investment into our town and city centres and has already informed several significant engagements with potential developers and national accommodation chains.

CEDA's continued programme of advocacy for Te Utanganui saw the region represented at a number of conferences in the first half of the year including the Building Nations Infrastructure Conference, New Zealand Rail Conference, and a presentation to the Chartered Institute of Logistics and Transport Annual Forum in November. The continuation of putting our key projects in front of sector experts and political decision makers is important activity to support progressing key strategies for the region

### **Development of priority sectors through business development and retention initiatives, and innovation partnerships.**

As part of our cluster development work, under the Manawatū Destination Management Plan, the **Manawatū Garden Festival** focuses on creating innovative visitor experiences to grow our off-peak visitation to our region. 2025 saw the delivery of the third festival to date. The five-day festival featured 20 public and private local

gardens, various workshops and tours, and two major events – the Cross Hills Country Fair, and the biennial Hearts and Homes. Ticket holders largely came from Auckland, Wellington, Hamilton as well as Christchurch and Hawke's Bay. Of those attendees surveyed, 64% stayed in paid accommodation, 72% rated their festival experience as 'Good' to 'Great', while 82% stated that they would recommend the festival to others.

A key strategic priority this year has been delivering sector-led initiatives that reinforce Manawatū's position as a leading food and fibre region, strongly aligned to the Manawatū Regional Food Strategy. Through a **primary exchange programme**, CEDA partnered with regional agencies – Northland Inc, Venture Taranaki, Venture Timaru and Great South – to understand how food and fibre businesses are responding to environmental, technological and market change in practice. This concluded in a visit to south Canterbury's integrated agribusiness ecosystem, where our teams engaged directly with leading operators across dairy, biotech manufacturing, seed, horticulture, water management, automation and talent development. These visits provided practical insight into low-emissions growth, sustainable land use and diversification, while strengthening inter-regional relationships and building shared capability that can be applied in Manawatū.

CEDA completed its fourth **Community Sentiment Survey** to understand how Manawatū residents perceive the region's visitor industry. Capturing local sentiment is a vital part of implementing the Manawatū Destination Management Plan, which aims to grow the value of the visitor sector for the benefit of our communities.

By regularly tracking community views, we ensure we stay closely connected to local perspectives and can adapt strategies that drive sustainable economic growth while enhancing quality of life across the region. The latest results show growing positivity and confidence in the visitor sector in Manawatū, with 85.8% of locals recognising

tourism's importance to our region and 82% saying they would actively encourage friends and family to visit.

**Business engagements** with a total of 274 businesses have been completed in the year to date, including support of business attraction, retention, and expansion in the region, small to medium enterprise growth, and innovation support, covering a range of sectors and industries. This also includes delivery of the Regional Business Partners programme, under which 162 businesses were actively engaged with a Net Promoter score of +74, and capability funding of \$97,241 issued.

Our **Partnerships with The Factory and Sprout Agritech** continue to support and accelerate tech start-ups and entrepreneurs including the Factory Pre-incubation programme, Incubation programme and an Annual Start-up events programme which will continue to year end. The Sprout Spring 2025 Cohort was completed in November with 18 businesses or ventures engaged in the programme, of which 94% had an agritech or food tech focus. Additionally, there were 40 Research and Development engagements completed as part of the **Callaghan Innovation annual programme of work** including two Career Grants nine New to Research and Development grants and one Research and Development Grant were issued to businesses over the six months with a total value of \$809,487.

**Mahia te mahi**  
"Do the work"

## Ka rere a Tama-nui-te-rā, Ka Mārama te rangi | **Attract, retain, and develop talent in the region**

Through our data and research, we know that the biggest barrier to business growth in the region is the ability to attract the right people for the job. Developing a robust pipeline is crucial. This includes supporting industries, attracting skilled professionals, and investing in the training and development of existing employees. Coupled with a clear understanding of the future needs of our sectors and businesses, this approach will empower the region to grow and thrive.

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Develop the talent pipeline to grow a skilled workforce and better utilise the existing labour market

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### **Support the development of the region's attraction and retention of talent and skills**

CEDA partnered with FoodHQ Innovation, to launch a **Food Technology Scholarship**, a targeted investment in first-year Bachelor of Food Technology (Hons) students at Massey University that strengthens the skilled talent pipeline required to deliver the Manawatū Regional Food Strategy. This initiative strengthens Manawatū's position as a leading agrifood and food innovation hub by nurturing future innovators and changemakers who will drive sustainable, high-value growth across the regional food system, aligning education, research and industry to advance both regional prosperity and New Zealand's wider food future.

To showcase Manawatū as a great place to live and work, and to support employers attracting talent to the region, CEDA delivered a full digital refresh of the '**Live Here**' section on the regional website.

Enhanced navigation, refreshed content, new lifestyle case studies, and integrated training and study opportunities (including PTEs) have created a vibrant, engaging space that highlights our lifestyle and career options. In the coming months, we'll promote this updated section through targeted marketing and media activity aimed at audiences in major cities and those seeking a new start.

CEDA partners with the **Young Enterprise Scheme**, developed for secondary schools, to give rangatahi (youth) the opportunity to learn business skills and power skills such as teamwork, communication, leadership, and resilience, to help shape the future business leaders of New Zealand. The 2025 programme, completed with the regional finals being held in October, included 29 businesses being set up by 58 students from eight schools across the region. Work on the 2026 year programme is underway.

**Mauri tū, Mauri ora**  
 "An active spirit is a thriving spirit"

## Toitū te whenua whatungarongaro te tangata | Profile the region to attract people, business, and investment

CEDA profiles the region by showcasing its strengths, people and places through a shared regional identity, targeted storytelling, and strategic partnerships across the economic pillars of People, Place and Business. This approach aligns with our core areas of work and reinforces the interconnectedness of regional growth.

When you create a region that people want to visit, you have created a place where people will choose to live. If you have created a place where people want to live and work, then you have created a region where businesses will want to invest, and if you have created a region where businesses want to invest, then you have a place that people will want to visit.

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### Profile Manawatū locally, nationally, and globally

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#### Lead and develop stories of Manawatū, strengthening our narrative and unified positioning

**Eight content pieces have been created and published** on our key channels CEDA.nz, and ManawatuNZ.co.nz, and distributed through our various marketing channels. Tailored to suit the needs of our audience, these curated content pieces and profiles include case studies of people who have chosen to move to the region and establish business here, outdoor recreational stories, and content that supports our campaign work as seasonal focuses. These pieces are shared with our key partners and stakeholders, including PalmyProud, and will be used in our ongoing marketing of the region.

**Twenty four media features secured profiling the city and region** to various audiences including businesses, potential residents and visitors with a total reach of 3,382,826 to date. This media coverage includes several features on our strengths in distribution, logistics and stable economic structure – landing in publications such as Stuff.co.nz, Regional Focus New Zealand, InfraRead, and The Post. Complementing this, our targeted visitor marketing has resulted in strong results across publications such as Life and Leisure, Shepherdess, KiwiGardener, Kia Ora Magazine and The Post. This work has been supported through some more localised regional profiling, with features in Feilding First, Focus on Manawatū, MoreFM and The Breeze – ensuring that we keep the focus on creating local advocacy to reinforce our messaging and positioning of the region.

#### Deliver online initiatives to support the attraction of inward investment, people, and business to the region

Our spring campaign leveraged the **Manawatū Garden Festival** with a comprehensive digital and media campaign, running from September through to the conclusion of the five-day festival, held from 12-16 November. This campaign targeted the Auckland region, and our three-hour drive market and resulted in 23,965 sessions on the digital hub, and a reach of 2.8 million across various channels.

CEDA collaborated with eight central New Zealand regions on the **Central NZ campaign**, led out by WellingtonNZ and Wellington Airport, to attract Australian visitors. The campaign leveraged Tourism New Zealand's activity, targeting high-intent travellers through Mindshare and travel partners Webjet and TripAdvisor. Supported by deals from Interislander, Budget, Go Rentals and Coastal Pacific, the initiative delivered strong results, with Webjet seats selling out and air sales reaching up to four times the previous year's levels.

### Grow engagement on regional website for increased awareness of, and information on the region, including economic trends and data

Total sessions on **ManawatuNZ.co.nz** reached **145,999**, a 3% increase from 141,731 in the same period last year, reflecting stronger digital engagement with the region. The most visited pages over this time were the Manawatū Garden Festival hub, What's On – Events, the Visit Palmy page, the shared pathway on Te Ahu a Turanga, and the Interactive Regional Visitor Map, highlighting strong interest in events, experiences and visitor information.

ManawatuNZ.co.nz functions as the region's digital 'shop window', integrating CEDA's activity across employer and workplace information, the Manawatū Regional Food Strategy, business case studies, and media and trade content, while housing our campaigns and storytelling. By providing a compelling platform that showcases the region's strengths and attributes, the website underpins strategic priorities across talent, business attraction and the visitor economy, and amplifies initiatives in our sectors of strength.

Two **Quarterly Economic Snapshots** were published and communicated, along with two Quarterly Retail Reports. These were distributed to our core databases, and through our digital channels. Additionally, we worked with Stuff.co.nz to secure an extensive feature on our region's economy, titled 'Manawatū economy in 'sweet spot' as region heads into third quarter'. CEDA partnered with the Manawatū Business Chamber to deliver an in-person Regional Economic Update panel event, held at Te Ahūru Mōwai, Manawatū Community Hub Libraries in Feilding. It featured a panel of local industry leaders from the construction sector to discuss the latest data and trends, and what they were facing on the ground in their sectors. The event had over 80 people in attendance.

CEDA also worked alongside the Palmerston North City and Manawatū District Councils to collate and publish a **Sector Profile Report**, focusing on the regional distribution and logistics sector. This tailored profile builds on the recent **Regional Economic Structure** report that we co-developed with our shareholder councils, giving an updated overview of our regional strengths and economic opportunities.

## Te Mauri o Manawatū

"The life force of Manawatū"

## He kuranui te tangata | Lead inclusive and sustainable economic development for the region

A strength of our region is the ability to work together using our combined resources, connections and skills to compete nationally and globally. Strong partnerships with key stakeholders, including regional and national organisations, central and local government, Māori, and iwi are essential to achieving our strategic goals for the city and district.

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### Develop strategic partner relationships, leveraging opportunities

#### Grow and foster relationships with Māori, and mana whenua of the region

Building on the foundations laid through the **He Ara Kotahi, Hei Ara Kōrero** project, CEDA continues to uphold strong and active relationships with mana whenua as we look ahead to the next stages of this kaupapa. A recent milestone for He Ara Kotahi, Hei Ara Kōrero was the installation and unveiling of the carved pou, **Tamakuku**, at the He Ara Kotahi bridge. Tamakuku is named after the chief whom Whātonga, the eponymous ancestor of Rangitāne, encountered when he first travelled through the Manawatū. Renowned for his authority, Tamakuku held mana over the Manawatū River, from its source to its mouth. This pou stands as a physical acknowledgment of the chief's enduring legacy and complements the digital platform that highlights Rangitāne o Manawatū cultural and environmental mātauranga (knowledge) connected to the Manawatū Awa.

Strengthening connections across the wider district remains a core focus for CEDA, and part of this work saw a new project established and delivered in partnership with **Te Roopu Hokowhitu**, a collective of seven marae across the district that are focused on providing opportunities to improve the economic well-being of their people and the areas of business, health, education and environment.

CEDA partnered with Te Roopu Hokowhitu to develop a comprehensive website that highlights both the collective, and the seven marae – showcasing their stories, stakeholders, and key booking information for visitors and communities to connect to, supporting their economic aspirations.

#### Build on relationships with shareholders, central government agencies, and regional stakeholders

We have 24 partnership agreements in place for the year to date including iwi, central government, economic development agencies and key strategic partners from across the region and nationally. These includes service delivery contract for the Regional Business Partner Programme, and Regional Events Promotion Fund through the Ministry of Business, Innovation and Employment, and funding agreement for Te Utanganui – the Central New Zealand Distribution Hub with councils, iwi and industry partners.

**Whiria te tangata**  
“Weave the people together”

## Te tōia, tē haumatia | Statement of Service Performance

CEDA's performance measure framework identifies quantifiable measures of our programmes and activities aligned to our key strategic outcomes. These form the basis of our accountability and will be reported on six-monthly. In our reporting, additional commentary will be used to inform on the delivery and effectiveness of the full range of CEDA's activity.

Service Level Statement	Performance Measure	2025/26	Outcomes to 31 December
Support the development and growth of business and sectors of strength in the region including inward investment	Identification and development of Investment opportunities with regional partners to support attraction of investment to the region, leveraging key regional projects	Deliver 15 inward investment activities or identified opportunities	4 initiatives completed year to date: <ul style="list-style-type: none"> <li>Te Utanganui cost benefit analysis to recognise the potential return on investment and economic benefit of the project to the region.</li> <li>Inward Investment Prospectus outreach to regional and national stakeholders sharing key inward investment information and opportunities in the region</li> <li>Commercial Accommodation review and analysis completed to gain insight into future demand and opportunities across the region</li> <li>NZ Defence Project to confirm intentions for NZ Defence Training in the Region</li> </ul> Te Utanganui advocacy programme of work completed year to date includes attendance at the Building Nations Infrastructure Conference, New Zealand Rail Conference, and a presentation to the Chartered Institute of Logistics and Transport Annual Forum in November
	Development of priority sectors through targeted business development, retention initiatives, and innovation partnerships	Deliver 9 sector development initiatives to support the regions sectors of strength	3 initiatives completed year to date: <ul style="list-style-type: none"> <li>The Manawatū Garden Festival was completed for 2025, building on last year's success, to drive visitation to the region. 20 gardens and two key events took part in the festival, with 1,604 tickets sold.</li> <li>The EDA Primary exchange programme concluded for the year with a visit to Canterbury region, and final report submitted to AGMARDT.</li> <li>Visitor sector Community Sentiment Survey was developed and completed in November, to assist in better understanding of residents' perception of the region.</li> </ul> Programmes of work in relation to Land Diversification and productivity in the Primary sector are well underway, and the regions participation in the European Union funded International Urban and Regional Collaboration programme commenced in September.
		400 engagements with businesses to support growth and talent retention	274 Business engagements achieved year to date: <ul style="list-style-type: none"> <li>These comprised 40 Innovation support, 132 Regional Business Partner business support, and 102 business retention and expansion engagements</li> <li>Included in the delivery of the Regional Business Partner support were 162 businesses actively engaged, a Net Promoter Score of +74%, and \$97,241 in Capability Funds issued.</li> </ul>

		Partner with key stakeholders to deliver 6 start-up and innovation activities or initiatives	<p>1 initiative completed year to date:</p> <ul style="list-style-type: none"> <li>Partnered with Sprout Agritech to deliver Spring 2025 Cohort. Completed on 14th November, to support agritech and foodtech innovators.</li> </ul> <p>Six further initiatives are progressing with completion due at year end, being delivery of the Callaghan Innovation annual program underway with 40 Callaghan customer engagements year to date. 2 Career grants, 9 New to Research &amp; Development grants and 1 R&amp;D Experience grant issued with a total value of \$809,487. Partnership in place with The Factory to deliver 3 core programs: Pre-incubation programme, Incubation programme and an Annual Start-up events program by year end.</p>
Develop the talent pipeline to grow a skilled workforce, and better utilise the existing labour market	Support the development of the regions attraction and retention of talent and skills through an integrated sector approach	Deliver 4 initiatives that support talent attraction and retention, industry, or youth into employment	<p>2 initiatives completed year to date:</p> <ul style="list-style-type: none"> <li>Food Technology Scholarship in place in partnership with Food HQ and Massey University to encourage students into food technology studies.</li> <li>The 'Live Here' section of the regional website underwent a digital refresh, enhancing the navigation and content, curating new lifestyle case studies, and integrating broader training and study content including Private Training Establishments.</li> </ul>
Profile Manawatū locally, nationally, and globally	Lead and develop the stories of Manawatū, strengthening our narrative and unified positioning, incorporating the cultural heritage of mana whenua	20 content pieces or media features profiling the region	<p>32 content pieces and media features completed:</p> <ul style="list-style-type: none"> <li>8 content pieces created year to date and published on the regional website ManawatuNZ.co.nz or CEDA.nz profiling the region, and</li> <li>24 direct media features published with a total reach* of 3,382,826.</li> </ul>
	Deliver online initiatives to support the attraction of inward investment, people and business to the region	2 campaigns or targeted digital initiatives to support CEDA's objectives	<p>2 campaigns have been completed:</p> <ul style="list-style-type: none"> <li>The Manawatū Garden Festival campaign through spring which delivered 28m impressions, 23,965 visits to the website hub and multiple media features.</li> <li>CEDA was part of the CentralNZ collective, where we partnered with eight regions to target the Australian visitor market through a Central New Zealand campaign funded through MBIE's Regional Tourism Boost fund.</li> </ul>
	Grow engagement on regional website for increased awareness of and information on the region including economic trends and data	<p>190,000 'sessions' per year on ManawatuNZ.co.nz</p> <p>Distillation and communication of 4 economic updates, providing context and trends</p>	<p>145,999 sessions ManawatuNZ.co.nz for the six-month period from 1 July through to 31 December 2025.</p> <p>2 Quarterly Economic Snapshot reports were published and communicated. Additionally, 2 Quarterly Retail Reports published and distributed, a panel event focused on the economic state of the construction sector was delivered in partnership with the Manawatū Business Chamber, and a sector profile published, focusing on the distribution and logistics sector, in partnership with our shareholder councils.</p>

Develop strategic partner relationships, leveraging opportunities	Grow and foster relationships with Māori and mana whenua of the region	Deliver 3 initiatives to support iwi engagement including support of iwi led projects	2 initiative completed year to date: <ul style="list-style-type: none"> <li>Te Roopu Hokowhitu website completed showcasing 7 marae based in the Manawatū region to support economic outcomes for the marae.</li> <li>He Ara Kotahi Hei Ara Kōrero project pou (tall pole) – Tamakuku has been installed along the river pathway to complement the project outcomes.</li> </ul>
	Build on relationships with shareholders, central government agencies, and regional stakeholders	12 Partnership and funding agreements in place	24 agreements ongoing or in place at 31 December <ul style="list-style-type: none"> <li>Palmerston North City Council and Manawatu District Council, Rangitāne o Manawatū, Rangitāne o Manawatū Settlement Trust, The Factory, Sprout Agritech, CentrePort and Napier Port (Te Utanganui partners), Air New Zealand and Palmerston North Airport, Ministry of Business, Innovation and Employment – Regional Business Partner Programme (RBP), The Horowhenua Development Company (RBP contract), Accelerate35, FoodHQ Scholarships Agreement, Coastal Arts Trail (Whanganui District Council and Venture Taranaki), EDA Primary Exchange (Young Enterprise Scheme, UCOL, Manawatū Business Chamber, Te Manawa Coastal Arts Trail, ManawaTech Graduate Programme, Central New Zealand Regional Tourism Boost Fund, and North Island Regional Tourism Organisations Collective, Rangitikei Manawatū Federated Farmers, Energy Estate, Ortech Industries.</li> </ul>
		Complete biennial Customer Satisfaction survey	To be completed at year end

\* reach measured by media and/or publication audience/readership

## Ngā Tohu Aroturuki | **Monitoring Indicators**

In addition to CEDAs performance measures, the shareholders have identified a further set of monitoring indicators. These indicators reflect outcomes at the regional level which are impacted by a range of factors outside of our control, for example: exchange rates, natural disasters, government policy. As the region's economic development agency, we have a role in monitoring and influencing these indicators where we can, however we do not measure the performance of our organisation against them. CEDAs shareholder councils have the responsibility to report on these indicators.

As per the 2024-2027 Statement of Expectations, the shareholders have identified the following additional monitoring indicators:

- Job growth
- Increase in median household income

These are represented by the following economic data collated by Palmerston North City Council, and will be reported in CEDA's Annual Report:

- Change in total number of jobs
- Change in median salaries and wages
- Change in total earnings (salaries, wages and self-employed income)

Two further indicators as detailed in the Statement of Expectations are reported through CEDA's Statement of Service Performance each year.

- Number of investment leads and deals secured
- Strength of the relationship with strategic partners (reported biennially)

Other indicators that we will report on in CEDA's Annual Report include:

- Change in total GDP
- GDP per capita
- Electronic card spending by visitors in Manawatū region
- Number of guest nights in Manawatū region

## Tutukinga Ahumoni | Financial Performance

### Central Economic Development Agency Limited Statement of Comprehensive Revenue & Expenses

For the 6 Months to December

Account	Notes	Jul-Dec 2025 (Unaudited)	Jul-Dec 2024 (Audited)	30 Jun 2026 (Budget)	30 Jun 2025 (Audited)
<b>Revenue</b>					
Council Funding	4	1,400,931	1,371,767	2,801,862	2,743,534
Other Services Revenue		433,583	508,653	147,000	849,986
Project Revenue		73,924	82,065	222,500	241,012
<b>Total Revenue</b>		<b>1,908,437</b>	<b>1,962,485</b>	<b>3,171,362</b>	<b>3,834,532</b>
<b>Cost of Sales</b>					
Other Services Expenses		563,741	659,308	1,007,000	1,356,669
Project Expenses		73,924	82,065	222,500	251,617
<b>Total Cost of Sales</b>		<b>637,665</b>	<b>741,373</b>	<b>1,229,500</b>	<b>1,608,286</b>
<b>Gross Surplus (Deficit)</b>		<b>1,270,772</b>	<b>1,221,112</b>	<b>1,941,862</b>	<b>2,226,246</b>
<b>Other Revenue</b>					
Interest Revenue		11,525	21,110	20,000	36,383
Gain on Sale of Property, Plant and Equipment		4,893	0	0	0
<b>Total Other Revenue</b>		<b>16,418</b>	<b>21,110</b>	<b>20,000</b>	<b>36,383</b>
<b>Expenses</b>					
Depreciation		10,950	2,803	15,726	13,692
Directors' Fees		77,500	80,776	155,000	158,276
Employee Expense	5	851,143	814,429	1,400,031	1,611,964
Financing Expenses		0	16	100	16
Other Operating Expenses	6	222,095	169,310	402,767	359,806
<b>Total Expenses</b>		<b>1,161,689</b>	<b>1,067,335</b>	<b>1,973,624</b>	<b>2,143,754</b>

<b>Surplus (Deficit) Before Taxation</b>	<b>125,501</b>	<b>174,887</b>	<b>(11,762)</b>	<b>118,874</b>
<b>Taxation</b>				
Income Tax Expense	7	0	0	0
<b>Total Taxation</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Surplus (Deficit) after tax</b>	<b>125,501</b>	<b>174,887</b>	<b>(11,762)</b>	<b>118,874</b>
<b>Account</b>	<b>Jul-Dec 2025 (Unaudited)</b>	<b>Jul-Dec 2024 (Audited)</b>	<b>30 Jun 2026 (Budget)</b>	<b>30 Jun 2025 (Audited)</b>
<b>Other comprehensive revenue and expense</b>				
Items that could be reclassified to surplus (deficit)	0	0	0	0
<b>Total Other comprehensive revenue and expense</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total comprehensive revenue and expense</b>				
Total comprehensive revenue and expense	125,501	174,887	(11,762)	118,874
<b>Total comprehensive revenue and expense attributable to:</b>				
Palmerston North City Council	62,751	87,444	(5,881)	59,437
Manawatu District Council	62,751	87,444	(5,881)	59,437
<b>Total comprehensive revenue and expenses</b>	<b>125,501</b>	<b>174,887</b>	<b>(11,762)</b>	<b>118,874</b>

The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements.  
Variations on comparatives from the previous Half Yearly Report, December 2024 are due to adjustments as part of the year end process.

Central Economic Development Agency Limited  
Statement of Financial Position

As at 31 December

Account	Notes	31 Dec 2025 (Unaudited)	31 Dec 2024 (Audited)	30 June 2026 (Budget)	30 Jun 2025 (Audited)
<b>Assets</b>					
<b>Current Assets</b>					
Cash and Cash Equivalents	8	1,120,369	953,187	653,667	1,094,049
Receivables and Accruals	9	153,538	209,119	213,168	68,937
Prepayments		37,280	35,790	1,750	1,619
<b>Total Current Assets</b>		<b>1,311,187</b>	<b>1,198,096</b>	<b>868,585</b>	<b>1,164,604</b>
<b>Non-Current Assets</b>					
Property, Plant and Equipment	10	46,030	21,163	28,444	57,304
<b>Total Non-Current Assets</b>		<b>46,030</b>	<b>21,163</b>	<b>28,444</b>	<b>57,304</b>
<b>Total Assets</b>		<b>1,357,217</b>	<b>1,219,259</b>	<b>897,029</b>	<b>1,221,909</b>
<b>Liabilities</b>					
<b>Current Liabilities</b>					
Payables and Deferred Revenue	11	415,135	364,141	121,368	376,477
Employee Entitlements		67,976	50,501	87,190	96,827
<b>Total Current Liabilities</b>		<b>483,111</b>	<b>414,641</b>	<b>208,558</b>	<b>473,304</b>
<b>Total Liabilities</b>		<b>483,111</b>	<b>414,641</b>	<b>208,558</b>	<b>473,304</b>
<b>Net Assets</b>		<b>874,105</b>	<b>804,617</b>	<b>688,471</b>	<b>748,604</b>
<b>Equity</b>					
Contributed Capital	12	1,000	1,000	1,000	1,000
Retained Earnings		873,105	803,617	687,471	747,604
<b>Total Equity</b>		<b>874,105</b>	<b>804,617</b>	<b>688,471</b>	<b>748,604</b>

The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements.  
Variations on comparatives from the previous Half Yearly Report, December 2024 are due to adjustments as part of the year end process.

## Central Economic Development Agency Limited Statement of Changes in Equity

For the 6 Months to December

Account	31 Dec 2025 (Unaudited)	31 Dec 2024 (Audited)	30 June 2026 (Budget)	30 Jun 2025 (Audited)
<b>Equity</b>				
Opening Balance	748,604	629,730	700,233	629,730
<b>Increases</b>				
Total comprehensive revenue and expense for the period	125,501	174,887	(11,762)	118,874
<b>Total Increases</b>	<b>125,501</b>	<b>174,887</b>	<b>(11,762)</b>	<b>118,874</b>
<b>Total Equity</b>	<b>874,105</b>	<b>804,617</b>	<b>688,471</b>	<b>748,604</b>
<b>Total comprehensive revenue and expense attributable to:</b>				
Palmerston North City Council	62,751	87,444	(5,881)	22,326
Manawatu District Council	62,751	87,444	(5,881)	22,326
<b>Total comprehensive revenue and expense</b>	<b>125,501</b>	<b>174,887</b>	<b>(11,762)</b>	<b>44,651</b>

The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements.  
Variations on comparatives from the previous Half Yearly Report, December 2024 are due to adjustments as part of the year end process.

## Central Economic Development Agency Limited Statement of Cash Flows

For the 6 Months to December

Account	31 Dec 2025 (Unaudited)	31 Dec 2024 (Audited)	30 June 2026 (Budget)	30 Jun 2025 (Audited)
<b>Cash Flows from Operating Activities</b>				
Receipts of council funding	1,400,931	1,314,139	3,221,582	2,743,534
Interest received	8,361	15,503	20,000	26,444
Receipts from other operating activities	593,350	712,107	410,993	1,090,555
Income tax refunded/(paid)	0	0	0	15,589
GST	43,775	17,666	(223,470)	1,465
Payments to suppliers and employees	(2,009,034)	(2,087,210)	(3,457,584)	(3,733,770)
Finance costs	0	(16)	(100)	(16)
<b>Total Cash Flows from Operating Activities</b>	<b>37,383</b>	<b>(27,811)</b>	<b>(28,579)</b>	<b>143,801</b>
<b>Cash Flows from Investing Activities</b>				
Proceeds from sale of property, plant and equipment	5,217	0	0	0
Payment for property, plant and equipment	(16,280)	0	0	(30,750)
<b>Total Cash Flows from Investing Activities</b>	<b>(11,063)</b>	<b>0</b>	<b>0</b>	<b>(30,750)</b>
<b>Net Cash Flows</b>	<b>26,320</b>	<b>(27,811)</b>	<b>(28,579)</b>	<b>113,051</b>
<b>Cash Balances</b>				
Cash and cash equivalents at beginning of period	1,094,049	980,998	676,080	980,998
Cash and cash equivalents at end of period	1,120,369	953,187	647,501	1,094,049
<b>Net change in cash for period</b>	<b>26,320</b>	<b>(27,811)</b>	<b>(28,579)</b>	<b>113,051</b>

The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements.  
Variations on comparatives from the previous Half Yearly Report, December 2024 are due to adjustments as part of the year end process.

# Notes to Accounts

## Accounting Policies

### 1. Reporting Entity

Central Economic Development Agency Ltd (CEDA) was established and commenced operations in New Zealand on 15 October 2015 under the Companies Act 1993 (NZBN 9429042001096). As the shareholders of CEDA are Palmerston North City Council (50%) and Manawātū District Council (50%). CEDA is a council-controlled organisation as defined in section 6 of the Local Government Act 2002.

CEDA has designated itself as a public benefit entity (PBE) for financial reporting purposes.

The financial statements of CEDA are for the 6 months ended 31 December 2025.

### 2. Statement of Accounting Policies

#### Basis of Preparation

The financial statements are prepared on the going concern basis, and the accounting policies have been applied consistently throughout the period, unless otherwise stated.

#### Statement of Compliance

The financial statements of CEDA have been prepared in accordance with the requirements of the Local Government Act 2002, the Companies Act 1993, and the Financial Reporting Act 2013. This includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

These financial statements comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) Reduced Disclosure Regime (RDR). CEDA is eligible and has elected to report in accordance with Tier 2 PBE standards RDR on the basis the entity has no public accountability and has expenses < \$33m.

**Presentation Currency**

The financial statements are presented in New Zealand dollars (NZ\$) and all values are rounded to the nearest NZ\$, except when otherwise indicated.

**Historical Cost**

These financial statements have been prepared on a historical cost basis.

**Changes in Accounting Policies**

There have been no changes in accounting policies. Policies have been applied on a consistent basis with those of the previous reporting period. New group standards have been applied but have resulted in no impact to the financial statements.

**Revenue Recognition**

Non-exchange transactions are transactions where, an entity either received value from another entity without directly giving approximately equal value in exchange or gives value to another entity without directly receiving approximately equal value in exchange. CEDA considers that the nature of the core funding received from Councils is 'non exchange' in nature as the service value that CEDA returns to Councils as 'economic development' is not always directly provided to the Councils as funders, but rather to the broader community on behalf of the Councils.

Other services revenue has been classed as non-exchange revenue as the services are generally provided to the community rather than the funder.

Exchange transactions are transactions in which one entity receives assets or services or has liabilities extinguished and directly gives approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange. In CEDA exchange revenue is derived from interest revenue and the provision of office meeting space.

Interest received is recognised using the effective interest method. Interest revenue on an impaired financial asset is recognised using the original effective interest method.

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.

Donated assets. Where a physical asset is gifted to or acquired by CEDA for nil consideration or at a subsidised cost, the asset is recognised at fair value. The difference between the consideration provided and fair value of the asset is recognised as revenue. The fair value of donated assets is determined as follows:

- For new assets, fair value is usually determined by reference to the retail price of the same or similar assets at the time the asset was received.
- For used assets, fair value is usually determined by reference to market information for assets of a similar type, condition, and age.

**Inventories**

Inventories held for use in the provision of goods and services on a commercial basis are valued at the lower of cost and net realisable value.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus (deficit) in the period of the write-down.

**Property, Plant and Equipment**

Property, plant and equipment are stated at historical cost less any accumulated depreciation and impairment losses. Historical cost includes expenditure directly attributable to the acquisition of assets and includes the cost of replacements that are eligible for capitalisation when these are incurred.

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

**Depreciation**

Account	Method used	Rate
Office Furniture & Equipment	Diminishing Value	0%-50%
Office Furniture & Equipment	Straight Line	8.5%-40%
Vehicles	Diminishing Value	30%
Websites	Straight Line	40%

**Income Tax**

Income tax expense includes components relating to current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable profit for the current year, and 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 profit.

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 profits 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 or liability in a transaction that affects neither accounting profit nor taxable profit.

Current tax and deferred tax are measured using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Current and deferred tax is recognised against the profit or loss for the period, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

**Cash and cash equivalents**

Cash and cash equivalents comprise 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.

**Receivables**

Receivables are recorded at their face value, less any provision for impairment.

**Impairment of financial assets**

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

*Loans and receivables*

Impairment is established when there is evidence CEDA will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are indicators that the asset is impaired. 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. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectable, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits or bonds are recognised directly against the instrument's carrying amount.

**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.

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.

**Payables**

Short-term creditors and other payables are recorded at their face value.

**Equity**

Equity is the shareholders' interest in CEDA and is measured as the difference between total assets and total liabilities.

**Good and Services Tax**

All items in the financial statements are stated exclusive of GST, except for receivables and payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of related asset or expense.

The net amount of GST recoverable from, or payable to, the 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 operating cash flow in the statement of cashflows.

Commitments and contingencies are disclosed exclusive of GST.

**Employee Entitlements**

Employer contributions to KiwiSaver are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

Short-term employee entitlements - Employee benefits that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, and annual leave earned but not yet taken at balance date, and sick leave. These are classified as a current liability.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

CEDA does not provide for long service or retirement leave entitlements.

**Provisions**

A provision is recognised for future expenditure of uncertain amount or timing when there is an obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits 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'.

**Leases - Where CEDA is the Lessee**

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

**Critical accounting estimates and assumptions**

In preparing these financial statements CEDA has made judgements, estimates and assumptions concerning the future.

These judgements, estimates and assumptions may differ from the subsequent actual results. Judgements, estimates, and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of 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 within the next financial year are:

Useful lives and residual values of property, plant, and equipment – refer to Note 10.

*Critical judgements in applying accounting policies*

Management has exercised the following critical judgements in applying accounting policies: Funding received – refer to Note 4.

### 3. Subsidiaries

CEDA consolidates into group financial statements all entities where CEDA has the capacity to control their financing and operating policies so as to obtain benefits from the activities of the subsidiary.

This power exists where CEDA controls the majority voting power on the governing body or where such policies have been irreversibly predetermined by CEDA or where the determination of such policies is unable to materially affect the level of potential ownership benefits that arise from the activities of the subsidiary.

CEDA has no subsidiary entities.

Account	Jul-Dec 2025	Jul-Dec 2024
<b>4. Council Funding</b>		
Palmerston North City Council	(1,046,520)	(1,026,000)
Manawatu District Council	(354,411)	(345,767)
<b>Total Council Funding</b>	<b>(1,400,931)</b>	<b>(1,371,767)</b>

Project income, as disclosed in the Statement of Comprehensive Revenue and Expense, includes income from Council's specifically received for project or other services delivery. This income is not included in Council Funding income.

Council Funding included in Project Revenue	Jul-Dec 2025	Jul-Dec 2024
Palmerston North City Council	53,528	30,708
Manawatu District Council	13,280	14,742
<b>Total Council Funding included in Project Revenue</b>	<b>66,808</b>	<b>45,450</b>

### Critical judgements in applying accounting policies - funding received

CEDA must exercise judgement when recognising project or specific programme revenue to determine when conditions of the funding contract have been satisfied. As at 31 December 2025 198,550 (2024: 204,420) has been recognised as a liability as the conditions attached to the receipt of this funding have not yet been met.

Account	Jul-Dec 2025	Jul-Dec 2024
<b>5. Employee Expenses</b>		
Salaries and wages	855,127	828,662
Employer contribution to KiwiSaver	24,867	24,306
Movement in employee entitlements	(28,851)	(35,540)
<b>Total Employee Expenses</b>	<b>851,143</b>	<b>814,429</b>
<b>6. Other Operating Expenses</b>		
Fees to Grant Thornton Audit New Zealand for the audit of the financial statements	22,898	22,236
Consultants and legal fees	7,003	0
Other operating expenses	192,194	147,074
<b>Total Other Operating Expenses</b>	<b>222,095</b>	<b>169,310</b>
<b>7. Income Tax Expense</b>		
Net Profit (Loss) Before Tax	125,501	174,887
<b>Tax at 28%</b>	<b>35,140</b>	<b>48,968</b>
<b>Plus (less) tax effect of:</b>		
Non deductible expenditure	0	0
Non-taxable income	0	0
Tax loss not recognised (recognised)	(35,140)	(48,968)
Deferred tax adjustment	0	0
<b>Tax expense</b>	<b>0</b>	<b>0</b>

Account	Jul-Dec 2025	Jul-Dec 2024
<b>Components of tax expense</b>		
Current year	0	0
Deferred tax	0	0
<b>Total Deductions from Tax Payable</b>	<b>0</b>	<b>0</b>

**8. Cash and Cash equivalents**

CEDA Current Account	319,369	252,187
CEDA Money Market Account	800,000	700,000
CEDA Trust Account	1,000	1,000
<b>Total Cash and Cash equivalents</b>	<b>1,120,369</b>	<b>953,187</b>

**9. Receivables and Accruals**

Accounts Receivable	140,014	184,501
Less: Provision for impairment	0	0
Income Tax receivable	10,280	15,589
Withholding tax paid	3,244	6,029
Funding Accruals	0	3,000
<b>Total Receivables and Accruals</b>	<b>153,538</b>	<b>209,119</b>

**Total Receivables and Accruals Comprise**

Receivables from exchange transactions	2,924	4,140
Receivables from non-exchange transactions	150,614	204,979

**Total Receivables and Accruals Comprise**

<b>Total Receivables and Accruals Comprise</b>	<b>153,538</b>	<b>209,119</b>
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**10. Property, Plant & Equipment**

	Opening Value	Accum Dep	Carrying Amount	Additions	Disposals	Depn	Closing Value	Accum Depn	Carrying Amount
Office Furniture & Equipment	101,198	(64,920)	36,278	0	0	(6,685)	101,198	(71,606)	29,592
Vehicles	19,382	(18,742)	641	0	(325)	(48)	19,058	(18,789)	269
Websites	26,360	(5,975)	20,385	0	0	(10,960)	26,360	(16,935)	9,425
<b>Total</b>	<b>146,941</b>	<b>(89,637)</b>	<b>57,304</b>	<b>0</b>	<b>(325)</b>	<b>(17,693)</b>	<b>146,616</b>	<b>(107,330)</b>	<b>39,285</b>

There are no restrictions on title of CEDA's property, plant and equipment. No property, plant and equipment has been pledged as securities for liabilities.

Account	Jul-Dec 2025	Jul-Dec 2024
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**11. Payables and Deferred Income**

Accruals General	37,123	25,734
Accounts Payable	93,692	54,307
Funding in Advance	0	16,485
Funding in Advance - Te Utanganui	198,550	204,420
GST	77,585	57,029
Credit Cards	8,185	6,166
<b>Total Payables and Deferred Income</b>	<b>415,135</b>	<b>364,141</b>

**Total Payables and Deferred Income Comprise**

Payables under exchange transactions	139,000	85,269
Payables under non-exchange transactions	276,135	278,871

**Total Payables and Deferred Income Comprise**

<b>Total Payables and Deferred Income Comprise</b>	<b>415,135</b>	<b>364,141</b>
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**12. Equity**

<b>Share Capital</b>		
Opening Balance	1,000	1,000
<b>Total Share Capital</b>	<b>1,000</b>	<b>1,000</b>
<b>Retained Earnings</b>		
Opening Balance	747,604	628,730
Current Year Earnings	125,501	174,887
<b>Total Retained Earnings</b>	<b>873,105</b>	<b>803,617</b>
<b>Total Equity</b>	<b>874,105</b>	<b>804,617</b>

Each fully paid ordinary share confers on the holder one vote at a meeting of the company, a share in distributions approved by the Directors, and a share in distribution of the surplus assets of the company on dissolution. At balance date there were 1,000 shares on issue.

Account	Jul-Dec 2025	Jul-Dec 2024
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### 13. Key personnel compensation

Directors		
Remuneration	77,500	80,776
Full-time equivalent members	5	5

Due to the difficulty in determining the full time equivalent for Directors the full-time equivalent figure is taken as the number of Directors, at 31 December 2025.

### 14. Related Parties

CEDA is a council-controlled organisation as defined in section 6 of the Local Government Act 2002. As per the constitution the shareholders of CEDA being Palmerston North City Council and Manawatu District Council, are responsible for the appointment of the Board of Directors.

Related party disclosures have not been made for transactions with related parties that are:

- within a normal supplier or client/recipient relationship; and
- on terms and conditions no more or less favourable than those that it is reasonable to expect CEDA and the group would have adopted in dealing with the party at arm's length in the same circumstances.

### 15. Financial Instruments

Financial Assets		
Loans and Receivables		
Accounts Receivable	140,014	184,501
Cash and cash equivalents	1,120,369	953,187
Funding Accruals	0	3,000
<b>Total Loans and Receivables</b>	<b>1,260,383</b>	<b>1,140,688</b>
<b>Total Financial Assets</b>	<b>1,260,383</b>	<b>1,140,688</b>

Account	Jul-Dec 2025	Jul-Dec 2024
Financial Liabilities		
Financial Liabilities at amortised cost		
Payables	(206,255)	(127,032)
<b>Total Financial Liabilities at amortised cost</b>	<b>(206,255)</b>	<b>(127,032)</b>
<b>Total Financial Liabilities</b>	<b>(206,255)</b>	<b>(127,032)</b>

### 16. Operating leases as lessee

The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:

#### Operating leases as lessee

Not later than one year	148,810	100,610
Later than one year and not later than five years	167,259	121,680
Later than five years	0	0
<b>Total non-cancellable operating leases</b>	<b>316,069</b>	<b>222,290</b>

A sub-lease agreement for premises located at Level 1, 5 Broadway Avenue, Palmerston North was commenced 1 February 2024 and has a lease term of three years and five months to 30 June 2027, there is no right of renewal. This disclosure has included the new sub-lease payments up to the end of the term, being 30 June 2027.

## About CEDA

The Central Economic Development Agency (CEDA) is a Limited Liability Company incorporated and registered under the Companies Act 1993. CEDA commenced full operations in September 2016 and is a Council controlled organisation jointly owned by the Palmerston North City Council (50%) and the Manawātū District Council (50%).

### **CEDA's Purpose and Principal Activities**

The primary objective of CEDA is to drive and facilitate the creation and growth of economic wealth for Manawātū and beyond. CEDA's principal activities are directed by its Statement of Intent for the current year.

### **CEDA's Constitution Objectives**

- a) The principal objectives of the Company are to achieve the objectives of the Shareholders, both commercial and non-commercial as specified from time to time in the Statement of Intent and, in particular, to drive and facilitate the creation and growth of economic wealth for Manawātū and beyond;
- b) be a good employer;
- c) exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which the Company operates and by endeavouring to accommodate or encourage these when reasonably able to do so.

### **CEDA's Structure and Governance**

The Board of between four and six (currently five) independent directors is responsible for the strategic direction and control of CEDA's activities.

The Board guides and monitors the business and affairs of CEDA, in accordance with the Companies Act 1993, the Local Government Act 2002, the Company's Constitution and this Statement of Intent.

The Board's approach to governance is to adopt "good practice" with respect to:

- the operation and performance of the Board
- managing the relationship with the Chief Executive
- being accountable to all shareholders and reporting to the Joint Strategic Planning Committee of Manawātū District Council and Palmerston North City Council

The Chief Executive Officer is responsible for the day-to-day operations of CEDA, engaging and oversight of staff and reporting to the directors on performance against CEDA's objectives.

## Ngā Manawa Tītī | Our Partner Organisations

### Local

Central Skills Hub  
Feilding and District Promotion  
FoodHQ  
IPU New Zealand  
Lamberts  
ManawaTech  
Manawatū Business Chamber  
Manawatū District Council  
Manawatū Young Chamber  
Manawatū Young Professionals Network  
Manfeild  
Massey University Te Kunenga ki Pūrehuroa  
National Driver Training Centre  
Network of Skilled Migrants Manawatū  
Palmerston North City Council  
Palmerston North Airport  
Palmy BID  
Poutama Trust  
Rangitāne o Manawatū  
Rangitāne o Manawatū Settlement Trust  
Regional Schools  
Sport Manawatū  
Sprout Agritech  
Talent Central  
Te Au Pakihi  
Te Manawa  
Te Roopu Hokowhitu  
The Factory  
UCOL  
Venues and Events Palmerston North  
Welcoming Communities

### Regional

Accelerate35  
Business Central and Export NZ  
Business Whanganui Chamber of Commerce  
Horizons Regional Council  
Horowhenua District Council  
MidCentral Health | Te Pae Hauora o Ruahine o Tararua  
Rangitikei District Council  
Rangitikei Manawatū Federated Farmers  
Ruapehu District Council  
Tararua District Council  
The Horowhenua Development Company  
Te Utanganui partners, Kiwirail, Centreport and Napier Ports  
Venture Taranaki  
Whanganui District Council  
Whanganui and Partners

### National

AgResearch  
Agritech NZ  
Air New Zealand  
Business Mentors New Zealand  
Department of Internal Affairs | Te Tari Taiwhenua  
Department of Conservation  
Economic Development New Zealand  
Health New Zealand | Te Whatu Ora  
Immigration New Zealand  
Ministry of Business, Innovation and Employment | Hīkina Whakatutuki  
Ministry of Culture and Heritage | Manatū Taonga  
Ministry of Education | Te Tāhuhu o te Māturanga  
New Zealand Careers Expo  
New Zealand Motor Caravan Association  
New Zealand Trade and Enterprise | Te Taurapa Tuhono  
New Zealand Transport Agency | Waka Kotahi  
Regional Tourism New Zealand  
Stuff  
Tourism Industry Aotearoa  
Tourism New Zealand





22 December 2023

Bobbie O'Fee  
Chair  
Central Economic Development Agency Ltd  
Level 1/1-19 Fitzherbert Avenue  
**PALMERSTON NORTH 4410**

Dear Bobbie,

### **CEDA Statement of Expectations 2024/25 to 2026/27 (2024/34 Long Term Plan)**

This Statement of Expectations (SOE) covers the period 1 July 2024 to 30 June 2027, which is years 1-3 of the Shareholders' 2024/34 Long Term Plan. Amendments to the Statement of Expectations may be sought during this period.

The purpose of this SOE is to provide CEDA with the Shareholders' focus and priorities for delivery, against its purpose of driving and facilitating the creation and growth of economic wealth in the Manawatū region and beyond.

When working beyond the Manawatū, there must be a causal link of the outcomes or benefits back to the Manawatū region based on the core functions and measures of success outlined below.

It is also expected that CEDA will use this SOE to guide the development of an annual Statement of Intent (SOI) for 2024/25, 2025/26 and 2026/27.

### **Strategic Relationships**

Taking a leadership position and building strategic relationships in the Manawatū region and beyond, is fundamental for CEDA to achieve its purpose. CEDA must be relationship-driven at all levels and we appreciate your commitment to this. From our perspective (both as shareholders and partners), this means CEDA developing a deep understanding of the roles of its strategic partner organisations, what their priorities and strengths are, and how CEDA can add value to the relationship (and vice versa) to achieve better economic outcomes for the region.

CEDA formalising these strategic relationships, is important to us as shareholders, to ensure we have cohesion in the region around economic development activities. We would like this to be driven further by CEDA through mutually agreed partnership agreements or similar, to ensure everyone is on the same page and provide the basis for a consistent and collective approach with measurable outcomes.

Ongoing review of the existing strategic partnership agreements already in place is expected.

The shareholders have identified the following key partners for CEDA: Palmerston North City Council, Manawatū District Council, Horizons Regional Council, Iwi, Manawatū Chamber of Commerce, NZ Defence Force, Federated Farmers, Accelerate 25, KiwiRail, FoodHQ, Massey University, The Factory, Palmy BID, Feilding & District Promotions, and key Government agencies.

The Shareholders and CEDA will continue to work together to update the existing list of strategic partners.

### **Key Agreed Functions and Outcomes**

We understand that to be effective, CEDA must be able to focus on key outcomes within a well-defined mandate. We also recognize this is a challenge given there can be differing stakeholder expectations.

This means CEDA focusing on the delivery of its core functions and outcomes in:

- Stimulate inward investment (both national and international), retention and expansion of business in the Manawatū region.
- Developing a talent pipeline.
- Support domestic visitation and tourism.

Top priorities are:

- Te Utanganui, Central New Zealand Distribution Hub.
- Strategic oversight and coordination of the Manawatū Food Strategy.
- Promotion and development of key tourism and visitor destinations.
- Inward investment in the Feilding town centre and Palmerston North city centre.

Action plans to deliver on these core functions should identify KPIs based on clear intervention logic. The SOI should include specific KPIs for the new top priority regarding inward investment in the Feilding town centre and Palmerston North city centre.

It is expected that CEDA will work very closely with key stakeholders of the regions strengths of food production and research, distribution and logistics, defence, health, visitor, education (domestic and international), digital and technology, and a growing Māori economy.

CEDA is expected to scan for new opportunities, whether or not it is a key strength, where this can benefit the region.

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.

Understanding the strategic drivers of the Shareholders and aligning CEDA's core functions to those drivers is critical to the partnership between the Councils and CEDA.

The Shareholders have a key role in setting the economic environment for business to flourish and CEDA acts on the Councils behalf in facilitating opportunities for improved economic outcomes. CEDA is the Councils' agency for the delivery of economic development across the region.

Therefore, it is expected that CEDA will engage with the Councils in the development and implementation of their strategies and plans. These strategies and plans are expected to demonstrate active engagement with other strategic partners in their development.

The Councils are obliged to ensure that our services are delivered effectively and efficiently. As a Council-Controlled Organisation (CCO), this expectation extends to CEDA. The Shareholders require CEDA to provide an activity-based budget so the Councils can effectively communicate levels of service and value for money to their ratepayers. In addition, there are many opportunities where shared resourcing, expertise and services should be explored and we would like to discuss these opportunities from both a short-term and long-term perspective.

To ensure the Shareholders and CEDA are on the same page, the focus, scope of activity, and priorities will be set through the Statement of Intent (SOI), and delivery managed through any relationship agreement that is put in place.

The Shareholders expect that where CEDA is marketing the Manawatū region and this requires differentiating between the Manawatu, Feilding and Palmerston North, that this will continue to be delivered by CEDA in close collaboration with both Shareholders.

The Shareholders would like to continue the bi-monthly team meeting between the Mayors, Council CE's and relationship managers with the CEDA Chair and CE.

The Shareholders will invite CEDA to formally report to each Shareholder twice per year, being the 6-month report and Annual Report.

CEDA will host two informal meetings with the Shareholders together to share progress on key priorities and connect outside of the formal reporting processes.

We look forward to working with CEDA to develop an economic development model that successfully delivers. We thank the Board, CEDA CE, and CEDA staff for their continued commitment to economic growth in the Manawatū region.

Yours sincerely



Grant Smith  
**Mayor**  
**PALMERSTON NORTH CITY COUNCIL**



Helen Worboys  
**Mayor**  
**MANAWATŪ DISTRICT COUNCIL**

**ITEM 12 - ATTACHMENT 2**

**CEDA**  
CENTRAL ECONOMIC  
DEVELOPMENT AGENCY

# Te Tauāki Takuine Statement of Intent

**2026-27**

1 March 2026

# Te Tauākī Takune

## Statement of Intent

### 2026–27

#### Company Directory

##### Central Economic Development Agency Limited

Level 1, 5 Broadway Avenue  
Palmerston North 4410  
Phone: 06 350 1830  
Website: CEDA.nz

##### Chief Executive

Jeremy Shearman

##### Directors

Robyn O'Fee (Bobbie) (Chairperson)  
Kathleen Brosnahan (Katie)  
Margharita Mare (Margy)  
David Norman  
Antony Heywood  
Colin McFadzean

##### Registered Office

Morrison Creed Advisory  
236 Broadway Avenue  
Palmerston North 4410

##### Bankers

Westpac New Zealand Limited

##### Auditors

Grant Thornton Audit New Zealand Limited  
(on behalf of the Office of the Auditor General)

##### Legal Status

Central Economic Development Agency Limited ("CEDA") was incorporated in New Zealand on 15 October 2015 under the Companies Act 1993 (NZBN 9429042001096). As the shareholders of CEDA are Palmerston North City Council (50%) and Manawātū District Council (50%) CEDA is a Council Controlled Organisation as defined in section 6 of the Local Government Act 2002.

## Contents

Foreword	03
Purpose of the Statement of Intent	05
Monitoring Indicators	05
Our Vision	06
Our Strategic Objectives	07
What We Do	08
Who we are	22
Our Performance Measures	24
Alignment with Our Shareholders	27
About CEDA	28
Financial Performance	29
Shareholder requirements	34
Appendices	35
Statement of Expectations	38
Partner Organisations	40

# He matawhānui tiritahi, he rautaki tiritahi mā te katoa

## Foreword

Tēnā koutou katoa

We are pleased to present our Statement of Intent for 2026-27.

The Manawātū region is defined by its innovation, resilience, and forward momentum. As economic conditions begin to stabilise, there is reason for cautious optimism in the year ahead. Yet we know continued success depends on staying proactive and adaptable. With a diverse economy and a strong pipeline of long-term projects, Manawātū is well positioned to embrace new opportunities and build on the progress we've made.

CEDA's focus for the year ahead centres on advancing key regional priorities – from strengthening the visitor sector to remaining agile in identifying new economic opportunities. As the region's economic development agency, we are committed to attracting new business, showcasing Manawātū to draw in talent, investment, and visitors, and supporting the ongoing growth of our local enterprises. Our long-term priorities endure: to grow the region and create a vibrant, sustainable economic future.

Among the cornerstone projects driving our focus are Te Utanganui – the Central New Zealand Distribution Hub, the Manawātū Regional Food Strategy, the Manawātū Destination Management Plan, and initiatives that attract investment into the central business districts of Feilding and Palmerston North.

Te Utanganui continues to stand out as a catalyst for economic growth, offering wide-reaching benefits for both Manawātū and New Zealand. Recent strategic refinements have positioned Te Utanganui as a national leader in distribution and logistics. Progress on enabling infrastructure, including the planned Regional Freight Hub at Bunnythorpe and the Manawātū Regional Freight Ring Road, remains a strong focus, as does our ongoing advocacy at a regional national and global level. Together, these projects will unlock significant central government investment and attract new business activity to the region.

The Manawātū Regional Food Strategy has matured into a well-established framework that guides collaborative action across industry, iwi, and key partners. Through a project-based approach centred on sustainable nutrition, the strategy focuses on three core themes, five workstreams, and a roadmap of 13 priority actions that continue to drive the sector's growth and innovation.

With Manawātū Destination Management Plan into its fourth year of implementation, we're seeing significant strides in our work as the regional tourism organisation, including product development, industry capability, marketing and brand, and access to trade markets.

CEDA remains firmly focused on showcasing the region's identity by sharing the stories, people, and achievements that define Manawātū. Through strategic marketing

initiatives, compelling content, public relations, media engagement, and the continued enhancement of regional platforms such as ManawatuNZ.co.nz, we're inspiring others to see Manawātū as we do – a place where potential thrives.

Collaboration and partnership sit at the heart of everything we do. CEDA deeply values the support and shared vision of our regional partners, including Manawātū District and Palmerston North City Councils, Rangitāne o Manawātū, Ngāti Kauwhata, Ngāti Raukawa, The Factory, Sprout Agritech, Manawātū Business Chamber, and Feilding and District Promotion. We also acknowledge Massey University, UCOL, IPU, Horizons Regional Council, Federated Farmers, and Accelerate35 whose collective commitment continues to shape the region's success. Together, we drive innovation, attract investment and talent, strengthen local business, and welcome more people and visitors to experience all that Manawātū has to offer.

Working closely with other Economic Development Agencies in our wider region ensures collective opportunities that enable growth for our region are also identified and supported. And our connections with national organisations like Air New Zealand, KiwiRail, Waka Kotahi, Tourism New Zealand, Regional Tourism New Zealand, and the Ministry of Business, Innovation and Employment, enable us to bring a broader perspective,

FOREWORD

influence policy settings, champion key regional projects, and help shape policy that benefits the future of Manawatū.

As we look ahead to the coming year, we're energised by the opportunities before us and confident that our collaborative efforts will continue to position Manawatū as an essential contributor to both the regional and national economy. Working with our board we will be reviewing CEDA's Vision and the regional goals and how CEDA delivers on these with a view to ensure we are delivering the best high impact outcomes for the region.

CEDA extends our sincere thanks to our shareholders, board, team, iwi and mana whenua, partners, and stakeholders for their unwavering support and shared belief in the region's vision. Your guidance and collaboration empower us to support and champion Manawatū – its people, businesses, and communities – as together we continue to grow a thriving, resilient regional economy.

Ngā mihi nui ki a koutou katoua,



Bobbie O'Fee  
**Heamana** Chairperson



## Purpose of the Statement of Intent

This Statement of Intent is presented by Central Economic Development Agency Limited (CEDA) in accordance with the requirements of Section 64(1) of the Local Government Act 2002 (LGA 2002).

In accordance with the Local Government Act 2002, this annual Statement of Intent publicly states the activities and intentions of CEDA for the next three years, and the objectives to which those activities will contribute.

This Statement of Intent takes the shareholder Statement of Expectations comments into consideration and includes performance measures and targets as the basis of organisational accountability, through the Statement of Service Performance and financial forecasting.

AI was used in the production of this report.

## Monitoring Indicators

In addition to CEDAs performance measures, the shareholders have identified a further set of monitoring indicators. These indicators reflect outcomes at the regional level which are impacted by a range of factors outside of our control, for example: exchange rates, natural disasters, government policy. As the region's economic development agency, we have a role in monitoring and influencing these indicators where we can, however we do not measure the performance of our organisation against them. CEDAs shareholder councils have the responsibility to report on these indicators.

As per the 2024-2027 Statement of Expectations from the shareholders have identified the following additional monitoring indicators:

- Job growth
- Increase in median household income

These are represented by the following economic data collated by Palmerston North City Council, and will be reported in CEDAs Annual Report:

- Change in total number of jobs
- Change in median salaries and wages
- Change in total earnings (salaries, wages and self-employed income)

Two further indicators as detailed in the Statement of Expectations are reported through CEDAs Statement of Service Performance each year.

- Number of investment leads and deals secured
- Strength of the relationship with strategic partners (reported biennially)

Other indicators that we will report on in CEDAs Annual Report include:

- Change in total GDP
- GDP per capita
- Electronic card spending by visitors in Manawatū region
- Number of guest nights in Manawatū region

# Ki te kahore he whakakitenga, ka ngaro te iwi

## Our Vision

### **Ko Manawatū te rohe tino ahu whakamua o Aotearoa**

New Zealand's most progressive region

Our vision is purposely bold, and it encompasses the aspirations of both our shareholder Councils. It requires our region to be ambitious, proactive, and future focused, and to be adaptable to the fast-moving economic landscape we face. We believe that Manawatū has strong leadership and the ingredients to position itself on the national stage – a vibrant and innovative region that will be first choice for investment, business, talent and visitors.

Our three big goals that show we are on our way to achieving this vision are:



Manawatū is renowned for its exceptional lifestyle, competitive advantages, and is a magnet for investment, business, talent and visitors



Manawatū is a world leading agrihub



Manawatū is a leading distribution hub, and leverages off its role in central New Zealand

To achieve this vision CEDA must work in partnership with our shareholders, central government, Māori and mana whenua, industry, and other regional stakeholders – He waka eke noa, it cannot be achieved alone.

# Ā Mātou Whāinga Rautaki

## Our Strategic Objectives

### Achieving our vision

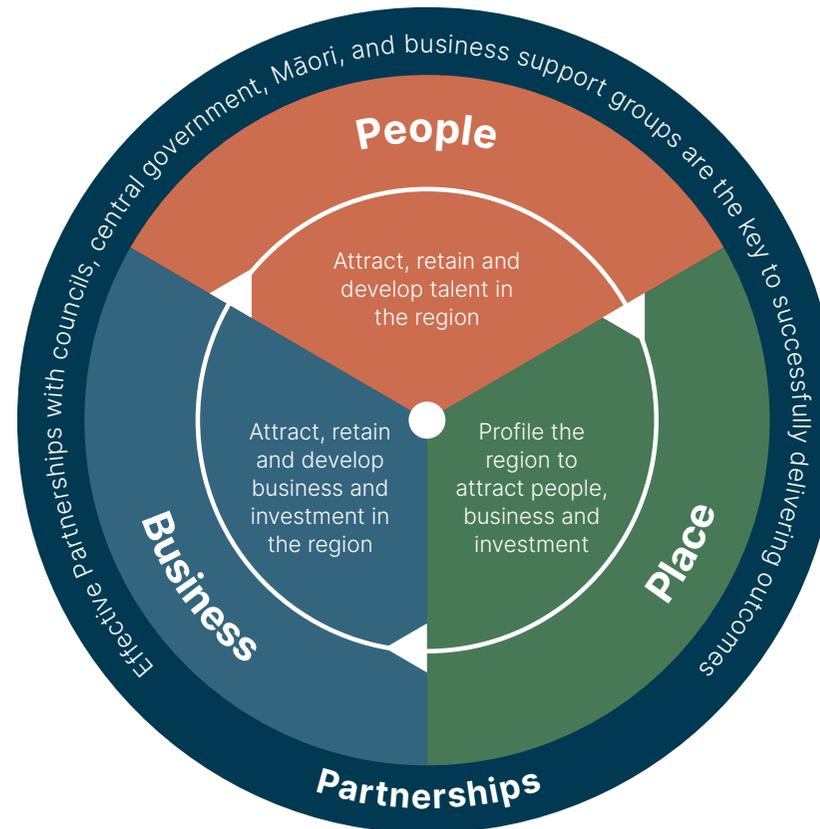
CEDA works across the three pillars of economic development; Business, People, and Place, and our success is underpinned and enabled by the strength of our relationships with our regional and national partners.

Our core objectives, programmes and activities are aligned across these pillars, and are designed to create the environment, stimulus, outcomes, and impact that will power our economic prosperity and achieve our vision for Palmerston North city and Manawatū district.

These strategic objectives guide the development of our short and medium-term programmes of work as articulated through our Statement of Intent.

When considering how to prioritise our efforts, based on our current resources, and guided by our intervention logic and the strategic priorities from our shareholder councils, we focus on programmes and activities that offer the greatest opportunities for economic prosperity.

These are identified through research, monitored, and reviewed using the latest data, and viewed through a regional, national, and international lens.



# Mahia te mahi hei painga mō te iwi What We Do



# Mā whero, mā pango ka oti ai te mahi

## Our Intervention Logic

CEDA operates within a simplified intervention logic that shows the connection between the programmes of work and activities undertaken, the strategic objectives for the region, and strategic priorities of our shareholder

councils. This is supported by key performance indicators in the Statement of Service Performance table, project deliverables, and through the measurement of stakeholder and client satisfaction. Together these form the basis

of CEDA's accountability and performance reporting. Long-term regional outcomes are also monitored through regional monitoring indicators measured by CEDA's shareholders.

<b>VISION</b>	<b>Manawatū 2030; Ko te rohe tino ahu whakamua o Aotearoa</b> New Zealand's most progressive region		
<b>GOALS</b>	 Manawatū is renowned for its exceptional lifestyle, competitive advantages, and is a magnet for investment, business, talent and visitors	 Manawatū is a world leading agrihub	 Manawatū is a leading distribution hub, and leverages off its role in central New Zealand
<b>ECONOMIC PILLARS</b>	<b>Business</b>	<b>People</b>	<b>Place</b>
<b>STRATEGIC OBJECTIVES</b>	Attract, retain, and develop, business in the region	Attract, retain, and develop talent in the region	Profile the region to attract people, business, and investment
<b>STRATEGIC PRIORITIES</b>	Te Utanganui Central New Zealand Distribution Hub • Manawatū Regional Food Strategy • Manawatū Destination Management Plan • Central Business District Investment		
<b>INITIATIVES LINKED TO STRATEGIC OBJECTIVES AND PRIORITIES</b>	<ul style="list-style-type: none"> <li>Implementation or identification of initiatives and opportunities to support investment to the region</li> <li>Initiatives to support development of priority sectors</li> <li>Business engagement to support growth retention and expansion</li> <li>Support of startups and innovation through partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives to support the attraction of talent to the region or retention of talent in the region</li> <li>Supporting industry to attract and retain talent</li> <li>Initiatives that support youth into employment or employment pathways</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening the regions narrative and unified positioning through the regional identity</li> <li>Online initiatives that support attraction of investment, people and business to the region</li> <li>Growing awareness of and information on the region's strengths and opportunities, including economic trends and data</li> </ul>
<b>Partnerships</b>			
Effective Partnerships with councils, government, Māori, and business support groups are the key to successfully delivering outcomes			
<b>STRATEGIC OBJECTIVE</b>	<b>INITIATIVES</b>		
Lead inclusive and sustainable economic development for the region	Initiatives that grow and foster relationships with mana whenua and support Māori sector development. Partnerships with shareholders, key partners and central government to enable shared regional outcomes		

9 CEDA  
TE TAUĀKI TAKUNE STATEMENT OF INTENT  
1 MARCH 2026

# Business

## He mahi kai te taonga

Attract, retain, and develop business and investment in the region

Driving business development and expansion while attracting investment to the region is at the core of economic development. This is at the forefront of CEDA's key outcomes for Manawatū. CEDA's work focuses on our

sectors of strength including food, transport and logistics, and the visitor sector, profiling the region, developing a targeted pipeline, and removing barriers to investment.

## BUSINESS

# Mahia te mahi

Support the development and growth of business and sectors of strength in the region including inward investment

## Identify and develop regional investment opportunities by strengthening priority sectors through targeted business development, retention, and innovation partnerships

Identifying, developing, and promoting investment opportunities with regional partners is key to attracting investment in Manawatū. CEDA has raised the profile of Te Utanganui, the Central New Zealand Distribution Hub, by appointing a dedicated Programme Director. Looking ahead, we aim to confirm commercial options for important projects like the Manawatū Regional Freight Ring Road and the planned Regional Freight Hub. We are using our updated strategies and investment materials to encourage more investment in land, facilities, and new businesses at Te Utanganui.

We continue to promote and advocate for Te Utanganui at local and national levels, showing best practice in cluster development. A clear document outlining the economic impact and benefits of the wider Te Utanganui project will support our advocacy to central government, as we seek ongoing support in policy and funding.

When the Manawatū Regional Food Strategy launched in late 2023, it showed our commitment to building a secure and robust food system that supports the community, empowers producers, and promotes sustainability. By using our scientific expertise and agricultural innovation, Manawatū is set to lead New Zealand's changing food sector, especially in sustainable nutrition.

CEDA continues to position Manawatū as a strategic place to invest, including opportunities highlighted in

the Manawatū Destination Management Plan, such as creating new products and commercial accommodation. We are moving forward with projects in green energy and hyperdata centres, staying open to new opportunities through our stakeholder relationships, especially those matching the region's strengths. We are also focusing investment in Feilding and Palmerston North's central business districts, starting with hotels, serviced accommodation, office space, and retail. We work with shareholder Councils, real estate agencies, and commercial property developers to make sure our efforts are well targeted for the most benefit.

The development of priority sectors happens through targeted business growth, retention, and innovation partnerships. CEDA's approach to sector development focuses on delivering real results through our key regional strategies. These projects form the basis of our mission to drive sustainable economic growth, strengthen the region's resilience, and unlock future potential. For the Manawatū Regional Food Strategy, we focus on land diversification and productivity, backing projects that help the sector grow and adapt. In the visitor sector, we work to improve standards among operators, find new product opportunities, and build the region's reputation internationally while also growing local tourism. We focus on high-value opportunities in all sectors to encourage long-term growth, innovation, and economic contribution, keeping in regular contact with key businesses, sector groups, and visitor operators to ensure we deliver our work well.

Our business development strategy relies on strong relationships with business leaders and stakeholders across key sectors in Manawatū. These connections help us stay up to date with business sentiment and regional opportunities, so we can proactively support business growth and investment. We offer practical support for

**BUSINESS**

business growth through the Regional Business Partner Programme, workshops, connections to services like Business Mentors, and other tools that help businesses reach their potential.

Supporting innovation and start-ups is also a key focus. By working with organisations like The Factory and Sprout Agritech, CEDA fosters innovation, creates jobs, and attracts investment. The Factory supports bold start-ups through incubator programmes, while CEDA provides funding and mentoring to help new entrepreneurs succeed.

As the economic development partner for Sprout Agritech, we highlight strengths in agrifood technology, helping to grow the next generation of innovators. We also deliver funding support for Research and Development to businesses through the Ministry of Business, Innovation, and Employment Innovation Services as their regional delivery partner.



# PEOPLE

## **Ka rere a Tama-nui-te-rā, Ka mārama te rangi**

Attract, retain, and develop  
talent in the region

Through our data and research, we know that the biggest barrier to business growth in the region is the ability to attract the right people for the job. Developing a robust pipeline is crucial. This includes supporting industries, attracting skilled professionals, and investing in the

training and development of existing employees. Coupled with a clear understanding of the future needs of our sectors and businesses, this approach will empower the region to grow and thrive.

## PEOPLE

**Mauri tū, Mauri ora**

Develop the talent pipeline to grow a skilled workforce and better utilise the existing labour market

### Support the development of the region's ability to attract and retain talent and skills

CEDA is committed to helping young people and job seekers connect with local businesses through programs like Accelerate Academy and the Young Enterprise Scheme. By working closely with schools, career advisors, and trades, we support students to be inspired and ready to move into local jobs.

To make sure our workforce is ready for the future, we align our talent and skills programs with wider regional strategies, such as Te Utanganui, the Manawatū Destination Management Plan, and the Manawatū Regional Food Strategy. By focusing on key sectors, we make sure our efforts to attract and keep talent match the region's strengths and support long term success of Manawatū. We also share insights with central government agencies to highlight emerging needs at a national level.

CEDA helps businesses grow by providing tools and insights through initiatives like the Employer and Workplace Hub on ManawatuNZ.co.nz. We support employers to attract, onboard, and retain talent, and help existing teams develop their skills. Our focus is always on preparing the workforce for the needs of tomorrow's key sectors.

We continue to build strong relationships with tertiary education providers and make sure workforce training matches the needs of major regional projects like Te Utanganui. Through collaboration, storytelling, and partnerships, CEDA works to grow, retain, and develop a skilled workforce that helps businesses thrive.

A strong regional identity is also key to attracting talent. Through collaboration with our region's priority sectors, we showcase the unique advantages of Manawatū to attract skilled professionals to live and work here. We support local businesses with curated content, targeted resources, and recruitment tools. Through platforms like ManawatuNZ.co.nz, we help showcase the lifestyle, businesses, and career opportunities that make our region special.

## Toitū te whenua whatungarongaro te tangata

Profile the region to attract people,  
business and investment

CEDA profiles the region by showcasing its strengths, people and places through a shared regional identity, targeted storytelling, and strategic partnerships across the economic pillars of People, Place and Business. This approach aligns with our core areas of work and reinforces the interconnectedness of regional growth.

When you create a region that people want to visit, you have created a place where people will choose to live. If you have created a place where people want to live and work, then you have created a region where businesses will want to invest, and if you have created a region where businesses want to invest, then you have a place that people will want to visit.

## PEOPLE

## Te Mauri o Manawatū

Profile Manawatū locally, nationally, and globally

### Lead and develop the stories of Manawatū, including online initiatives to support the attraction of inward investment, people and business

CEDA is focused on positioning Manawatū as a leading place for investment, business, talent, and visitors by clearly and authentically telling the region's story. We work closely with media and key partners to raise the profile of Manawatū across New Zealand and internationally. By embedding storytelling across all areas of our work, from investment attraction and tourism to talent and business support, we highlight what makes the region distinctive, competitive, and full of opportunity.

We take a consistent and thoughtful approach to how Manawatū is presented, using clear messaging, strong visuals, and targeted campaigns. This ensures every interaction - whether online, in print, or in person - reflects the region's strengths and reinforces Manawatū as an attractive place to live, work, invest, and visit.

Through strong relationships with media, and platforms such as ManawatuNZ.co.nz and the Resource Hub, we provide partners, stakeholders, and media with current information, real stories, and useful resources that showcases the value of Manawatū. As the Regional Tourism Organisation, CEDA also works with national and international partners including Tourism New Zealand, Air New Zealand, and Tourism Industry Aotearoa to expand the region's reach and support tourism and investment growth.

Our targeted digital initiatives and marketing activity promote the lifestyle, career opportunities, and strong business environment in Manawatū. Working alongside

stakeholders and the wider business community, we deliver campaigns informed by data and insights to ensure they are relevant and aligned with regional priorities. These efforts aim to increase visitation, encourage longer stays, and boost engagement, particularly around major events that deliver benefits for local businesses and communities.

By consistently promoting the lifestyle, accessibility, education and research strengths, and diverse economy of Manawatū, CEDA supports the region's reputation as a compelling destination for investors, skilled people, and businesses looking to grow.

## PLACE

### Grow engagement on regional website for increased awareness of, and information on the region, including economic trends and data

Our region's largest marketing tool, ManawatuNZ.co.nz sits at the centre of CEDA's strategic marketing activity, serving as the primary platform to showcase the region's strengths, opportunities, and stories. This digital hub connects with a wide range of audiences by highlighting the lifestyle in Manawātū, promoting talent and investment opportunities, showcasing the many experiences on offer, and sharing authentic local narratives. Through the website and social media channels, CEDA builds a consistent and engaging profile for Manawātū – reaching people locally, nationally, and globally to enhance the region's reputation and visibility.

By leveraging these digital channels, CEDA effectively communicates what makes Manawātū remarkable, encouraging visitation, attracting new residents, and fostering connections with potential investors and businesses. This integrated, data-driven approach ensures the region's identity is presented cohesively, supporting long-term economic development and growth.

CEDA also plays a key role in collecting, analysing, and communicating economic data and insights for Manawātū. In collaboration with national data agencies, Tourism New Zealand, and the Ministry of Business, Innovation and Employment, CEDA monitors key indicators such as visitor numbers, retail activity, GDP, housing trends, building consents, employment, and the performance of key sectors.

These insights are shared regularly with businesses and stakeholders through newsletters, online, via media partnerships, and through comprehensive economic reports – delivered in partnership with Palmerston North City Council, Manawātū District Council, and regional industry leaders. By providing accurate, up-to-date information, CEDA enables informed decision-making, helping stakeholders, businesses and partners understand the region's economic landscape and identify opportunities for future growth.



# Partners

## He kuranui te tangata

Lead inclusive and sustainable economic development for the region

A strength of our region is the ability to work together using our combined resources, connections and skills to compete nationally and globally. Strong partnerships with key stakeholders, including regional and national

organisations, central and local government, Māori, and iwi are essential to achieving our strategic goals for the city and district.

## PARTNERS

# Whiria te Tangata

## Develop strategic partner relationships, leveraging opportunities

### Grow and foster relationships with Māori, and mana whenua of the region

CEDA works closely with mana whenua on key strategic projects to support their economic goals and create business and employment opportunities for Māori. We also back iwi-led initiatives and help build on the region's identity 'Te Mauri o Manawatū'.

Mahia te mahi hei painga mo te iwi. We are committed to strengthening our partnerships with Māori business networks like Te Au Pakihi and the Poutama Trust, supporting initiatives that help Māori businesses grow and succeed. To build meaningful relationships, we continue to develop our team's understanding of Te Ao Māori and all it encompasses. Whaia te matauranga hei oranga mōu.

CEDA recognises that improving Māori economic outcomes requires more than participation alone. It requires intentional alignment with iwi aspirations, support for Māori-led enterprise, and sustained effort to increase access and opportunity. CEDA will continue to refine how it measures, supports, and reports on Māori economic outcomes to ensure its mahi delivers meaningful and enduring benefit.

### Build on relationships with shareholders, central government agencies, and regional stakeholders

CEDA also builds strong relationships with shareholders, central government agencies, and regional stakeholders. By working with partners such as Rangitāne o Manawatū, Ngati Kauwhata, Ngati Raukawa, Rangitāne o Manawatū Settlement Trust, Te Roopu Hokowhitu, The Factory, Sprout Agritech, Manawatū Business Chamber, Feilding and District Promotions, Rangitikei Manawatū Federated Farmers, FoodHQ, Palmy Bid, Massey University, UCOL, IPU, New Zealand Defence Force, Economic Development New Zealand, Tourism New Zealand, Regional Tourism New Zealand, and the Ministry of Business Innovation and Employment, we connect, discover, and leverage opportunities for the region.

We regularly review our partnership agreements and workplans, always looking for new opportunities to work together and support collective progress across all our activities.

A full list of stakeholders and partners that CEDA is working with can be found on the last page.



**Kei ōu ringaringa te ao**  
The world is yours

# Ko te pae tata, whakamaua kia tina

## Where we focus our time and money

CEDA receives funding from Palmerston North City Council and Manawātū District Council, its shareholders, and also from central government partners for initiatives that bring benefit to the wider region and New Zealand. This funding gives us the ability to deliver and partner in programmes of work across the region, business and community including targeted sector specific work that will bring benefit to the wider region in the long term.

This year funding will also be received from the governments Regional Business Partner Network to support the development of business capability in the region.

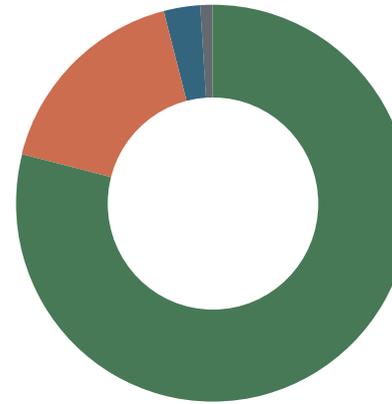
\*Note:

1. Council funding includes Councils contribution to projects, including Te Utanganui.
2. Central government funding includes the Regional Business Partner programme.
3. Industry/project contribution includes funding for Te Utanganui from Horizons regional council, KiwiRail, Ngāti Kawhata, Palmerston North Airport and Rangitāne o Manawātū.
4. Marketing costs where directly related to an activity are included in the budgeted costs for that activity.
5. Sector Development includes the government Regional Events Promotion Fund.
6. Business Retention and Expansion includes the Regional Business Partner Programme.
7. Inward Investment includes project costs for the Te Utanganui programme.
8. Employee and operating expenses where not directly related to an activity have been allocated on a percentage of expenditure basis.

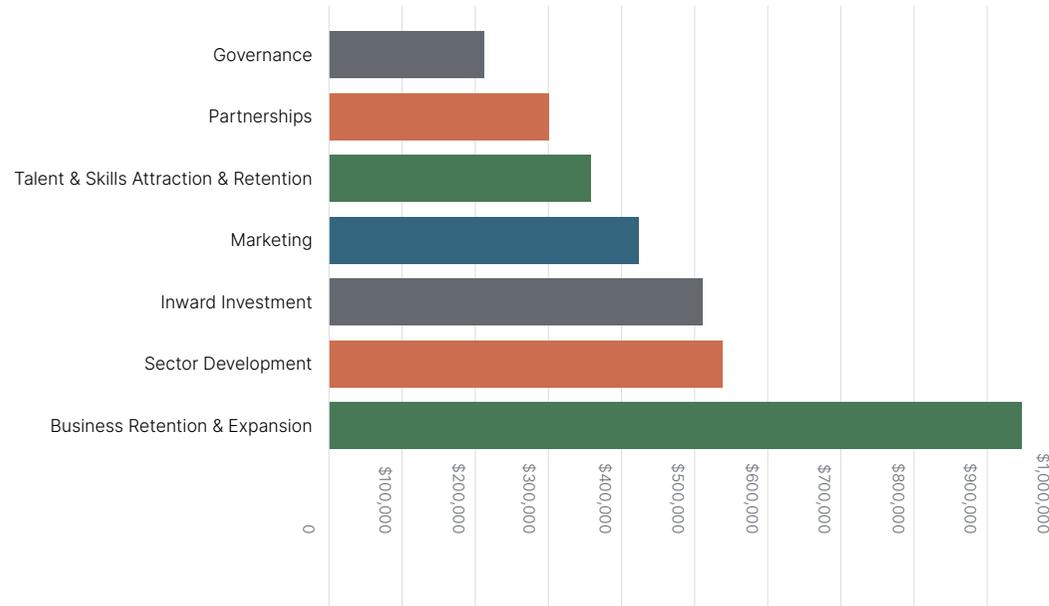
21 CEDA  
TE TAUĀKĪ TAKUNE STATEMENT OF INTENT  
1 MARCH 2026

### Our Funding\*

- Council funding **80%**
- Central Government funding **17%**
- Industry contribution **3%**
- Other revenue **1%**



### How we're going to allocate our funding\*



# Ko wai te tangata o te ao mārama

## Who we are

CEDA is a team of people who are passionate about our region.

We are thought leaders, subject matter experts, and doers, working together with the common purpose of prosperity for our region and its people. Our success is underpinned by our people, connections,

partnerships, and networks locally, nationally, and internationally.

We are committed to operating efficiently and effectively, and as a future-focused organisation, to supporting initiatives that enhance and protect our natural and built environment.

### Our values



**Mā te mahi tahi  
e puta ai he hua  
whakarahara**

Together we can achieve  
exceptional outcomes



**Me whakapono ki ō  
mahī me te āhua o tō  
kawē i aua mahī**

Believe in what you do  
and how you do it



**Kia poho kererū,  
kia mairangatia  
te hautūtanga**

Be proud and  
show leadership

## Te Tiriti o Waitangi

We recognise the historical and ongoing significance of Te Tiriti as a living document guiding our organisation's policies and practices and acknowledge the importance of partnering with local iwi and recognition of mana whenua in the region through localised partnering.

Our focus will continue to be on 'Participation' strengthened through our growing relationships with regional iwi and mana whenua across Manawatū. Through 'Partnerships', we work alongside mana whenua for agreed outcomes that benefit the region, and we will ensure 'Protection' remains a priority through the incorporation of kaitiakitanga, mātauranga and tikanga across our projects and programmes, supported by ongoing development of the team's cultural awareness, knowledge and understanding, of the principals of Te Tiriti o Waitangi.

## Our Commitment to Te Ao Māori

We honour te reo Māori not through direct translation, but by using Whakataukī, Whakatauāki, and Kīwaha that express the deeper intent, values, and worldview guiding our mahi.

Whakataukī used for CEDA's key areas of work under Business, People, Place and Partnerships, and Kīwaha for our Statement of Service Performance outcomes, are as follows:

### Whakataukī

- Mā te mahi ka ora – Through work comes success
- Ka rere ko Tamanuiterā, ka mārāma te rangi – When Tamanuiterā takes flight, The sky is bright
- Toitū te whenua whatungarongaro te tangata – The land is forever, People disappear
- He kuranui te tangata – The human being is precious

### Kīwaha

- Mahia te mahi – Do the work
- Mauri tū, Mauri ora – An active spirit is a thriving spirit
- Te Mauri o Manawatū – The life force of Manawatū
- Whiria te tangata – Weave the people together

### Other Whakataukī used throughout (Titles) are as follows:

- He matawhānui tiritahi, he rautaki tiritahi mā te katoa – A shared vision, a shared strategy for everyone (Foreword)
- Ki te kahore he whakakitenga, ka ngaro te iwi – Without foresight or vision, the people will be lost (Our vision)
- Mahia te mahi hei painga mō te iwi – Do the work for the benefit of the people (What we do)
- Mā whero, mā pango ka oti ai te mahi – With red and black, the work will be completed (Our intervention logic)
- Ko te pae tata, whakamaua kia tina – Secure the near horizon, then strive for the distant goal (Where we focus our time and money)
- Ko wai te tangata o te ao mārāma – Who are we in the world of light? (Who we are)
- Te tōia, tē haumatia – Nothing can be achieved without a plan, effort, and action (Our performance measures)

## Sustainability Commitment

We are committed to sustainable practices in both CEDA's office environment and the environment within which we work and live. We value diversity in both our team at CEDA and our commitment to promoting diversity in age, culture, ethnicity, and gender in all that we do.

CEDA works with businesses through its regular business engagements to encourage considerations around carbon emission reduction and sustainability options for their operations. When looking at opportunities for investment in the region we consider the environmental impacts of any businesses looking to relocate here.

CEDA also advocates for sustainability through our business and community engagements such as e-newsletters and social media and ensuring we as an organisation are doing what we can through procurement and waste reduction initiatives.

The Sustainable Development Goals or Global Goals are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all". The Goals were set in 2015 by the United Nations General Assembly and are intended to be achieved by the year 2030.

CEDA's top three Sustainable Development Goals we use to inform our programmes of work are:





# Te tōia, tē haumatia

## Our Performance Measures

CEDA's performance measure framework identifies quantifiable measures of our programmes and activities aligned to our key strategic outcomes. These form the basis of our accountability and will be

reported on six-monthly. In our reporting, additional commentary will be used to inform on the delivery and effectiveness of the full range of CEDA's activity.

# Statement of Service Performance

## OUR PERFORMANCE MEASURES

Service Level Statement	Performance Measure	2026/27	2027/28	2028/29
<b>Mahia te mahi</b> Support the development and growth of business and sectors of strength in the region including inward investment	Identify and develop regional investment opportunities by strengthening priority sectors through targeted business development, retention, and innovation partnerships.	Deliver 20 inward investment and priority sector development initiatives aligned to the region's key strengths.	Deliver 20 inward investment and priority sector development initiatives aligned to the region's key strengths.	Deliver 20 inward investment and priority sector development initiatives aligned to the region's key strengths.
		400 engagements with businesses and industry to support business growth*	400 engagements with businesses and industry to support business growth*	400 engagements with businesses and industry to support business growth*
		Partner with key stakeholders to deliver 6 start-up and innovation activities or initiatives	Partner with key stakeholders to deliver 6 start-up and innovation activities or initiatives	Partner with key stakeholders to deliver 6 start-up and innovation activities or initiatives
<b>Mauri tū, Mauri ora</b> Develop the talent pipeline to support growing a skilled workforce, and better utilise the existing labour market	Support the development of the regions ability to attract and retain talent and skills	Deliver 4 initiatives that support talent attraction and retention, industry, or youth into employment	Deliver 4 initiatives that support talent attraction and retention, industry, or youth into employment	Deliver 4 initiatives that support talent attraction and retention, industry, or youth into employment
<b>Te Mauri o Manawatū</b> Profile Manawatū locally, nationally, and globally	Lead and develop the stories of Manawatū, including online initiatives to support the attraction of inward investment, people and business	20 content pieces or media features profiling the region	20 content pieces or media features profiling the region	20 content pieces or media features profiling the region
		2 campaigns or targeted digital initiatives to support CEDA's objectives	2 campaigns or targeted digital initiatives to support CEDA's objectives	2 campaigns or targeted digital initiatives to support CEDA's objectives

\* being meetings with businesses to support business growth and includes business engagements under the Regional Business Partner Programme

OUR PERFORMANCE MEASURES

Service Level Statement	Performance Measure	2026/27	2027/28	2028/29
	Grow engagement on regional website for increased awareness of and information on the region, including economic trends and data	190,000 'sessions' per year on ManawatuNZ.co.nz	190,000 'sessions' per year on ManawatuNZ.co.nz	190,000 'sessions' per year on ManawatuNZ.co.nz
		Distillation and communication of 4 economic updates, providing context and trends	Distillation and communication of 4 economic updates, providing context and trends	Distillation and communication of 4 economic updates, providing context and trends
<b>Whiria te Tangata</b> Develop strategic partner relationships, leveraging opportunities	Grow and foster relationships with Māori, and mana whenua of the region	Deliver 3 initiatives to support iwi engagement including support of iwi led projects	Deliver 3 initiatives to support iwi engagement including support of iwi led projects	Deliver 3 initiatives to support iwi engagement including support of iwi led projects
	Build on relationships with shareholders, central government agencies, and regional stakeholders	12 Partnership and funding agreements in place	12 Partnership and funding agreements in place	12 Partnership and funding agreements in place
			Complete biennial Customer Satisfaction survey	

# Te Aronui

## Alignment with Our Shareholders

To enable that best outcomes for the region we ensure that CEDAs objectives are aligned with our shareholder council's plans and visions for the city and district. The Palmerston North City and Manawatū District Councils signed Long Term Plans outline these objectives. CEDA plays a critical part in delivering outcomes identified in the relative Long-Term Plans as outlined below:

PNCC Long Term Plan Strategic Goals	CEDA Service Level Statement alignment
An innovative and growing city <i>He tāone auaha, he tāone tiputipu</i>	<ul style="list-style-type: none"> <li>Support the development and growth of business and sectors of strength in the region including inward investment.</li> <li>Develop the talent pipeline to grow a skilled workforce and better utilise the existing labour market.</li> <li>Profile Manawatū locally, nationally, and globally.</li> <li>Develop strategic partner relationships, leveraging opportunities.</li> </ul>
A creative and exciting city <i>He tāone whakaihihi tapatapahi ana</i>	<ul style="list-style-type: none"> <li>Support the development and growth of business and sectors of strength in the region including inward investment.</li> <li>Develop the talent pipeline to grow a skilled workforce and better utilise the existing labour market.</li> <li>Profile Manawatū locally, nationally, and globally.</li> </ul>
A connected and safe community <i>He hapori tūhonohono, he hapori haumaruru</i>	<ul style="list-style-type: none"> <li>Support the development and growth of business and sectors of strength in the region including inward investment.</li> <li>Profile Manawatū locally, nationally, and globally.</li> </ul>
A sustainable and resilient city <i>He tāone toitū, he tāone manawaroa</i>	<ul style="list-style-type: none"> <li>Support the development and growth of business and sectors of strength in the region including inward investment.</li> <li>Profile Manawatū locally, nationally, and globally.</li> </ul>
MDC Long Term Plan Priorities	CEDA Service Level Statement alignment
A prosperous, resilient economy <i>He kāinga ka tōnui tōna ohanga</i>	<ul style="list-style-type: none"> <li>Support the development and growth of business and sectors of strength in the region including inward investment.</li> <li>Develop the talent pipeline to grow a skilled workforce and better utilise the existing labour market.</li> <li>Profile Manawatū locally, nationally, and globally.</li> <li>Develop strategic partner relationships, leveraging opportunities.</li> </ul>
Infrastructure fit for future <i>He kāinga ka tūwhena tonu ōna pūnahanga, haere ake nei te wā</i>	<ul style="list-style-type: none"> <li>Support the development and growth of business and sectors of strength in the region including inward investment.</li> <li>Develop strategic partner relationships, leveraging opportunities.</li> </ul>
A future planned together <i>He kāinga ka whakamaherea tahitia tōna anamata e te hapori tonu</i>	<ul style="list-style-type: none"> <li>Support the development and growth of business and sectors of strength in the region including inward investment.</li> <li>Develop the talent pipeline to grow a skilled workforce and better utilise the existing labour market.</li> <li>Profile Manawatū locally, nationally, and globally.</li> <li>Develop strategic partner relationships, leveraging opportunities.</li> </ul>
An environment to be proud of <i>He kāinga ka rauhitia tōna taiao</i>	<ul style="list-style-type: none"> <li>Support the development and growth of business and sectors of strength in the region including inward investment.</li> <li>Profile Manawatū locally, nationally, and globally.</li> </ul>

# About CEDA



The Central Economic Development Agency (CEDA) was incorporated with the Companies Office in October 2015 and began full operations in September 2016. CEDA is a Council Controlled Organisation jointly owned by the Palmerston North City Council and the Manawatū District Council.

## CEDA's Purpose

To drive and facilitate the creation and growth of economic wealth for Manawatū and beyond.

## CEDA's Constitution Objectives

- (a) The principal objectives of the Company are to achieve the objectives of the shareholders, both commercial and non-commercial as specified from time to time in the Statement of Intent and, in particular, to drive and facilitate the creation and growth of economic wealth for Manawatū and beyond;
- (b) be a good employer;
- (c) exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which the Company operates and by endeavouring to accommodate or encourage these when reasonably able to do so.

## CEDA's Structure and Governance

The Board of a minimum of four and a maximum of six independent directors is responsible for the strategic direction and control of CEDA's activities.

The Board guides and monitors the business and affairs of CEDA, in accordance with the Companies Act 1993, the Local Government Act 2002, the Company's Constitution and this Statement of Intent.

The Board's approach to governance is to adopt "good practice" with respect to:

- the operation and performance of the Board
- managing the relationship with the Chief Executive
- being accountable to all shareholders and reporting to both the Manawatū District Council and Palmerston North City Council

The Chief Executive is responsible for the day-to-day operations of CEDA, engaging and oversight of staff and reporting to the directors on performance against CEDA's objectives.



# Ahumoni Financial Performance

29 CEDA  
TE TAUĀKI TAKUNE STATEMENT OF INTENT  
1 MARCH 2026

Central Economic  
Development Agency  
Limited

## Statement of Comprehensive Revenue & Expenses

For the 12 Months to June

	2026-27 Budget	2027-28 Forecast	2028-29 Forecast
<b>Revenue</b>			
Council Funding	2,862,794	2,934,364	3,007,723
Other Services Revenue	597,345	10,952	-
<b>Total Revenue</b>	<b>3,460,139</b>	<b>2,945,316</b>	<b>3,007,723</b>
<b>Cost of Sales</b>			
Other Services Expenses	887,377	815,426	787,662
<b>Total Cost of Sales</b>	<b>887,377</b>	<b>815,426</b>	<b>787,662</b>
<b>Gross Profit</b>	<b>2,572,762</b>	<b>2,129,890</b>	<b>2,220,061</b>
<b>Other Revenue</b>			
Interest Revenue	20,000	15,000	15,000

Central Economic  
Development Agency  
Limited

## Statement of Comprehensive Revenue & Expenses

For the 12 Months to June

	2026-27 Budget	2027-28 Forecast	2028-29 Forecast
<b>Operating Expenses</b>			
Depreciation	20,880	14,618	-
Directors Fees	180,000	180,000	180,000
Employee Costs	1,963,479	1,552,762	1,599,344
Financing Expense	100	100	200
Other Operating Expenses	446,593	445,928	452,716
<b>Total Operating Expenses</b>	<b>2,611,052</b>	<b>2,193,408</b>	<b>2,232,260</b>
<b>Net Surplus (Deficit) before Tax</b>	<b>(18,290)</b>	<b>(48,518)</b>	<b>2,801</b>
<b>Taxation</b>			
Income Tax Expense	-	-	-
<b>Total Taxation</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Surplus (Deficit) after tax</b>	<b>(18,290)</b>	<b>(48,518)</b>	<b>2,801</b>

See Appendix for Accounting Policies

31 CEDA  
TE TAUĀKI TAKUNE STATEMENT OF INTENT  
1 MARCH 2026

Central Economic  
Development Agency  
Limited

## Statement of Financial Position

As at 30 June

	30 June 2027 Budget	30 June 2028 Forecast	30 June 2029 Forecast
<b>Assets</b>			
<b>Current Assets</b>			
Cash and Cash Equivalents	751,771	731,383	733,596
Receivables and Accruals	186,700	181,764	182,364
<b>Total Current Assets</b>	<b>938,471</b>	<b>913,147</b>	<b>915,960</b>
<b>Non-Current Assets</b>			
Property, Plant and Equipment	14,618	-	-
<b>Total Non-Current Assets</b>	<b>14,618</b>	<b>-</b>	<b>-</b>
<b>Total Assets</b>	<b>953,089</b>	<b>913,147</b>	<b>915,960</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables and Deferred Revenue	241,251	249,827	249,839
Employee Entitlements	61,000	61,000	61,000
<b>Total Current Liabilities</b>	<b>302,251</b>	<b>310,827</b>	<b>310,839</b>
<b>Total Liabilities</b>	<b>302,251</b>	<b>310,827</b>	<b>310,839</b>
<b>Net Assets</b>	<b>650,838</b>	<b>602,320</b>	<b>605,121</b>
<b>Equity</b>			
Contributed Capital	1,000	1,000	1,000
Retained Earnings	649,838	601,320	604,121
<b>Total Capital and Reserves</b>	<b>650,838</b>	<b>602,320</b>	<b>605,121</b>

See Appendix for Accounting Policies

Central Economic  
Development Agency  
Limited

## Statement of Cash Flows

As at 30 June

	30 June 2027 Budget	30 June 2028 Forecast	30 June 2029 Forecast
<b>Cash Flows from Operating Activities</b>			
Receipts of council funding	3,291,624	3,373,836	3,458,170
Interest received	20,000	15,000	15,000
Receipts from other operating activity	679,077	18,216	-
GST	(249,815)	(258,566)	(264,472)
Payments to suppliers and employees	(3,986,819)	(3,168,774)	(3,206,385)
Interest expense	(100)	(100)	(100)
<b>Total Cash Flows from Operating Activities</b>	<b>(246,033)</b>	<b>(20,388)</b>	<b>2,213</b>
<b>Net Cash Flows</b>	<b>(246,033)</b>	<b>(20,388)</b>	<b>2,213</b>
<b>Cash Balances</b>			
Opening Balance	989,619	743,586	723,198
Closing Balance	743,586	723,198	725,411
<b>Net Cash Flows</b>	<b>(246,033)</b>	<b>(20,388)</b>	<b>2,213</b>

See Appendix for Accounting Policies

33 CEDA  
TE TAUĀKI TAKUNE STATEMENT OF INTENT  
1 MARCH 2026

# Shareholder requirements

## Reporting to Shareholders

The Shareholders will invite CEDA to formally report to each Shareholder twice per year, being the Half Yearly Report and Annual Report.

The role of the formal reports to each shareholder is to:

- Review the performance of CEDA, and report to shareholders on that performance on a periodic basis
- Undertake performance monitoring of CEDA, as per section 65 of the Local Government Act
- Approve the appointment, removal, replacement, and remuneration of directors
- Review and approve any changes to policies, or the SOI, requiring their approval

The Board aims to ensure that the shareholders are informed of all major developments affecting CEDA's state of affairs, while at the same time recognising that commercial sensitivity may preclude certain information from being made public.

CEDA will adhere to a 'no surprises' approach in its dealings with its shareholders.

## Statement of Expectations

By 1 December in each year the shareholders will deliver to CEDA a Statement of Expectations. The Statement of Expectations is intended to provide direction on issues that are important to both Councils, and to assist in the development of CEDA's next SOI. A Statement of Expectations for the three years from 2024 to 2027 has been delivered to CEDA.

## Statement of Intent

By 1 March in each year CEDA will deliver to the shareholders its draft SOI for the following year in the form required by Clause 9(1) of Schedule 8 and Section 64(1) of the Local Government Act 2002.

Having considered any comments from the shareholders received by 30 April, the Board will deliver the completed SOI to the shareholders on or before 15 June each year.

## Half Yearly Report

By the end of February each year, CEDA will provide to the shareholders a Half Yearly Report complying with Section 66 of the Local Government Act 2002. The Half Yearly Report will include the following information:

- Director's commentary on operations for the relevant six-month period
- Comparison of CEDA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances
- Un-audited half-yearly Financial Statements incorporating a Statement of Financial Performance, Statement of Financial Position, Statement of Changes in Equity and Statement of Cashflows

## Annual Report

By 30 September each year, CEDA will provide its shareholders an Annual Report complying with Sections 67, 68 and 69 of the Local Government Act 2002 and the Companies Act.

The Annual Report will contain the information necessary to enable an informed assessment of the operations of the company, and will include the following information:

- Directors' Report
- Financial Statements incorporating a Statement of Financial Performance, Statement of Financial Position, Statement of Changes in Equity, Statement of Cashflows, Statement of Accounting Policies and Notes to the Accounts
- Comparison of CEDA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances
- Auditor's Report on the financial statements and the performance targets
- Any other information that the directors consider appropriate

## Shareholder Meetings

CEDA will hold an Annual General Meeting (AGM) between 30 September and 30 November each year to present the Annual Report to all shareholders unless it is agreed between CEDA and the shareholders that the business of the AGM will be done by resolution in writing.

## Shareholder Approval

Any subscription, purchase, or acquisition by CEDA of shares in a company or organisation will require shareholder approval by special resolution as will the other matters outlined in clause 3 of CEDA's Constitution.

## Dividend policy

CEDA is a not for profit Council Controlled Organisation, as such the Board is not intending to pay any dividends in the foreseeable future.

# Appendices

## Accounting Policies

### 1. Reporting Entity

Central Economic Development Agency Ltd (CEDA) was established and commenced operations in New Zealand on 15 October 2015 under the Companies Act 1993 (NZBN 9429042001096). As the shareholders of CEDA are Palmerston North City Council (50%) and Manawatū District Council (50%). CEDA is a council-controlled organisation as defined in section 6 of the Local Government Act 2002.

CEDA has designated itself as a public benefit entity (PBE) for financial reporting purposes.

### 2. Statement of Accounting Policies

#### Basis of Preparation

The financial statements are prepared on the going concern basis, and the accounting policies have been applied consistently throughout the period, unless otherwise stated.

#### Statement of Compliance

The financial statements of CEDA have been prepared in accordance with the requirements of the Local Government Act 2002, the Companies Act 1993, and the Financial Reporting Act 2013. This includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

These financial statements comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) Reduced Disclosure Regime (RDR). CEDA is eligible and has elected to report in accordance with Tier 2 PBE standards RDR on the basis the entity has no public accountability and has expenses < \$33m.

#### Presentation Currency

The financial statements are presented in New Zealand dollars (NZ\$) and all values are rounded to the nearest NZ\$, except when otherwise indicated.

#### Historical Cost

These financial statements have been prepared on a historical cost basis.

#### Changes in Accounting Policies

There have been no changes in accounting policies. Policies have been applied on a consistent basis with those of the previous reporting period.

#### Revenue Recognition

Non-exchange transactions are transactions where, an entity either received value from another entity without directly giving approximately equal value in exchange or gives value to another entity without directly receiving approximately equal value in exchange. CEDA considers that the nature of the core funding received from Councils is 'non exchange' in nature as the service value that CEDA returns to Councils as 'economic development' is not always directly provided to the Councils as funders, but rather to the broader community on behalf of the Councils.

Other services revenue has been classed as non-exchange revenue as the services are generally provided to the community rather than the funder.

Exchange transactions are transactions in which one entity receives assets or services or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange. In CEDA exchange revenue is derived from interest revenue and the provision of office meeting space.

Interest received is recognised using the effective interest method. Interest revenue on an impaired financial asset is recognised using the original effective interest method.

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.

Donated assets. Where a physical asset is gifted to or acquired by CEDA for nil consideration or at a subsidised cost, the asset is recognised at fair value. The difference between the consideration provided and fair value of the asset is recognised as revenue.

The fair value of donated assets is determined as follows:

- For new assets, fair value is usually determined by reference to the retail price of the same or similar assets at the time the asset was received.
- For used assets, fair value is usually determined by reference to market information for assets of a similar type, condition, and age.

**Inventories**

Inventories held for use in the provision of goods and services on a commercial basis are valued at the lower of cost and net realisable value.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus (deficit) in the period of the write-down.

**Property, Plant and Equipment**

Property, plant and equipment are stated at historical cost less any accumulated depreciation and impairment losses. Historical cost includes expenditure directly attributable to the acquisition of assets and includes the cost of replacements that are eligible for capitalisation when these are incurred.

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

**Depreciation**

Account	Method	Rate
Office Furniture & Equipment	Diminishing Value	0% – 50%
Office Furniture & Equipment	Straight Line	8.5% – 30%
Vehicles	Diminishing Value	30%
Websites	Straight Line	40%

**Income Tax**

Income tax expense includes components relating to current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable profit for the current year, and 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 profit.

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 profits 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 or liability in a transaction that affects neither accounting profit nor taxable profit.

Current tax and deferred tax are measured using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Current and deferred tax is recognised against the profit or loss for the period, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

**Cash and cash equivalents**

Cash and cash equivalents comprise 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.

**Receivables**

Receivables are recorded at their face value, less any provision for impairment.

**Impairment of financial assets**

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

*Loans and receivables*

Impairment is established when there is evidence CEDA will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are indicators that the asset is impaired. 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. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectable, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits or bonds are recognised directly against the instrument's carrying amount.

**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.

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.

**Payables**

Short-term creditors and other payables are recorded at their face value.

**Equity**

Equity is the shareholders' interest in CEDA and is measured as the difference between total assets and total liabilities.

**Good and Services Tax**

All items in the financial statements are stated exclusive of GST, except for receivables and payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of related asset or expense.

The net amount of GST recoverable from, or payable to, the 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 operating cash flow in the statement of cashflows.

Commitments and contingencies are disclosed exclusive of GST.

**Employee Entitlements**

Employer contributions to KiwiSaver are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

Short-term employee entitlements – Employee benefits that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, and annual leave earned but not yet taken at balance date, and sick leave. These are classified as a current liability.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

CEDA does not provide for long service or retirement leave entitlements.

**Provisions**

A provision is recognised for future expenditure of uncertain amount or timing when there is an obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits 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'.

**Leases – Where CEDA is the Lessee**

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

# Tauākī Kawatau

## Statement of Expectations



22 December 2023

Bobbie O'Fee  
Chair  
Central Economic Development Agency Ltd  
Level 1/1-19 Fitzherbert Avenue  
**PALMERSTON NORTH 4410**

Dear Bobbie,

### **CEDA Statement of Expectations 2024/25 to 2026/27 (2024/34 Long Term Plan)**

This Statement of Expectations (SOE) covers the period 1 July 2024 to 30 June 2027, which is years 1-3 of the Shareholders' 2024/34 Long Term Plan. Amendments to the Statement of Expectations may be sought during this period.

The purpose of this SOE is to provide CEDA with the Shareholders' focus and priorities for delivery, against its purpose of driving and facilitating the creation and growth of economic wealth in the Manawatū region and beyond.

When working beyond the Manawatū, there must be a causal link of the outcomes or benefits back to the Manawatū region based on the core functions and measures of success outlined below.

It is also expected that CEDA will use this SOE to guide the development of an annual Statement of Intent (SOI) for 2024/25, 2025/26 and 2026/27.

### **Strategic Relationships**

Taking a leadership position and building strategic relationships in the Manawatū region and beyond, is fundamental for CEDA to achieve its purpose. CEDA must be relationship-driven at all levels and we appreciate your commitment to this. From our perspective (both as shareholders and partners), this means CEDA developing a deep understanding of the roles of its strategic partner organisations, what their priorities and strengths are, and how CEDA can add value to the relationship (and vice versa) to achieve better economic outcomes for the region.

CEDA formalising these strategic relationships, is important to us as shareholders, to ensure we have cohesion in the region around economic development activities. We would like this to be driven further by CEDA through mutually agreed partnership agreements or similar, to ensure everyone is on the same page and provide the basis for a consistent and collective approach with measurable outcomes.

Ongoing review of the existing strategic partnership agreements already in place is expected.

The shareholders have identified the following key partners for CEDA: Palmerston North City Council, Manawatū District Council, Horizons Regional Council, Iwi, Manawatū Chamber of Commerce, NZ Defence Force, Federated Farmers, Accelerate 25, KiwiRail, FoodHQ, Massey University, The Factory, Palmy BID, Feilding & District Promotions, and key Government agencies.

The Shareholders and CEDA will continue to work together to update the existing list of strategic partners.

#### Key Agreed Functions and Outcomes

We understand that to be effective, CEDA must be able to focus on key outcomes within a well-defined mandate. We also recognize this is a challenge given there can be differing stakeholder expectations.

This means CEDA focusing on the delivery of its core functions and outcomes in:

- Stimulate inward investment (both national and international), retention and expansion of business in the Manawatū region.
- Developing a talent pipeline.
- Support domestic visitation and tourism.

Top priorities are:

- Te Utanganui, Central New Zealand Distribution Hub.
- Strategic oversight and coordination of the Manawatū Food Strategy.
- Promotion and development of key tourism and visitor destinations.
- Inward investment in the Feilding town centre and Palmerston North city centre.

Action plans to deliver on these core functions should identify KPIs based on clear intervention logic. The SOI should include specific KPIs for the new top priority regarding inward investment in the Feilding town centre and Palmerston North city centre.

It is expected that CEDA will work very closely with key stakeholders of the regions strengths of food production and research, distribution and logistics, defence, health, visitor, education (domestic and international), digital and technology, and a growing Māori economy.

CEDA is expected to scan for new opportunities, whether or not it is a key strength, where this can benefit the region.

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.

Understanding the strategic drivers of the Shareholders and aligning CEDA's core functions to those drivers is critical to the partnership between the Councils and CEDA.

The Shareholders have a key role in setting the economic environment for business to flourish and CEDA acts on the Councils behalf in facilitating opportunities for improved economic outcomes. CEDA is the Councils' agency for the delivery of economic development across the region.

Therefore, it is expected that CEDA will engage with the Councils in the development and implementation of their strategies and plans. These strategies and plans are expected to demonstrate active engagement with other strategic partners in their development.

The Councils are obliged to ensure that our services are delivered effectively and efficiently. As a Council-Controlled Organisation (CCO), this expectation extends to CEDA. The Shareholders require CEDA to provide an activity-based budget so the Councils can effectively communicate levels of service and value for money to their ratepayers. In addition, there are many opportunities where shared resourcing, expertise and services should be explored and we would like to discuss these opportunities from both a short-term and long-term perspective.

To ensure the Shareholders and CEDA are on the same page, the focus, scope of activity, and priorities will be set through the Statement of Intent (SOI), and delivery managed through any relationship agreement that is put in place.

The Shareholders expect that where CEDA is marketing the Manawatū region and this requires differentiating between the Manawatu, Feilding and Palmerston North, that this will continue to be delivered by CEDA in close collaboration with both Shareholders.

The Shareholders would like to continue the bi-monthly team meeting between the Mayors, Council CE's and relationship managers with the CEDA Chair and CE.

The Shareholders will invite CEDA to formally report to each Shareholder twice per year, being the 6-month report and Annual Report.

CEDA will host two informal meetings with the Shareholders together to share progress on key priorities and connect outside of the formal reporting processes.

We look forward to working with CEDA to develop an economic development model that successfully delivers. We thank the Board, CEDA CE, and CEDA staff for their continued commitment to economic growth in the Manawatū region.

Yours sincerely



Grant Smith  
Mayor  
PALMERSTON NORTH CITY COUNCIL



Helen Worboys  
Mayor  
MANAWATŪ DISTRICT COUNCIL

## Ngā Manawa Tīti Our Partner Organisations

### Local

Central Skills Hub  
 Feilding and District Promotion  
 FoodHQ  
 IPU New Zealand  
 Lamberts  
 ManawaTech  
 Manawatū Business Chamber  
 Manawatū District Council  
 Manawatū Young Chamber  
 Manawatū Young Professionals Network  
 Manfeild  
 Massey University Te Kunenga ki Pūrehuroa  
 Network of Skilled Migrants  
 Palmerston North City Council  
 Palmerston North Airport  
 Palmy BID  
 Rangitāne o Manawatū  
 Rangitāne o Manawatū Settlement Trust  
 Regional Schools  
 Sport Manawatū  
 Sprout Agritech  
 Talent Central  
 Te Au Pakihi  
 Te Manawa

Te Roopu Hokowhitu  
 The Factory  
 UCOL  
 Venues and Events Palmerston North  
 Welcoming Communities

### Regional

Accelerate35  
 Business Central and Export NZ  
 Business Whanganui Chamber of Commerce  
 Hawkes Bay Regional Economic Development Agency  
 Horizons Regional Council  
 Horowhenua District Council  
 MidCentral Health | Te Pae Hauora o Ruahine o Tararua  
 Rangitikei District Council  
 Rangitikei Manawatū Federated Farmers  
 Ruapehu District Council  
 Tararua District Council  
 The Horowhenua Development Company  
 Te Utanganui partners, Kiwirail, Centreport and Napier Ports  
 Venture Taranaki  
 Wellington Regional Economic Development Agency  
 Whanganui District Council

### National

AgResearch  
 Agritech New Zealand  
 Air New Zealand  
 Business Mentors New Zealand  
 Department of Internal Affairs | Te Tari Taiwhenua  
 Department of Conservation  
 Economic Development New Zealand  
 Health New Zealand | Te Whatu Ora  
 Immigration New Zealand  
 Ministry of Business, Innovation and Employment | Hīkina Whakatutuki  
 Ministry of Culture and Heritage | Manatū Taonga  
 Ministry of Education | Te Tāhuhu o te Māturanga  
 New Zealand Careers Expo  
 New Zealand Defence Force  
 New Zealand Motor Caravan Association  
 New Zealand Trade and Enterprise | Te Taurapa Tuhono  
 New Zealand Transport Agency | Waka Kotahi  
 Poutama Trust  
 Regional Tourism New Zealand  
 Stuff  
 Tourism Industry Aotearoa  
 Tourism New Zealand

