



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

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# **PALMERSTON NORTH CITY COUNCIL**

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AGENDA

**COUNCIL**

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**9:00 AM, WEDNESDAY 27 MAY 2026**

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

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# MEMBERS

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**Grant Smith (Mayor)**

**Debi Marshall-Lobb (Deputy Mayor)**

**Mark Arnott**

**Brent Barrett**

**Rachel Bowen**

**Vaughan Dennison**

**Lew Findlay (QSM)**

**Hayden Fitzgerald**

**Leonie Hapeta**

**Lorna Johnson**

**Bonnie Kuru**

**Billy Meehan**

**Orphée Mickalad**

**Karen Naylor**

**William Wood**

**Kaydee Zabelin**

AGENDA ITEMS, IF NOT ATTACHED, CAN BE VIEWED AT

[pncc.govt.nz](http://pncc.govt.nz) | Civic Administration Building, 32 The Square  
City Library | Ashhurst Community Library | Linton Library

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**Waid Crockett**

**Chief Executive | PALMERSTON NORTH CITY COUNCIL**

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Te Marae o Hine | 32 The Square  
Private Bag 11034 | Palmerston North 4442 | New Zealand  
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## **COUNCIL MEETING**

27 May 2026

## **ORDER OF BUSINESS**

**1. Karakia Timatanga**

**2. Apologies**

**3. Notification of Additional Items**

Pursuant to Sections 46A(7) and 46A(7A) of the Local Government Official Information and Meetings Act 1987, to receive the Chairperson's explanation that specified item(s), which do not appear on the Agenda of this meeting and/or the meeting to be held with the public excluded, will be discussed.

Any additions in accordance with Section 46A(7) must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

Any additions in accordance with Section 46A(7A) may be received or referred to a subsequent meeting for further discussion. No resolution, decision or recommendation can be made in respect of a minor item.

**4. Declarations of Interest (if any)**

Members are reminded of their duty to give a general notice of any interest of items to be considered on this agenda and the need to declare these interests.

**5. Public Comment**

To receive comments from members of the public on matters specified on this Agenda or, if time permits, on other Committee matters.

**6. Confirmation of Minutes** Page 7

That the minutes of the ordinary Council meeting of 6 May 2026 Part I Public be confirmed as a true and correct record.

**REPORTS**

**7. Heritage New Zealand Pouhere Tāonga Proposal to List the Ladies' Rest** Page 23

Report, presented by Keegan Aplin-Thane, Senior Planner.

**8. Manawatū Regional Freight Ring Road Indicative Business Case: Short List Programme - Options 2A and 2C** Page 43

Memorandum, presented by David Murphy, General Manager Strategic Planning and James Miguel, Senior Transport Planner.

**9. 2027-37 Long-Term Plan - Vision, goals, outcomes and indicators** Page 59

Report, presented by Peter Ridge, Manager Strategy and Policy, and Stephanie Velvin, Acting Manager Organisational Planning and Performance.

**10. 2027-2037 Long Term Plan - Early Engagement information** Page 77

Memorandum, presented by Peter Ridge, Manager Strategy and Policy, Stephanie Velvin, Acting Manager Organisational Planning and Performance, and Amy Viles, Acting Manager Community Development.

**11. 2027-37 Long Term Plan: Our City Snapshot 2026 and Strategic Demographic and Household Projections** Page 181

Memorandum, presented by Stacey Andrews, City Economist.

**12. Adoption of the Delegations Manual 2026** Page 219

Memorandum, presented by Sarah Claridge, Governance Advisor.

**13. Nature Calls - Wastewater Treatment Plant Upgrade Project - Quarterly Report** Page 271

Memorandum, presented by Mike Monaghan, Manager 3 Waters.

- |            |   |          |
|------------|---|----------|
| <b>14.</b> | <b>Arena 5 Development Six Monthly Update and Recommendation</b><br>Report, presented by Glenn Bunny, Manager Property & Project Management, and Anna Saunders, Senior Project Manager. | Page 275 |
| <b>15.</b> | <b>Local Governance Statement 2025-28</b><br>Memorandum, presented by Sarah Claridge, Governance Advisor.   | Page 301 |
| <b>16.</b> | <b>Elected Members' Meeting Attendance Statistics - 1 July 2025 to 31 December 2025</b><br>Memorandum, presented by Hannah White, Manager Governance.                                   | Page 303 |
| <b>17.</b> | <b>Civic and Cultural Precinct: 6 Monthly Update</b><br>Memorandum, presented by Glenn Bunny, Manager Property and Project Management.  | Page 307 |
| <b>18.</b> | <b>Council Work Schedule</b>  | Page 311 |

## **RECOMMENDATIONS FROM COMMITTEE MEETINGS**

- |            |   |          |
|------------|---|----------|
| <b>19.</b> | <b>Presentation of the Part I Public Finance, Performance &amp; Audit Committee Recommendations from its 13 May 2026 Meeting</b>          | Page 315 |
| <b>20.</b> | <b>Presentation of the Part I Public Community Resilience &amp; Sustainability Committee Recommendations from its 20 May 2026 Meeting</b> | Page 317 |
| <b>21.</b> | <b>Karakia Whakamutunga</b>   |          |
| <b>22.</b> | <b>Exclusion of Public</b>  |          |

That the public be excluded from the following parts of the proceedings of this meeting listed in the table below.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official

Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered		Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing this resolution
23.	Church Street Carpark Development Opportunity	Commerical negotiations must remain confidential to protect Council's commerical position and avoid prejudicing Council's ability to negotiate favourable development outcomes.	s7(2)(h)COMMERCIAL ACTIVITIES: This information needs to be kept confidential to allow Council to engage in commercial activities without prejudice or disadvantage

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as stated in the above table.

## PALMERSTON NORTH CITY COUNCIL

### Minutes of the Council Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 06 May 2026, commencing at 9.05am

**Members Present:** Grant Smith (The Mayor) (in the Chair) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Karen Naylor, William Wood and Kaydee Zabelin.

**Apologies:** Councillor Orphée Mickalad (late arrival).

#### Karakia Timatanga

Councillor Debi Marshall-Lobb opened the meeting with karakia.

#### 51-26 Apologies

Moved Grant Smith, seconded Debi Marshall-Lobb.

#### RESOLVED

1. That Council receive the apologies.

Clause 51-26 above was carried 15 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Karen Naylor, William Wood and Kaydee Zabelin.

#### 52-26 Confirmation of Minutes

Moved Grant Smith, seconded Debi Marshall-Lobb.

#### RESOLVED

1. That the minutes of the ordinary Council meeting of 25 March 2026 Part I Public and Part II Confidential be confirmed as a true and correct record.

Clause 52-26 above was carried 15 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Karen Naylor, William Wood and Kaydee Zabelin.

## 53-26 Confirmation of Minutes

Moved Grant Smith, seconded Vaughan Dennison.

### RESOLVED

1. That the minutes of the ordinary Council meeting of 22 April 2026 Part I Public be confirmed as a true and correct record, as amended.

Clause 53-26 above was carried 14 votes to 0, with 1 abstention, the voting being as follows:

#### For:

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Karen Naylor, William Wood and Kaydee Zabelin.

#### Abstained:

Councillor Billy Meehan.

## REPORTS

### 54-26 Fees and Charges - Confirmation following consultation

Memorandum, presented by Steve Paterson, Manager - Financial Strategy and Jeff Baker, Manager Planning Services.

Councillor Orphée Mickalad entered the meeting at 9.16am.

The Mayor moved an alternate motion 1 to capture feedback from the development sector presented through submissions.

Moved Grant Smith, seconded Leonie Hapeta.

### RESOLVED

1. That Council approve the fees and charges for Planning & Miscellaneous Services, as scheduled in Attachment 2, effective from 1 July 2026 with the exception of those set out in pages 85-89 and 92 of the Agenda (including Flat Fees, Indicative Charges, Other Charges), which are to remain unchanged from 2025/26.

Clause 54-26 above was carried 11 votes to 5, the voting being as follows:

#### For:

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Bonnie Kuru, Billy Meehan, Karen Naylor and William Wood.

#### Against:

Councillors Brent Barrett, Rachel Bowen, Lorna Johnson, Orphée Mickalad and Kaydee Zabelin.

Moved Grant Smith, seconded Vaughan Dennison.

2. That Council approve the fees and charges for Trade Waste Services, as scheduled in Attachment 3, effective from 1 July 2026.

Clause 54-26 above was carried 16 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**55-26**

**2026/27 Annual Budget - Deliberations**

Memorandum, presented by Cameron McKay, General Manager Corporate Services.

Councillor Leonie Hapeta left the meeting at 10.57am.

**CAPITAL GROWTH**

Moved Grant Smith, seconded Debi Marshall-Lobb.

**RESOLVED**

1. That Council instruct the Chief Executive to prepare a draft Annual Budget 2026/27 for consideration and adoption by the Council at its meeting on 3 June 2026 and that it incorporates the following:
  - d. Capital growth programmes including carry forwards and amendments as outlined in Annual Budget 2026/27 – Schedule of Proposed Capital Growth Programmes (Attachment 7).

Clause 55.1-26 above was carried 15 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

The meeting adjourned at 11.05am.

The meeting resumed at 11.25am.

Councillor Hapeta was present when the meeting resumed.

**CAPITAL NEW**

**A**

Moved Brent Barrett, seconded Lorna Johnson.

**RESOLVED**

That Council add \$200,000 to Annual Budget 2026/27 for fitout of city centre bus waiting lounge.

Clause 55.2-26 above was carried 12 votes to 4, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor and Kaydee Zabelin.

**Against:**

Councillors Mark Arnott, Hayden Fitzgerald, Leonie Hapeta and William Wood.

**B**

Moved Lorna Johnson, seconded Rachel Bowen.

**RESOLVED**

That Council add \$36,000 to Annual Budget 2026/27 for delivery of Ascot Street safety improvement.

Clause 55.3-26 above was carried 16 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Note:**

Moved Karen Naylor, seconded William Wood.

On a motion: 'That Council defer Programme 2239: Design for Te Motu o Poutoa (\$426K) to the 2027-37 Long-Term Plan', the motion was lost 5 votes to 11, the voting being as follows:

**For:**

Councillors Mark Arnott, Hayden Fitzgerald, Leonie Hapeta, Karen Naylor and William Wood.

**Against:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad and Kaydee Zabelin.

**Note:**

Moved Hayden Fitzgerald, seconded Kaydee Zabelin.

On a motion: 'That Council does not proceed with Programme 1194: CET Arena Masterplan Development until at least 33% external funding for the capital delivery cost is secured', the motion was lost 5 votes to 11, the voting being as follows:

**For:**

Councillors Brent Barrett, Hayden Fitzgerald, Karen Naylor, William Wood and Kaydee Zabelin.

**Against:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Rachel Bowen, Vaughan Dennison, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan and Orphée Mickalad.

**E** Moved Kaydee Zabelin, seconded Rachel Bowen.

**RESOLVED**

That Council add \$15,000 to Annual Budget 2026/27 for safety improvements to the Kairanga Bunnythorpe Road area near Bunnythorpe.

Clause 55.4-26 above was carried 16 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**F** Moved Brent Barrett, seconded Lorna Johnson.

**RESOLVED**

That Council prioritise Programme 1851 in Annual Budget 2026/27 to improve Takaro Park football surface.

Clause 55.5-26 above was carried 16 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

Moved Grant Smith, seconded Debi Marshall-Lobb.

**RESOLVED**

1. That Council instruct the Chief Executive to prepare a draft Annual Budget 2026/27 for consideration and adoption by the Council at its meeting on 3 June 2026 and that it incorporates the following:

- c. Capital new programmes including carry forwards and amendments as outlined in Annual Budget 2026/27 – Schedule of Proposed Capital New Programmes (Attachment 6), and any motions agreed above.

Clause 55.6-26 above was carried 16 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

The meeting adjourned at 12.55pm..

The meeting resumed at 2.03pm.

## CAPITAL RENEWALS

**G(a)**

Moved William Wood, seconded Grant Smith.

### RESOLVED

- a. That Council reduce the operational professional services budget by \$500,000.

Clause 55.7-26 above was carried 14 votes to 2, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Against:**

Councillors Brent Barrett and Lorna Johnson.

**G(b)**

Moved William Wood, seconded Grant Smith.

### RESOLVED

- b. That Council footpath renewals budget be increased by \$500,000 ongoing from the 2026/27 Annual Budget subject to annual budget reviews.

Clause 55.8-26 above was carried 16 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Note:**

Moved Karen Naylor, seconded Hayden Fitzgerald.

On an amendment: 'That Council reduce the operational professional services budget by ~~\$500,000~~ \$700,000 for the 2026/27 Annual Budget and the footpath renewals budget be increased by \$500,000 ongoing from the 2026/27 Annual Budget subject to annual budget reviews', the motion was lost 5 votes to 11, the voting being as follows:

**For:**

Councillors Lew Findlay, Hayden Fitzgerald, Orphée Mickalad, Karen Naylor and William Wood.

**Against:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan and Kaydee Zabelin.

**H**

Moved Rachel Bowen, seconded Lorna Johnson.

### RESOLVED

That Council prioritise \$100,000 in Programme 1827 for improvements at Farnham Park in Annual Budget 2026/27, in partnership with and recognition

of Ora Konnect contribution of \$200,000 to the project.

Clause 55.9-26 above was carried 16 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

Moved Grant Smith, seconded Debi Marshall-Lobb.

**RESOLVED**

1. That Council instruct the Chief Executive to prepare a draft Annual Budget 2026/27 for consideration and adoption by the Council at its meeting on 3 June 2026 and that it incorporates the following:
  - e. Capital renewal programmes including carry forwards and amendments as outlined in Annual Budget 2026/27 – Schedule of Proposed Capital Renewal Programmes (Attachment 8), and any motions agreed above.

Clause 55.10-26 above was carried 15 votes to 1, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Against:**

Councillor Lew Findlay.

**OPERATING BUDGETS**

Moved Karen Naylor, seconded William Wood.

**Note:**

On a motion: 'That Council cap the remuneration budget at \$65.3m for the 2026/27 financial year', the motion was lost 7 votes to 9, the voting being as follows:

**For:**

Councillors Mark Arnott, Vaughan Dennison, Hayden Fitzgerald, Billy Meehan, Orphée Mickalad, Karen Naylor and William Wood.

**Against:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Brent Barrett, Rachel Bowen, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru and Kaydee Zabelin.

**K**

Moved Karen Naylor, seconded William Wood.

**RESOLVED**

That the Chief Executive identify options in order to reduce 1% of total overhead costs from the 2026/27 Annual Budget, and that this be reported to Council on 3 June 2026.

Clause 55.11-26 above was carried 11 votes to 5, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Vaughan Dennison, Hayden Fitzgerald, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Against:**

Councillors Brent Barrett, Rachel Bowen, Lew Findlay, Leonie Hapeta and Lorna Johnson.

Moved William Wood, seconded Hayden Fitzgerald.

**Note:**

On a motion: 'That the Council does not renew its membership of Local Government New Zealand for the 2026/2027 year', the motion was lost 5 votes to 11, the voting being as follows:

**For:**

Councillors Mark Arnott, Hayden Fitzgerald, Leonie Hapeta, Karen Naylor and William Wood.

**Against:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad and Kaydee Zabelin.

**S**

Moved Grant Smith, seconded Hayden Fitzgerald.

**RESOLVED**

That International Relations & Education Unit have a 20% reduction of their controllable expenses \$98K (minus remuneration & overheads), reducing the budget by \$20K.

Clause 55.12-26 above was carried 13 votes to 3, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Against:**

Councillors Debi Marshall-Lobb, Leonie Hapeta and Lorna Johnson.

Moved Grant Smith, seconded Debi Marshall-Lobb.

**RESOLVED**

1. That Council instruct the Chief Executive to prepare a draft Annual Budget 2026/27 for consideration and adoption by the Council at its meeting on 3 June 2026 and that it incorporates the following:

- a. Changes to the operating budgets as outlined (Attachment 3), and any motions agreed above.

Clause 55.13-26 above was carried 14 votes to 2, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett,

Rachel Bowen, Vaughan Dennison, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, William Wood and Kaydee Zabelin.

**Against:**

Councillors Hayden Fitzgerald and Karen Naylor.

**56-26 Extension of meeting time**

Moved Grant Smith, seconded Debi Marshall-Lobb.

**RESOLVED**

1. That Council resolve, as per Standing Order 2.1.7, to extend the meeting until 1.00pm on Thursday 7 May 2026.

Clause 56-26 above was carried 16 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

The meeting adjourned at 4.21pm, Wednesday 6 May 2026

The meeting resumed at 9.04am, Thursday 7 May 2026

**Members Present:** Grant Smith (The Mayor) (in the Chair) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphee Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Apologies:** Councillors Leonie Hapeta and Lew Findlay (late arrival).

**57-26 Apologies**

Moved Grant Smith, seconded Debi Marshall-Lobb.

**RESOLVED**

That Council receive the apologies.

Clause 57-26 above was carried 16 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**55-26 CAPITAL NEW (continued)**

**REFERRED** Moved William Wood, seconded Leonie Hapeta.

**RESOLVED**

That Council agree to purchase 182-226 Akers Rd, Linton (Esplanade Manawatū River) and add \$100K to programme 1846 for that purpose.

Clause 55.14-26 above was carried 16 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**OPERATING PROGRAMMES**

**M** Moved Rachel Bowen, seconded Lorna Johnson.

**RESOLVED**

That Council add \$46,000 to Annual Budget 2026/27 for a soft plastics trial in 2026/27, noting expected revenue of \$15k.

Clause 55.15-26 above was carried 16 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**N** Moved Brent Barrett, seconded Lorna Johnson.

**RESOLVED**

That Council add \$82,000 to Annual Budget 2026/27 for city centre bus waiting lounge, noting partial offset via partner co-funding.

Clause 55.16-26 above was carried 11 votes to 5, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Lorna Johnson, Bonnie Kuru, Orphée Mickalad, Karen Naylor and Kaydee Zabelin.

**Against:**

Councillors Mark Arnott, Hayden Fitzgerald, Leonie Hapeta, Billy Meehan and William Wood.

**O** Moved Rachel Bowen, seconded Grant Smith.

**RESOLVED**

That Council add \$15,000 to Annual Budget 2026/27 to advance the City's

Heritage Festival, with 50% to come from external funding.

Clause 55.17-26 above was carried 15 votes to 1, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Against:**

Councillor Billy Meehan.

**P**

Moved Kaydee Zabelin, seconded Hayden Fitzgerald.

**RESOLVED**

That Council reduce Programme 2559 - Massey University  
Te Waimana o Turitea Botanical Gardens operational support to \$0.

Clause 55.18-26 above was carried 11 votes to 5, the voting being as follows:

**For:**

Councillors Mark Arnott, Rachel Bowen, Lew Findlay, Hayden Fitzgerald, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Against:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Brent Barrett, Vaughan Dennison and Leonie Hapeta.

**Note:**

Moved Rachel Bowen, seconded Grant Smith.

On an amendment: That Council reduce Programme 2559 – Massey University  
Te Waimana o Turitea Botanical Gardens operational support to \$30k for 2026/27. The  
amendment was lost 7 votes to 9, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Brent Barrett, Rachel Bowen, Vaughan Dennison, Leonie Hapeta and Bonnie Kuru.

**Against:**

Councillors Mark Arnott, Lew Findlay, Hayden Fitzgerald, Lorna Johnson, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Q**

Moved Kaydee Zabelin, seconded Rachel Bowen.

**RESOLVED**

That Council add \$80,000 to Annual Budget 2026/27 for safety improvements  
to the Kairanga Bunnythorpe Road area near Bunnythorpe.

Clause 55.19-26 above was carried 16 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**R**

Moved Lorna Johnson, seconded Rachel Bowen.

**RESOLVED**

That, in recognition of increased demand, Council approve \$25,000 new funding in financial year 2026/27 to MASH Trust for LUCK Venue to support adequate service provision for vulnerable people.

Clause 55.20-26 above was carried 12 votes to 4, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, William Wood and Kaydee Zabelin.

**Against:**

Councillors Vaughan Dennison, Hayden Fitzgerald, Orphée Mickalad and Karen Naylor.

**Note:**

Moved Karen Naylor, seconded Hayden Fitzgerald.

On a motion that: That Council defer Programme 2524: feasibility study for the 50m pool (\$104K) for consideration during the 2027-37 Long-Term Plan.. The motion was lost 4 votes to 12, the voting being as follows:

**For:**

Councillors Hayden Fitzgerald, Billy Meehan, Orphée Mickalad and Karen Naylor.

**Against:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, William Wood and Kaydee Zabelin.

**U**

Moved Karen Naylor, seconded Brent Barrett.

**RESOLVED**

That Council cap the confirmed remuneration budget, and that if any additional budget is required throughout the year, that the Chief Executive brings a request to Council.

Clause 55- 21- 26 above was carried 13 votes to 3, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Hayden Fitzgerald, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Against:**

Councillors Debi Marshall-Lobb, Lew Findlay and Leonie Hapeta.

Moved Grant Smith, seconded Debi Marshall-Lobb.

## RESOLVED

1. That Council instruct the Chief Executive to prepare a draft Annual Budget 2026/27 for consideration and adoption by the Council at its meeting on 3 June 2026 and that it incorporates the following:

b. Operating programmes (including carry forwards relating to Programme 1520 & Programme 2519 as outlined in Annual Budget 2026/27 – Schedule of Proposed Operating Programmes (Attachment 5), and any motions agreed above.

Clause 55.22-26 above was carried 14 votes to 2, the voting being as follows:

### For:

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, William Wood and Kaydee Zabelin.

### Against:

Councillors Hayden Fitzgerald and Karen Naylor.

Meeting adjourned at 10.29

Meeting resumed at 10.50

V

Moved Grant Smith, seconded Leonie Hapeta.

## RESOLVED

That the Chief Executive present options and implications of a budget on 3 June 2026 that has no more than a 3.9% rate increase.

Clause 55.23 -26 above was carried 10 votes to 6, the voting being as follows:

### For:

The Mayor (Grant Smith) and Councillors Mark Arnott, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Bonnie Kuru, Billy Meehan, Orphée Mickalad and Karen Naylor.

### Against:

Councillors Debi Marshall-Lobb, Brent Barrett, Rachel Bowen, Lorna Johnson, William Wood and Kaydee Zabelin.

### Note:

Moved William Wood, seconded Rachel Bowen.

On an amendment: That the Chief Executive present **options and implications** of a budget on 3 June 2026 that has no more than a 3.9% rate increase.

The amendment was carried 16 votes to 0, the voting being as follows:

### For:

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

## RATING ASSUMPTIONS

Moved Grant Smith, seconded Rachel Bowen.

## RESOLVED

2. That the draft Annual Budget 2026/27 include the following rating assumptions:
  - b. Differential surcharges unchanged from those included in the draft for public consultation
  - c. Targeted rates for services adjusted as necessary to reflect changes to the budgets for the activities concerned.

Clause 55.24 -26 above was carried 16 votes to 0, the voting being as follows:

### For:

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

Moved Lorna Johnson, seconded Orphée Mickalad.

## RESOLVED

That the draft Annual Budget 2026/27 include the following rating assumptions:

- a. Uniform Annual General Charge of \$200

Clause 55.25-26 above was carried 12 votes to 4, the voting being as follows:

### For:

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad and Kaydee Zabelin.

### Against:

Councillors Vaughan Dennison, Hayden Fitzgerald, Karen Naylor and William Wood.

### Note:

Moved Grant Smith, seconded Rachel Bowen.

On recommendation 2(a) that: That the draft Annual Budget 2026/27 include the following rating assumptions:

- a. Uniform Annual General Charge of \$300

The recommendation was lost 6 votes to 10, the voting being as follows:

### For:

The Mayor (Grant Smith) and Councillors Vaughan Dennison, Hayden Fitzgerald, Karen Naylor, William Wood and Kaydee Zabelin.

### Against:

Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Lew Findlay, Leonie Hapeta, Lorna Johnson, Bonnie Kuru, Billy Meehan and Orphée Mickalad.

**Note:**

Moved William Wood, seconded Leonie Hapeta.

On a motion (2d) that: That Council retain the Land Value to Capital value hybrid ratio for rating allocation at the 2025/26 rate of 33.33% Capital Value to 66.67% Land Value for the Annual Budget 2026/27, and that the question of continuing to a 50/50 split be referred to the 2027-37 Long-Term Plan. . The motion was tied 8 votes to 8. The chair declared the motion lost, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Mark Arnott, Hayden Fitzgerald, Leonie Hapeta, Bonnie Kuru, Billy Meehan, Karen Naylor and William Wood.

**Against:**

Councillors Debi Marshall-Lobb, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Lorna Johnson, Orphée Mickalad and Kaydee Zabelin.

Councillor Leonie Hapeta left the meeting at 12:09pm

Moved William Wood, seconded Lorna Johnson.

**RESOLVED**

3. That the Chief Executive provide greater oversight of overhead allocation to Council as a part of the 2027-2037 LTP process by:
  1. Identifying overhead allocation as a dedicated expense line in each activity of Council, and,
  2. Bringing a paper to Council outlining activity areas and costs proposed to be included in the overhead allocation for approval by Council prior to the LTP budget being consulted on.

Clause 55.26 -26 above was carried 15 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

Moved Grant Smith, seconded Rachel Bowen.

**RESOLVED**

4. That the Chief Executive review governance and management policies with a view to restricting purchase of alcohol to providing one 'welcome' drink at Council-hosted events, removing reimbursement for the purchase of alcohol by staff or Elected Members and reviewing associated budgets as appropriate.

Clause 55.27-26 above was carried 15 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Lorna Johnson, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Karakia Whakamutunga**

Councillor Debi Marshall-Lobb closed the meeting with karakia.

The meeting finished at 12.24pm Thursday 7 May 2026.

Confirmed 27 May 2026

**Mayor**

## REPORT

**TO:** Council

**MEETING DATE:** 27 May 2026

**TITLE:** Heritage New Zealand Pouhere Tāonga Proposal to List the Ladies' Rest

**PRESENTED BY:** Keegan Aplin-Thane, Senior Planner

**APPROVED BY:** David Murphy, General Manager Strategic Planning

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### RECOMMENDATION(S) TO COUNCIL

1. That Council authorise the Chief Executive to sign the *Owner Agreement Form* for the proposed entry of the Ladies' Rest on the New Zealand Heritage List/Rārangī Kōrero on behalf of Council.

### SUMMARY OF OPTIONS ANALYSIS FOR

<b>Problem or Opportunity</b>	Heritage New Zealand Pouhere Tāonga (Pouhere Tāonga) has proposed to add the Ladies' Rest building to the national Heritage List/Rārangī Kōrero. Options for progressing the proposal are below.
<b>OPTION 1:</b>	<b>Owner Agreement</b>
Community Views	<ul style="list-style-type: none"> <li>• No opportunity to quantify broad community views on the Ladies' Rest as it relates to this proposal.</li> <li>• The long-standing and enduring community esteem for the Ladies' Rest is recorded in the listing proposal report, which identifies this as the basis for its social significance<sup>1</sup></li> <li>• The request for listing was made by a member of the community.</li> <li>• The Heritage Reference Group supports the proposal.</li> </ul>
Benefits	<ul style="list-style-type: none"> <li>• Quicker and simpler process for Pouhere Tāonga.</li> </ul>
Risks	<ul style="list-style-type: none"> <li>• Defaults to an acceptance of the proposal without thorough community engagement.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• Less cost to Pouhere Tāonga than Option 2.</li> </ul>

<sup>1</sup> See pages 7-8 of the [listing proposal report](#).

	<ul style="list-style-type: none"> <li>No cost to Council for this option.</li> </ul>
<b>OPTION 2:</b>	<b>Full Public Notification</b>
Community Views	<ul style="list-style-type: none"> <li>Provides the opportunity to canvas the public’s degree of interest in Ladies’ Rest in addition to what is already known and recorded in the listing proposal.</li> </ul>
Benefits	<ul style="list-style-type: none"> <li>Gives more weight toward public views on the future of the Ladies’ Rest.</li> </ul>
Risks	<ul style="list-style-type: none"> <li>Increased cost associated with the process for Pouhere Tāonga.</li> <li>Priority towards the listing of the Ladies’ Rest by Pouhere Tāonga may not be guaranteed in the next financial year.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>Financial costs for notification are carried by Pouhere Tāonga, but there may be costs to Council with raising awareness of the notification process and preparing a submission.</li> </ul>

## RATIONALE FOR THE RECOMMENDATIONS

### 1. OVERVIEW OF THE PROBLEM OR OPPORTUNITY

- 1.1 Heritage New Zealand Pouhere Tāonga (Pouhere Tāonga) received a nomination to list the Ladies’ Rest building on the [New Zealand Heritage List/Rārangi Kōrero](#).
- 1.2 Pouhere Tāonga have requested that Council either sign the owner-agreement form to support the listing or indicate a preference for public notification on the proposal.

### 2. BACKGROUND AND PREVIOUS COUNCIL DECISIONS

- 2.1 Pouhere Tāonga received a nomination from a member of the public to add the Ladies’ Rest building in Te Marae o Hine to the National Heritage List/Rārangi kōrero.
- 2.2 The intent of the list is to provide public awareness, expert support and information about historic places.
- 2.3 Council was notified of the nomination in October 2024. Officers sent a response to Pouhere Tāonga in support of a heritage assessment for the building. Pouhere Tāonga initiated the listing assessment process in July 2025.
- 2.4 A draft listing proposal report ([linked here](#)) and letter (Attachment 1) from Pouhere Tāonga was submitted to Council requesting whether Council would provide owner support for listing the building, or would prefer a public notification process to be conducted by Pouhere Tāonga. See Figure 1 below for the extent of the building subject to the listing and assessment process.

2.5 A previous Council decision from November 2000 relates to the listing proposal:

*“...108.2 INSTRUCTED the City Manager*

*...*

*.2 That any plans produced for the visitor information and public convenience facility recognise the heritage values associated with the existing women’s rest room.”*

2.6 This decision was adopted to support the development of the current I-site and additional public conveniences adjacent to the Ladies’ Rest. The resource consent for the development was publicly notified in 2002 and attracted 116 submissions, including submissions concerned with impacts on the heritage values of the Ladies’ Rest.

2.7 The Council decision above acknowledges the long-standing Council and community recognition of the heritage values associated with Ladies Rest. A successful listing would neither strengthen nor weaken this existing direction.

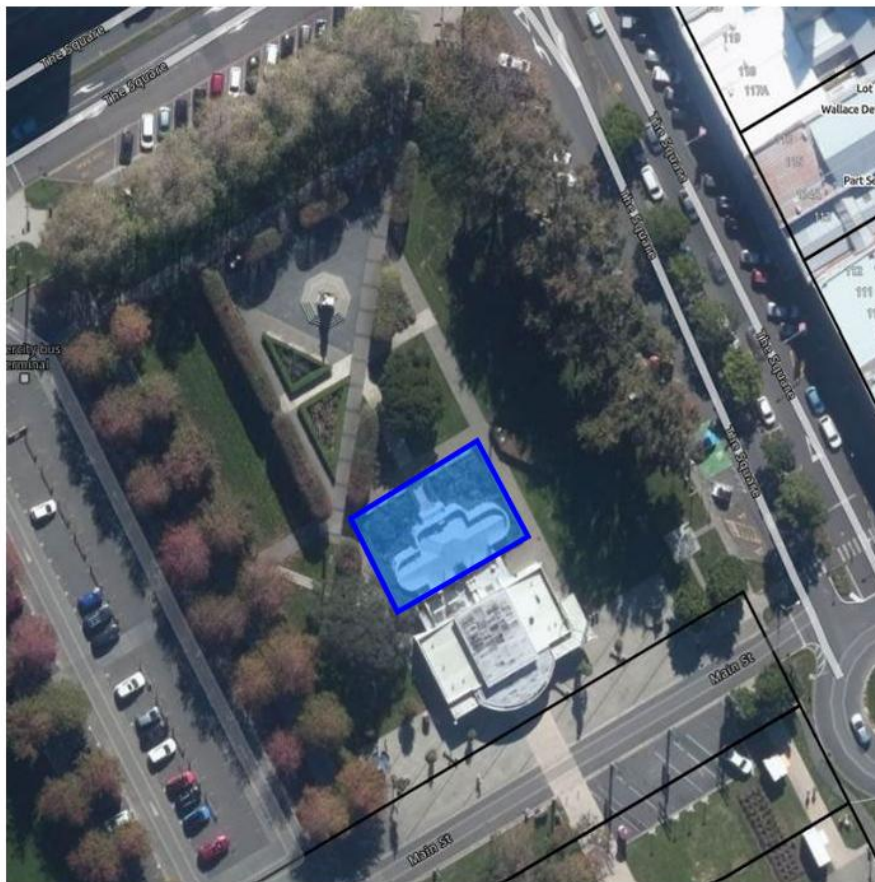


Figure 1 Indicative Map of Extent.

Source: Heritage New Zealand Pouhere Taonga Pātaka Database.

### 3. IMPACTS OF LISTING ON COUNCIL PROPERTY

- 3.1 Listing on Rārangī Kōrero does not afford any regulatory protection over the building as a heritage asset. Any regulatory control comes via being included in the District Plan, or by a heritage covenant. The Ladies' Rest is not covered by either of these currently.
- 3.2 Future works anticipated on the building include renewal works on the plumbing for the toilets. Listing will not affect Council's ability to undertake these works. Pouhere Tāonga may make recommendations to Council on preserving the heritage of the building as part of the listing process but holds no regulatory power to compel Council to take any specific action.
- 3.3 If the Council was ever of a mind to demolish the building, undertake inappropriate alternations or neglect the building, this would likely cause significant community concern and reputation risks regardless of the building being on the list or not.
- 3.4 The [listing proposal report](#) and listing process is limited to the original extent of the building that has been retained (see Figure 1).
- 3.5 The listing proposal report provides sufficient evidence for a heritage covenant or District Plan listing if Council decided to initiate either of these processes in the future. District Plan protection is currently precluded due to the Government's [Plan Stop](#) restrictions.
- 3.6 The advantages of listing includes:
- Providing Council with access to free heritage advice on the building.
  - Additional recognition of the building, for instance raising its public profile to capture more opportunities similar to featuring as [one of the most beautiful toilets in the world](#).
  - Listing also supports applications to the Lottery Environment and Heritage Fund and other applicable grants.
- 3.7 The second page on Attachment 1 lists specific qualifications that relate to listing.

### 4. SIGNIFICANCE & ENGAGEMENT POLICY

- 4.1 Te Marae o Hine is listed as a Strategic Asset under the [Significance & Engagement Policy](#). In relation to the Ladies Rest, the following applies (page 6):
- 4.2 *““Strategic assets” therefore refers to the whole asset or group of assets and not individual components unless that component substantially affects the ability of the Council to deliver the service. If the Council is considering a decision on any individual component of a strategic asset that substantially affects the ability of the Council to deliver or promote its services then that component will be treated as strategic.”*

- 4.3 As mentioned in section 3 above, adding the Ladies’ Rest to the New Zealand Heritage List/Rārangi Kōrero does not substantially affect the ability of Council to maintain or operate the Ladies’ Rest building. Officers do not consider the decision relating to this report to be significant.
- 4.4 With respect to engagement, page 4 of the Significance & Engagement Policy suggests that *“The Council will ensure that its community engagement and decision making is appropriate for the significance of each decision it makes, irrespective of whether or not the decision is significant.”*
- 4.5 Given what Council and Pouhere Tāonga already understand about the public appreciation of the Ladies’ Rest building and the immaterial impact that listing will have on managing the Ladies’ Rest, that public notification would be disproportionate with the significance of the decision made to support listing.

**5. DESCRIPTION OF OPTIONS**

- 5.1 Two options have been presented to Council by Pouhere Tāonga.
- 5.2 Owner Agreement: Council would sign in support of the proposed listing. This would be submitted to the Pouhere Tāonga board alongside the heritage assessment to inform their decision.
- 5.3 Public Notification: If preferred, or if Council did not state a preference, then Pouhere Tāonga would initiate their own public notification process to understand community views on the proposal to list<sup>2</sup>. This would extend the cost for Pouhere Tāonga and time associated with the process. The board will still make the decision and there would be an expectation that Council lodge a submission.

**6. ANALYSIS OF OPTIONS**

- 6.1 Option 1 (Owner agreement) is recommended for the following reasons:
  - 1. In either option, the Pouhere Tāonga board remain the decision maker.
  - 2. There have been no proposals by Council or the public affecting the future of the Ladies Rest in recent years, and it has been successfully adapted and occupied to provide core services to the public.
  - 3. While there are some public awareness advantages to public notification, it is unlikely there would be significantly divergent views from the public on recognising the heritage value of the building.

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<sup>2</sup> Note that Pouhere Tāonga is already satisfied in their understanding on community views on the building itself.

**7. CONCLUSION**

- 7.1 Listing the Ladies’ Rest building presents no material risks to managing the building and likely confirms the recognition that the public already assume over the building.
- 7.2 Officers recommend a more cost-effective and expedient process for Pouhere Tāonga by opting to sign an owner agreement.

**8. NEXT ACTIONS**

- 8.1 The signed owner agreement would be presented to the Pouhere Tāonga Board on 3 June 2026 for a decision.
- 8.2 A successful or unsuccessful listing would be promoted by Pouhere Tāonga and communicated to Council.
- 8.3 If public notification was undertaken, then Pouhere Tāonga would have no time in the financial year to prioritise this and the listing would be subject to next financial year’s priorities.

**9. OUTLINE OF COMMUNITY ENGAGEMENT PROCESS**




- 9.1 Rangitāne o Manawatū was consulted by officers on the nomination to list the Ladies’ Rest on 14 March 2025. Rangitāne o Manawatū confirmed their support for the listing.
- 9.2 Pouhere Tāonga have consulted with Rangitāne o Manawatū and Ngāti Raukawa to canvas the significance that the Ladies’ Rest holds to both iwi.

**10. COMPLIANCE AND ADMINISTRATION**

Does the Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these objectives?	<b>No</b>
Are the recommendations inconsistent with any of Council’s policies or plans?	<b>No</b>
The recommendations contribute to: Whāinga 2: He tāone whakaihiihi, tapatapahi ana Goal 2: A creative and exciting city	
The recommendations contribute to this plan:	

<p>4. Mahere taonga tuku iho</p> <p>4. Heritage Plan</p> <p>The objective is:</p> <ul style="list-style-type: none"> <li>- Provide information and education about local history and heritage</li> <li>- Promote the many threads of Palmerston North’s history in Council activities</li> </ul>	
<p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p>	<p>The decision to support the listing process assists in profiling the contribution that the Ladies Rest building has made to the social identity of the city.</p>

**ATTACHMENTS**

1. Proposal letter from Pouhere Tāonga [↓](#) 
2. Ladies Rest Owner Agreement Form [↓](#) 
3. Previous Council Decisions Community Affairs Committee November 2000 [↓](#) 



HERITAGE NEW ZEALAND  
POUHERE TAONGA

Keegan Aplin-Thane  
keegan.aplin-thane@pncc.govt.nz

File No. 12009-1360

Tēnā koe Keegan,

**Proposed Entry of Ladies' Rest on the New Zealand Heritage List/Rārangī Kōrero, List No. 9875**

Thank you again for your assistance with this project. Heritage New Zealand Pouhere Taonga has now prepared the heritage assessment report on **Ladies Rest**, The Square, Palmerston North 4410 (List No. 9875, Historic Place Category 2).

Download the report: [9875 Ladies Rest Historic Place Report \(Consultation\)](#) (PDF 28 MB) or request a hard copy.

From our previous correspondence, we understand that you are in support of the proposal to enter Ladies' Rest on the List. If you are in support, we would ask you to inform us of that in writing by filling in the form provided. The proposed List entry will then go to the next Board meeting for consideration.

Alternatively, you may prefer that the proposed List entry is publicly notified. If this is the case, Heritage New Zealand will write to you and other interested parties and will publish the draft report on our website and request formal, written submissions on the proposal. There will be a period of 20 working days (which may be extended to 40 days if necessary) during which you and others are invited to write to Heritage New Zealand about the proposed List entry.

Please return the signed agreement form, or advise us of your preference for public notification, no later than **26 February 2026**.

Following entry on the List, Heritage New Zealand recommends that Ladies' Rest be scheduled for protection in the Palmerston North City District Plan.

If you would like to comment on the draft report, or have any questions regarding the listing process, please contact: Blyss Wagstaff, Senior Heritage Assessment Advisor, at [bwagstaff@heritage.org.nz](mailto:bwagstaff@heritage.org.nz) or +64 4 494 8328.

Nāku noa, nā

Kerryn Pollock  
Area Manager Central  
Heritage New Zealand Pouhere Taonga

### **New Zealand Heritage List/Rārangi Kōrero ('the List')**

The New Zealand Heritage List/Rārangi Kōrero is an information tool - it identifies and provides information on significant heritage places throughout New Zealand.

Entry on the List:

- does not equal automatic protection
- does not directly create regulatory consequences or legal obligations on property owners
- does not directly create specific rights or control over property
- does not allow public access to a historic place. Public access to privately owned heritage places requires the permission of landowners
- can provide heritage funding opportunities such as the [National Heritage Preservation Incentive Fund](#) or local authority incentives
- can lead to heritage properties being considered for inclusion in district plan heritage schedules.

Listing under the Heritage New Zealand Pouhere Taonga Act 2014 does not offer protection to a building from inappropriate use, subdivision or development, but rather provides the authoritative information on why a place is important, assessed against a national standard. Protection is managed by Territorial Local Authorities through rules in district and regional plans.

If confirmed, the List entry will be noted on future Project Information Memorandum (PIM), building consents and Land Information Memorandum (LIM) issued for the property by Palmerston North City Council. If confirmed, and Ladies Rest is sold to an overseas buyer, the heritage values identified in the List entry, may be taken into account by the Overseas Investment Office when determining whether the property is 'sensitive land' under the Overseas Investment Act 2005. Information about this process is available at <http://www.linz.govt.nz/overseas-investment>.



HERITAGE NEW ZEALAND  
POUHERE TAONGA

## Owner Agreement Form

**Proposed entry of Ladies' Rest, The Square, Palmerston North (List No. 9875)  
on the New Zealand Heritage List/ Rārangī Kōrero.**

We, Palmerston North City Council, are in support of the proposed entry of Ladies' Rest on the New Zealand Heritage List.

**Name of signatory** (please print):

**Signed:**

**Date:**

T56 - LAN

Community Affairs Committee.

8 November 2000

108-00 Preferences for Public Conveniences in The Square

(Report, dated 2 November by the Senior Landscape Architect.)

In accordance with the recommendations in the report by the Senior Landscape Architect the COMMITTEE:

108.1 **RECOMMENDS** that the existing women's rest room be developed as an information centre with public toilets added to it as part of the overall structure.

108.2 **INSTRUCTED** the City Manager:

- .1 To prepare a design concept plan based on the community contact group submission as set out in the Appendix to the report by the Senior Landscape Architect dated 3 November 2000.
- .2 That any plans produced for the visitor information and public convenience facility recognise the heritage values associated with the existing women's rest room.
- .3 To report to the appropriate committee following consultation with the Community Contact Group on a proposed design concept and associated construction cost estimates.

ADOPTED  
by Council  
27/11/00

ITEM 7 - ATTACHMENT 3

Consideration was also given to:

- (i) Tabled memorandum, dated 20 November 2000, from the Senior Landscape Architect.
- (ii) Submission, dated 21 November 2000, signed by some 19 signatories; further three sheets of the submission signed by an indeterminate number of signatories at the Ladies Rest Room in The Square and 30 signatories at the City Library - all tabled items.
- (iii) Letter, dated 22 November 2000, from A Jacobs; letter, dated 23 November 2000, from the Manawatu Home Birth Association; and, an extract from the Manawatu Evening Standard of 1 February 1977 - all tabled items.
- (iv) Comments from a deputation representing CAMEO, a confederation of women's groups, and comprising Mesdames Marylynn Boyes and S Chapelle. The deputation sought the retention of a dedicated stand-alone Women's Rest Room facility in The Square.
- (v) Comments from a deputation representing Destination Manawatu and comprising Mr Peter Easthope, who promoted the concept of a visitor centre in The Square.
- (vi) Comments from a deputation representing Community Contact Group, an advisory group to the Council on The Square redevelopment, comprising Mr D Chapple, Chairperson of the Group. The Group supported the concept of a limited number of centralised facilities in The Square.

The Committee's decisions were deleted as presented and were replaced with the following, in accordance with the suggestion in the tabled memorandum by the Senior Landscape Architect:

- "108.1 That the existing women's restrooms be developed as an information centre with public toilets added to it as part of the overall structure.
- 108.2 That a design concept plan be prepared, based on the Community Contact Group submission as set out in Appendix 2 to the report of 3 November 2000 by the Senior Landscape Architect
- 108.3 That any plans produced for the visitor information and public convenience facility recognise the heritage values associated with the existing women's restrooms, and protect the values of existing users.
- 108.4 That, following consultation with the Community Contact Group, the City Manager reports to the appropriate Committee on a proposed design concept and associated construction cost estimates, taking into account the concerns expressed by community groups which had expressed interest in the future of the Ladies Rest Room in The Square."

Amended by Council 27/11/00

ADOPTED  
by Council

27/11/00

Chairperson and Members  
Community Affairs Committee  
**PALMERSTON NORTH CITY COUNCIL**

## **PREFERENCES FOR PUBLIC CONVENIENCES IN THE SQUARE**

### **1. REASON FOR REPORT**

To report on the results of the community consultation on providing public conveniences planned for The Square/CBD.

### **2. BACKGROUND**

#### **a) The CBD Revitalisation Strategy 1998**

This Council adopted strategy sets out a series of action plans and development proposals that aim to revitalise Palmerston North's Central Business District, socially, physically, and economically. Redeveloping The Square and providing safe and accessible public toilets are two of many action plans included in this strategy.

#### **b) A Community's Vision for the future of The Square 2000**

A recent consultation process on The Square redevelopment, and Council's adopted plan for The Square identifying the existing women's restrooms as the preferred location for public conveniences in conjunction with an Information Centre and Police Kiosk.

#### **c) Community Contact Group for the Redevelopment of The Square**

The Community Contact Group was established by the City Council in August 2000. This group is the principle focus for all public consultation on the redevelopment of The Square.

#### **d) The Provision of Public Conveniences in The Square/CBD Report**

The *City Alive!* Active Living Manager tabled a report at the October meeting of Community Affairs. This report outlined four development options for providing public conveniences in The Square/CBD.

- **Option 1** - Super loos with attendant located beneath the Council Chamber.
- **Option 2** - An addition to the rear of the current women's restrooms- unisex.
- **Option 3** - New toilet block in The Square.
- **Option 4** - New Toilet in empty shop fronting The Square.

### 3. DISCUSSION

#### a) Public Consultation

Local newspapers, radio stations, and the Council's Square Circular reported on the issue of public toilets. An advertisement was placed in the Tribune inviting community members to indicate their preferences for developing public conveniences in The Square/CBD.

The Community Contact Group for The Square Redevelopment held a workshop on the issue of public conveniences in The Square/CBD. This group also reviewed the results of the public submissions received by the Council at a separate meeting. The group also received one verbal submission from Destination Manawatu.

A total of 55 submissions were received including 50 submissions from individuals and five submissions from Interest Groups. The Interest Groups included:

1. National Council of Women of New Zealand (Inc)
2. SafeCity Group
3. Historic Places Trust
4. New Zealand Cripple Children Society Manawatu/Horowhenua
5. Destination Manawatu

The majority of these submissions (28 out of 55 or 51%) stated a preference for **Option 2**, an addition to the rear of the current women's restrooms - unisex. See Appendix 1 for a submission summary.

#### b) Community Contact Group Assessment

The Community Contact Group determined that:

*"Of the four options presented the Community Contact Group favours Option 2.*

*Our preference is to use the existing Women's Restrooms as an Information Centre with public toilets added to it as part of the overall structure. We do not see this proposed toilet facility as the only facility in the Central Business District. Other public toilets could still be developed in the future as development opportunities arise."*

Appendix 2 contains the complete version of the Community Contact Group's position statement on the public conveniences issue.

#### 4. CONCLUSION

The existing Women's Restrooms, with a new addition to it, is the preferred location for a new Visitor Information Centre with public conveniences as part of the overall structure.

The Community Contact Group representing a wide variety of interests and values across the City favours development option #2 with the addition of a Visitors Information Centre as the principle focus for the altered building. The majority of other individual and group submissions also favor option #2. Two group submissions, SafeCity Group, and Destination Manawatu also favor the concept of a combined public convenience and Visitor's Information facility.

Using the existing women's restrooms in this way is consistent with:

- a) The City's adopted CBD Revitalisation Strategy
- b) Earlier public consultation process on The Square
- c) The City's adopted redevelopment plan for The Square

#### 5. IMPLICATIONS

##### 5.1 Community/Communication

Providing public conveniences in conjunction with a visitor's information centre in the existing women's restrooms will enhance an existing community and historical asset, and help to achieve the goals and objectives of other City strategic documents such as the CBD Revitalisation Strategy.

The combination of information and public convenience facilities will create one major facility with greater community value and appeal than the two existing facilities have been able to create independent of each other.

Ongoing communication with the community through the Community Contact Group is necessary to ensure that the design and management of the facility meets present and future community needs.

##### 5.2 Financial

A sum of \$60,000 is included in the 2000/2001 Annual Plan for the provision of toilet facilities in The Square as part of the Stage 1 construction programme for redeveloping The Square. These funds have been carried forward from a 1999-2000 Annual Plan programme. An additional \$85,000 has been planned for as part of the overall Square redevelopment project for modifications to the women's restrooms.

A portion of these funds will be needed to engage a heritage architect to produce plans and cost estimates for the additions and alterations to the existing women's restroom structure.

Total redevelopment costs will need to be reviewed once concept plans and cost estimates have been completed.

## 6. RECOMMENDATIONS

- 6.1 That the existing women's restrooms be developed as an information Centre with public toilets added to it as part of the overall structure.
- 6.2 That a design concept plan be prepared based on the Community Contact Group submission as set out in Appendix 2.
- 6.3 That any plans produced for the Visitor Information and Public Convenience facility recognise the heritage values associated with the existing women's restrooms.
- 6.4 That the City Manager be instructed to report to the appropriate Committee, following consultation with the Community Contact Group, on a proposed design concept and associated construction cost estimates.



**Richard Mayer**  
**SENIOR LANDSCAPE ARCHITECT**  
*City Alive!*

## PUBLIC CONVENIENCES FOR THE SQUARE

The article in The Tribune resulted in the following submissions:

- 50 from individuals
- 5 representing Interest Groups

**Table One Summary of Submissions Received**

<b>Option Chosen</b>	<b>Individuals</b>	<b>Interest Groups</b>
1	5	1
2	25	3
3	8	
4	3	
Other	3	
More than one option chosen	3	1
Didn't state preference	3	
<b>TOTAL</b>	<b>50</b>	<b>5</b>

**Community Contact Group (on the redevelopment of The Square)  
Position Statement #1:**

**Issue: Public Conveniences for The Square/CBD**

In making its decision the Community Contact Group recognises that a public toilet facility in the Central Business District has value and importance to people beyond simply providing toilet facilities. Equally important is where the facility is located in relation to other people related activities and facilities in the area and the way such a facility is designed, developed, and operated.

Of the four options presented the Community Contact Group favours Option 2.

Our preference is to use the existing Women's Restrooms as an information Centre with public toilets added to it as part of the overall structure. We do not see this proposed toilet facility as the only facility in the Central Business District. Other public toilets could still be developed in the future as development opportunities arise."

In arriving at our position on this issue we acknowledged the following:

**Who are the Users of this facility?**

- Mothers/ caregivers and children
- Visitors to the City (day & night and mostly by car)
- Shoppers (pedestrians)
- Socialisers in evenings (pedestrians)
- Event goers
- People having picnics and week day lunch goers
- General motorists
- Skateboarders I
- information Centre customers

**What are the needs/ values associated with this proposed facility? (Value beyond the facility itself)**

Public Conveniences in The Square/CBD need to:

- Be a 24 hour single attendant attended facility.
- Be easy to find.
- Be within The Square- a central location is important
- Provide a link with other activities.
- Be a place of comfort and safety.
- Be adjacent to available carparks.
- Have separate men's and women's facilities contained in the same building.
- Have unisex toilets available for after hours (late evenings) use.
- Have parenting rooms.
- Help prevent undesirable activity particularly in later hours.
- Be accessible to evening foot traffic.
- Have high light levels in the immediate area approaching the facilities.

30 October, 2000

APPENDIX 2

- Be a user pays facility if deemed appropriate.

**The Community Contact Group has collectively decided upon this position statement on public conveniences for The Square/CBD. The Community Contact Group is interested in commenting on any specific proposals that are developed.**

David Chapple  
Chairperson  
Community Contact Group



## MEMORANDUM

**TO:** Council

**MEETING DATE:** 27 May 2026

**TITLE:** Manawatū Regional Freight Ring Road Indicative Business Case: Short List Programme - Options 2A and 2C

**PRESENTED BY:** David Murphy, General Manager Strategic Planning and James Miguel, Senior Transport Planner

**APPROVED BY:** David Murphy, General Manager Strategic Planning

---

### RECOMMENDATION(S) TO COUNCIL

1. That Council revoke the following part of clause 45-26 adopted by Council on 22 April 2026 “subject to the options being amended to omit Options 2A and 2C and substitute with 2E”.
  2. That Council signal an initial policy preference for Option 2E over Options 2A and 2C, subject to the completion of the assessment of the recommended Manawatū Regional Freight Ring Road Indicative Business Case: Short List Programme Options and Sub options.
- 

### 1. ISSUE

1.1 A report on the Manawatū Regional Freight Ring Road (the Ring Road) Indicative Business Case (IBC) Short List Programme was presented to the 22 April 2026 Council meeting. A copy of the report and supporting material is available [here](#).

1.2 After receiving the 22 April 2026 report and considering questions and answers from officers and the IBC lead consultant, the Council passed the following resolution:

*That Council approve the ten short list programme options and five sub options detailed in section 4 and Attachment Two of the memorandum titled ‘Manawatū Regional Freight Ring Road Indicative Business Case: Short List Programme Options and Sub options’ presented on 22 April 2026, **subject to the options being amended to omit Section Options 2A and 2C and substitute with 2E, and to include 1G.***

1.3 While officers respect the policy intent of the decision made on 22 April 2026, omitting options 2A and 2C presents significant risks to the IBC and Ring Road project that warrant reconsideration by the Council.

## 2. BACKGROUND

- 2.1 The Manawatū Regional Freight Ring Road ('the Ring Road') is a significant strategic project for the city. It is a key part of the Palmerston North Integrated Transport Initiative (PNITI) and a catalyst project for Te Utanganui, Central New Zealand Distribution Hub.
- 2.2 The Ring Road will require significant external funding support from NZTA, and potentially other external funding sources. It will also require a series of more detailed effects assessments at the designation and / or resource consent stages.
- 2.3 While the Ring Road IBC is being delivered at pace, the overall Ring Road project is of a similar size, scale and complexity as the Nature Calls project and requires careful process considerations at all stages to ensure it is well placed to secure external funding.
- 2.4 An update report was provided to the [27 August 2025 Economic Growth Committee](#).
- 2.5 An update report was also prepared but not presented to the [11 February 2026 Council Meeting](#) due to there being insufficient time to present on the day. This report contained a high-level summary of the IBC engagement process and a [link](#) to a comprehensive 131 page summary of the IBC engagement on the Council website.
- 2.6 The 22 April 2026 recommended short list included the following three options (from a long list of 6 options) for section 2 (Bunnythorpe to Feilding) of the Ring Road:
- 2A Campbell Road signals upgrade
  - 2C Dixons Line
  - 2E Southern grade separation bypass.
- 2.7 The risks of the 22 April decision to omit options 2A and 2C from IBC process and Ring Road project are outlined within a letter from GHD and a memo from NZ Transport Agency Waka Kotahi (NZTA), included as Attachment 1 and 2 respectively.
- 2.8 GHD identify two primary risks to the IBC and Ring Road project:
- *There is a risk pertaining to the support or endorsement for the IBC outcomes from the New Zealand Transport Agency Waka Kotahi, that may impact the ability to attract National Land Transport Funding (NLTF) for subsequent business case, pre-implementation (design and investigation) and implementation (construction) activities.*
  - *There is a longer-term consenting (i.e. Designation or Notice of Requirement) risk associated with removing options which may be deemed to be 'reasonable or realistic alternatives' prematurely from the assessment process. Whilst options*

*can be evaluated at a later phase to support a consent process, there is a risk associated with the assessment results not supporting the proposed options consent. This may also give rise to doubt from the consenting authority in the integrity of the process and what is being proposed*

2.9 Similarly, NZTA advises that:

- *Proceeding on this basis risks undermining the robustness and integrity of the options assessment, and limits further opportunities for considering staged investment aligned with funding and growth. Retaining Options 2A and 2C in shortlist assessment would better inform trade-offs, affordability, and value for money, and provide decision-makers with a more balanced evidence base for endorsing a preferred option.*
- *As the primary funding partner for local authority transport initiatives, NZTA allocates funding through the National Land Transport Programme (NLTP). Investment decisions must comply with the Land Transport Management Act 2003 (LTMA), which provides the statutory framework for planning, managing, and funding land transport activities in New Zealand and requires NZTA to invest in an effective, efficient, and safe transport system.*
- *A core requirement of the LTMA is the consideration of alternatives. This requirement underpins robust planning, sound decision-making, and the responsible investment of public funds. A robust, transparent and well-documented optioneering and decision-making process that demonstrates value-for-money is critical to meet the statutory requirements under the LTMA.*
- *Premature dismissal of options without adequate consideration of their potential benefits and disbenefits represents a significant risk to future project viability and deliverability. In particular, higher-investment options may require additional property acquisition, statutory approvals, to enable future works. Failure to rigorously assess options or alternatives at an early stage may expose the project to challenge.*

2.10 The key concern is that there is insufficient evidence and analysis at the long-list stage of the IBC to justify the dismissal of Options 2A and 2C in favour of Option 2E. The Council effectively went from 6 options at Bunnythorpe to 1 option in a single step prior to a full assessment of the short list.

2.11 This memorandum and the accompanying recommendations have been prepared for the following reasons:

- The need for significant NZTA funding and investment support in order to deliver the Ring Road.
- The significance of the Ring Road project to the future of Palmerston North.

- The scale and nature of the risks outlined by GHD and NZTA.
- The significant operational investment (\$1,020,000) the Council has budgeted to complete the Ring Road IBC.

2.12 GHD and NZTA representatives will be present on 27 May 2026 to assist with questions Elected Members may have regarding their advice.

### **Aorangi Marae**

2.13 As part of the ongoing engagement on the IBC, Council officers met with Aorangi Marae on 22 March 2026. The Marae representatives expressed general concern regarding the volume of traffic and heavy traffic using Waughs Road and sought that the IBC process explore options to shift this traffic away from the Marae, with one option being the use of Campbells Road.

2.14 Aorangi Marae subsequently became aware of the decision of the Council to omit options 2A and 2C, which limits the ability of the IBC to explore options to divert traffic from Waughs Road onto Campbell Road. Aorangi Marae have expressed their concerns in writing to the Council on this matter, which is included in Attachment 3.

2.15 It is acknowledged that this feedback from Aorangi Marae is only one response amongst many responses received as part of the Ring Road engagement process. It has been included in this report as it was received after the general Ring Road engagement process and it includes specific commentary regarding the decision of the Council to remove options 2A and 2C. Aorangi Marae agreed to the letter being included as part of this memorandum.

### **Initial Policy Preference for Option 2E**

2.16 As previously noted, Council officers respect the policy intent of the decision made on 22 April 2026. This situation is a good example of the tension that can exist between technical / expert advice based on nationally agreed processes (in this case the Better Business Case process endorsed by Treasury) and local direction setting.

2.17 While community engagement and local input is a significant and important part of any Business Case process, the Council will not be able to fund the Ring Road project without the support of NZTA (and potentially other funding partners). It is therefore important that Council respects the integrity of the Business Case process and the advice from NZTA (and GHD) regarding positioning the project for future success.

2.18 Severance and movement through townships like Bunnythorpe will be considered in the short list assessment. As detailed in the GHD memo, *“It is acknowledged that Options 2A and 2C in Section 2 received a range of both support and disapproval from the community. Based on the community feedback it was not deemed sufficient to exclude these options from the short list. Therefore, it was recommended that the issues identified be further assessed in the short list assessment process. The short list*

*option assessment is to be undertaken in greater detail (where possible quantitatively) and use a wider number of criteria including travel time, safety, amenity and severance (heavy vehicle volumes), environmental impacts, social impact (which includes human health, and impacts on community in relation to jobs, recreation, services, local amenity and severance and business operations)”*

- 2.19 As previously communicated, separate from the IBC process, the Council can continue to advocate for the Ring Road to be funded as a standalone project in whatever form it prefers. The purpose of the IBC is to thoroughly test different options using the approved business case process prior to making a final determination on the preferred option.
- 2.20 In an attempt to balance the tension between national and local decision-making processes, it is recommended that the Council signal an ‘initial policy preference’ for Option 2E over Options 2A and 2C, subject to the completion of the assessment of the recommended Manawatū Regional Freight Ring Road Indicative Business Case: Short List Programme Options and Sub options. This provides a signal of the Council’s preference to inform the assessment without compromising the integrity of the IBC process.

**Option 1G**

- 2.21 The 22 April 2026 decision also proposed to add option 1G, a Bunnythorpe bypass further south using Napier, Stoney Creek Road and Kelvin Grove Road.
- 2.22 One of the reasons cited for including option 1G was that this option was not presented in the same manner at the Bunnythorpe community expos as the other community expos. For the purposes of clarification, the same engagement material was presented at all community expos.
- 2.23 The GHD advice regarding option 1G is as follows:

*Regarding the request to include Option 1G in the short list options to be assessed. This option did not perform well through the long list assessment and received the lowest support of all Section 1 options from the community through the engagement process. It was assessed by a technical specialist in the long list process as not contributing to a material improvement on travel times or reliability. The project team have discussed undertaking some modelling to confirm this as it utilises a considerably different alignment than all other options in Section 1. It is recommended that modelling of Option 1G is undertaken to determine if the travel time results are poor and consistent with the findings of the long list assessment, this would support a recommendation to not progress this option to short list assessment. If the results are positive, then it is recommended for inclusion in the short list assessment.*

- 2.24 The NZTA advice regarding option 1G is as follows:

NZTA **supports** the inclusion of this option for further assessment within the short-list. A limitation of the existing assessment is that long-list options for different sections have been considered in isolation, with no assessment of the potential benefits of options that span or connect multiple sections. This option provides benefits in providing direct connectivity to existing and future growth areas (including the NEIZ, KiwiRail Freight hub and Utanganui) and would largely involve use of existing transport infrastructure. It may also avoid the need for multiple high-investment options within Bunnythorpe and Ashhurst. If well integrated with future development in Te Utanganui, it may also provide opportunities for third-party (developer) funding contributions that would improve project affordability and value for money.

- 2.25 Based on the long list assessment, option 1G will bring heavier traffic closer into urban area and result in a longer and slower route with multiple intersections to navigate. It will also be hard to discourage the use of the existing Ashhurst-Bunnythorpe Road route without negative impact on other trips. Access to Bunnythorpe and Feilding will also become more challenging.
- 2.26 The estimated costs associated with including option 1G in the full short list assessment is \$13,500 (excl. GST) and \$4,435 (excl. GST) for just undertaking modelling and reporting of option 1G.
- 2.27 Taking into account the 22 April decision, the NZTA advice, and the costs of including option 1G in the full short list assessment relative to the total costs of the IBC, it is recommended that option 1G is included, as per the existing 22 April 2026 resolution.

**3. NEXT STEPS**

- 3.1 Adjust the IBC schedule based on the final decision of Council.

**4. COMPLIANCE AND ADMINISTRATION**

Does the Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these objectives?	<b>Yes</b>
Are the recommendations inconsistent with any of Council’s policies or plans?	<b>No</b>
The recommendations contribute to: Whāinga 1: He tāone auaha, he tāone tiputipu	

<p>Goal 1: An innovative and growing city</p> <p>Whāinga 2: He tāone whakaihiihi, tapatapahi ana          Goal 2: A creative and exciting city</p> <p>Whāinga 3: He hapori tūhonohono, he hapori haumaruru          Goal 3: A connected and safe community</p> <p>Whāinga 4: He tāone toitū, he tāone manawaroa          Goal 4: A sustainable and resilient city</p>	
<p>The recommendations contribute to this plan:</p> <p>3. Mahere tūnuku</p> <p>3. Transport Plan</p> <p>The objective is: Develop plans to support investment in the regional freight ring road (subject to NZ Transport Agency Waka Kotahi funding) (from year 1)</p>	
<p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p>	<p>Palmerston North has a well-planned transport network that supports the right transport mode for the right road. The transport network is integrated with land use planning and is safe for all users.</p>

**ATTACHMENTS**

1. GHD Letter [!\[\]\(e2efad68b4edb464635f6c3dbcbde2d0\_img.jpg\)](#) [!\[\]\(fa89df7c50d986b704b650a6082f01d9\_img.jpg\)](#)
2. NZTA Memo [!\[\]\(7a25ec363369e0f397653953fd2bdf92\_img.jpg\)](#) [!\[\]\(b8f8725dc2f53b0689f2dafc35f9f28d\_img.jpg\)](#)
3. Aorangi Marae Letter [!\[\]\(b321618e8207eb03e1827f6d72ab0223\_img.jpg\)](#) [!\[\]\(412e8fd7224c284c1280b6de39fc3c09\_img.jpg\)](#)

Level 3,  
27 Napier Street,  
Freemans Bay 1101,  
Auckland



Our ref: 12665727

08 May 2026

David Murphy  
General Manager Strategic Planning  
Palmerston North City Council  
32 The Square  
Palmerston North 4410

### Manawatū Regional Freight Ring Route: Revised Short List Options Risks

Dear David

The purpose of this letter is to outline the key risks associated with the potential removal of Options 2A and 2C from the short list assessment process for the Manawatū Regional Freight Ring Route Indicative Business Case (IBC).

The outcome from the council meeting on April 23<sup>rd</sup>, 2026 is provided below.

“That Council approve the ten short list programme options and five sub options detailed in section 4 and Attachment Two of the memorandum titled ‘Manawatū Regional Freight Ring Road Indicative Business Case: Short List Programme Options and Sub options’ presented on 22 April 2026, **subject to the options being amended to omit Section Options 2A and 2C and substitute with 2E, and to include 1G.**”

The two primary risk areas presented to the council at that meeting regarding the outcome above, are provided with additional detail below.

1. There is a risk pertaining to the support or endorsement for the IBC outcomes from the New Zealand Transport Agency Waka Kotahi, that may impact the ability to attract National Land Transport Funding (NLTF) for subsequent business case, pre-implementation (design and investigation) and implementation (construction) activities.
2. There is a longer-term consenting (i.e. Designation or Notice of Requirement) risk associated with removing options which may be deemed to be ‘reasonable or realistic alternatives’ prematurely from the assessment process. Whilst options can be evaluated at a later phase to support a consent process, there is a risk associated with the assessment results not supporting the proposed options consent. This may also give rise to doubt from the consenting authority in the integrity of the process and what is being proposed.

#### Support or endorsement for the Indicative Business Case

The project team has undertaken a process of option identification and long list options assessment. Due to the nature of the project scope and scale of the study area, the long list optioneering was undertaken by separating route options into five individual sections. As a result, there were several long list options assessed for each ring route section and the assessments at this early IBC stage were predominantly qualitatively undertaken based on technical judgement, against five criteria, these were:

1. Investment objective 1: Efficiency and reliability
2. Investment objective 2: Safety

→ The Power of Commitment

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3. Indicative cost range
4. Deliverability
5. Affordability.

Following the long list multi-criteria analysis (MCA) assessment, between three and four long list options (including the Do Minimum) per section were carried forward to the short list assessment phase. For Section 2 from Bunnythorpe to Feilding, a total of three options plus a sub option were carried forward in addition to the Do Minimum. It was not practical to undertake a full assessment of long list options against all project MCA criteria proposed to be used in the short list assessment due to the number of options, level of option detail and resources required to undertake that level of assessment. This approach is typical of business cases of this scale and scope to screen and filter options.

Following the long list assessment, a Rangitāne o Manawatū criteria assessment and community engagement was undertaken on the long list options. Feedback from Rangitāne and the community was taken into consideration when identifying the long list options to carry forward, and in developing the short list programme options.

It is acknowledged that Options 2A and 2C in Section 2 received a range of both support and disapproval from the community. Based on the community feedback it was not deemed sufficient to exclude these options from the short list. Therefore, it was recommended that the issues identified be further assessed in the short list assessment process. The short list option assessment is to be undertaken in greater detail (where possible quantitatively) and use a wider number of criteria including travel time, safety, amenity and severance (heavy vehicle volumes), environmental impacts, social impact (which includes human health, and impacts on community in relation to jobs, recreation, services, local amenity and severance and business operations).

The team is yet to undertake the short list assessment and therefore we are unable to advise on the specific issues associated with excluding Options 2A and 2C at this stage of the IBC. The following are examples of where there may be heightened risks or issues:

1. The IBC will provide an assessment of the consentability of the short list options and recommended options. The removal of Options 2A and 2C prior to the short list reduces confidence that the recommended option (programme) can be achieved.
2. Peer review and NZTA Independent Quality Assurance (IQA) reviews – Both reviews would expect that practical and value for money options be carried forward and considered within a short list process. The exclusion of Options 2A and 2C could result in poor review outcomes and recommendations that the IBC not be considered for endorsement due to options not being appropriately evaluated.
3. Investment Prioritisation Method – This is an assessment completed by the project team as part of the business case and independently by the peer reviewer and IQA reviewer. The IPM is used by NZTA to prioritise NLTF investment across activity classes and it is used to compare and rank investments. It includes an assessment of the project against the NLTF funding priority criteria of Government Policy Statement (GPS) alignment, scheduling and efficiency. The exclusion of options that are of relatively lower cost (such as Option 2A) would be expected to be considered in a short list assessment, even if not included in the recommended option (programme). This may result in a lower score in relation to GPS alignment criteria and in particular alignment with value for money outcomes.

Regarding the request to include Option 1G in the short list options to be assessed. This option did not perform well through the long list assessment and received the lowest support of all Section 1 options from the community through the engagement process. It was assessed by a technical specialist in the long list process as not contributing to a material improvement on travel times or reliability. The project team have discussed undertaking some modelling to confirm this as it utilises a considerably different alignment than all other options in Section 1.

It is recommended that modelling of Option 1G is undertaken to determine if the travel time results are poor and consistent with the findings of the long list assessment, this would support a recommendation to not

progress this option to short list assessment. If the results are positive, then it is recommended for inclusion in the short list assessment.

#### Consenting Approval

If an option for Section 2 of the freight ring route requires resource consent and/or land acquisition the proponent, for instance PNCC, must demonstrate both project need and that reasonable alternatives have been appropriately considered.

**Schedule 4, clause 6(1)(a) RMA** requires an AEE for a consent to include: “

*If it is likely that the activity will result in any significant adverse effect on the environment, a description of any possible alternative locations or methods for undertaking the activity”.*

In addition, where the project proceeds via a Notice of Requirement (land acquisition), **sections 168A(3)(b) and (3)(c) and 171 of the RMA** require particular regard to whether adequate consideration has been given to alternative sites, routes, or methods, and whether the work is reasonably necessary to achieve the objectives of the requiring authority.

Requirements or key considerations include:

- An alternatives assessment (mandatory if effects are likely to be significant)
- Alternatives typically cover:
  - o Location (sites, routes)
  - o Design or method (e.g. construction methodology, technology choices)
  - o Scale or form (layout, footprint, intensity)
- There is no obligation to assess every conceivable option — only reasonable and feasible alternatives are required to be assessed.

The risk is that the consent process is unsuccessful or that this process is prolonged and results in additional cost and reputational issues for PNCC.

Although RMA reform is anticipated, it is likely that a requirement to demonstrate project need and assess alternatives will be retained, particularly where proposals involve significant adverse effects or required compulsory acquisition.

In summary, this letter has identified some key risks that should be considered in relation to the elected members feedback on the proposed short list programme options. The team would be happy to discuss these with you further if helpful to identify and agree a preferred way forward. The team are also available to discuss and seek agreement on the approach from NZTA to minimise the risk of delays or rework at the review and approval stage.

Regards



**Tim Eldridge**  
Executive Advisor

+64 93708154  
Tim.eldridge@ghd.com

Copy to: James.miguel@pncc.govt.nz

## Memo

Address

**To** David Murphy, General Manager Strategic Planning – Palmerston North City Council

**Cc** Lisa Faulknor, Regional Manager System Design – New Zealand Transport Agency

**From** Shaun Harvey, Regional System Design Lead – New Zealand Transport Agency

**Date** 13/05/2026

**Subject** MRFRR IBC - Short List Options Adjustments

---

### Purpose

This memo summarises key concerns regarding the Manawatu Rural Freight Ring Road (MRFRR) Indicative Business Case, recent changes to the short list options, and the associated planning, investment, and assurance risks. It also outlines gaps identified in the long list and short list analysis that require urgent attention. MRFRR is part of the Palmerston North Integrated Transport Initiative (PNITI) programme business case, which is a coordinated programme of investment and integrated planning.

### Background

PNCC has accelerated completion of the MRFRR Business Case to October 2026 to align with the early-November Election. On 23rd April, council officers presented an update on the recommended short list options. Elected members subsequently directed officers to remove the lower-cost, low risk online options within Bunnythorpe, as well as re-introducing a previously discounted option. New Zealand Transport Agency (NZTA) has raised concerns about the implications of this direction, particularly regarding process integrity, planning risk, and investment assurance.

### Key Risks and Issues

#### Decision to Dismiss Option 2A and 2C

NZTA **does not support** the removal of these options from further consideration at the long-list stage.

This decision would remove lower-cost, lower risk options (Options 2A and 2C) and progress a single option (Option 2E) for the Bunnythorpe section through the short-list assessment phase.

Option 2E involves substantial investment in new roads and structures, with considerable uncertainty regarding affordability and deliverability—including property acquisition and consenting risks—as reflected in the long-list assessment scoring. Identifying Option 2E as the emerging preferred option for the Bunnythorpe section is not supported by a full understanding of the outcomes, benefits or limitations of lower-cost, lower-risk alternatives.

The decision-making rationale is that non-grade separated options will lead to unacceptable severance impacts on the Bunnythorpe community. The evidence provided within the Strategic Case does not demonstrate the scale or urgency of the problem at this location, nor does the technical assessments undertaken for the long-list assessment phase provide robust evidence to demonstrate that the strategic outcomes sought from the MRFRR can only be achieved by a grade-separated solution.

Proceeding on this basis risks undermining the robustness and integrity of the options assessment, and limits further opportunities for considering staged investment aligned with funding and growth. Retaining Options 2A and 2C in short-list assessment would better inform trade-offs, affordability, and value for money, and provide decision-makers with a more balanced evidence base for endorsing a preferred option.

#### Decision to Retain Option 1G in Short-List

NZTA **supports** the inclusion of this option for further assessment within the short-list. A limitation of the existing assessment is that long-list options for different sections have been considered in isolation, with no assessment of the potential benefits of options that span or connect multiple sections.

This option provides benefits in providing direct connectivity to existing and future growth areas (including the NEIZ, KiwiRail Freight hub and Utanganui) and would largely involve use of existing transport infrastructure. It may also avoid the need for multiple high-investment options within Bunnythorpe and Ashhurst. If well integrated with future development in Te Utanganui, it may also provide opportunities for third-party (developer) funding contributions that would improve project affordability and value for money.

### **Impacts on future planning and delivery**

#### **Risks to National Land Transport Fund Co-Investment**

The MRFRR is a major regional investment and is expected to be delivered in stages over several funding periods. It is unlikely that Council could fund the full programme on its own and will therefore require ongoing external co-investment.

As the primary funding partner for local authority transport initiatives, NZTA allocates funding through the National Land Transport Programme (NLTP). Investment decisions must comply with the Land Transport Management Act 2003 (LTMA), which provides the statutory framework for planning, managing, and funding land transport activities in New Zealand and requires NZTA to invest in an effective, efficient, and safe transport system.

A core requirement of the LTMA is the consideration of alternatives. This requirement underpins robust planning, sound decision-making, and the responsible investment of public funds. A robust, transparent and well-documented optioneering and decision-making process that demonstrates value-for-money is critical to meet the statutory requirements under the LTMA.

#### **Risks to Project Delivery**

Premature dismissal of options without adequate consideration of their potential benefits and disbenefits represents a significant risk to future project viability and deliverability. In particular, higher-investment options may require additional property acquisition, statutory approvals, to enable future works. Failure to rigorously assess options or alternatives at an early stage may expose the project to challenge.

Where land acquisition is required, the Public Works Act 1981 requires that the taking of land be demonstrated as “reasonably necessary” for achieving the proposed work. This test is highly dependent on evidence that a comprehensive assessment of options and alternatives has been undertaken, and that less intrusive or lower-impact alternatives have been appropriately considered and discounted.

Similarly, the Resource Management Act requires the assessment of effects of activities on the environment. This assessment might need to include consideration of alternatives, particularly where adverse effects are significant. Adequate optioneering is therefore critical to demonstrating that effects have been avoided where practicable, and otherwise appropriately remedied or mitigated through the preferred option.

Failure to meet these legislative requirements increases the risk of delays, increased costs, legal challenge, or inability to secure necessary approvals, ultimately undermining delivery certainty.

### **Recommended Next Steps**

As the MRFRR IBC advances through the short-list assessment phase and toward selection of a preferred route, we encourage Council to give due consideration to the following:

- Demonstrate that value for money has been a core consideration throughout the option assessment process, recognising its importance in meeting the requirements of the LTMA.
- Ensure the business case clearly defines staging, sequencing, and key investment triggers to guide the future development and delivery of the MRFRR.
- Ensure affordability is considered as a critical success factor, noting that a clear funding envelope for the project has not yet been signalled to guide affordability considerations. Where appropriate, should also be identified for

alternative funding options beyond the NLTP and LTP should also be considered, including opportunities for third party funding (such as development contributions) funding or alternative funding mechanisms.

- Clearly recognise and articulate the benefits and interdependencies across the wider programme of works identified through PNITI, ensuring alignment and optimisation of outcomes across the network.

Mereti Taipana  
Pou Tiaki Taiao/Trustee  
Aorangi Marae  
Aorangi

13th May 2026

Tena koe James,

Thankyou for meeting with Tipene and I on Tuesday 12th May 2026. We really appreciate you giving of your time and explaining as much as you can the roading configuration planned for the Freight Ring road of Palmerston North city.

Having said that, we know that the development of a Ring road in Palmerston North has implications for us further up the road at Aorangi.

I would also ask that this letter is for the attention of the roading team of Manawatu District Council. Wayne Keighley (who came to our meeting of April 22nd this year) is aware of our concerns, along with agencies such as NZTA who are involved in these roading matters for the PNCC and MDC.

**This letter is a follow up from that meeting, highlighting our concerns and offering possible solutions.**

1. At your last council meeting you omitted roading options 2A and 2C between Ashurst and Feilding, in favour of 2E and 1G.  
The initial options could have minimised the use of Waughs road and increased the use of Campbells Road. Campbells road services mainly farm land, an aerodrome and sparsely placed residences - these roads are in our MDC district.
2. The option you are currently discussing is the less viable 2E and 1G, and while this option avoids Bunnythorpe the flow on effect of heavy traffic coming off Roberts Line is potentially to use Waughs Road.
3. Our concern is that Waughs road is being seen as a convenient conveyancing road to Feilding for all traffic. Heavy Freight traffic delivering freight to Feilding off the Ring road and Heavy Freight traffic delivering freight from the Kiwi Rail Hub which is to be built in Bunnythorpe.

**Let me explain why that is a concern:**

**Waughs Road**

4. Where we live along Waughs road we are affected by noise pollution - high traffic volumes from the road and air pollution, the Aerodrome flying over our marae and residences, Trains - that may be increasing in length for the Kiwirail Hub to be built in Bunnythorpe. The peaceful quiet enjoyment of our residences along Waughs road is constantly shattered by noise and air pollution. Our cultural practices are also interrupted by the constant noise from trains, cars and hobby planes from the Taonui Aerodrome.
5. Waughs Road services residences, a school, a dementia care centre, a marae and papakainga. Waughs road flows on to Aorangi road where there is a built up residential area and preschool.
6. At the top of Waughs road near the Newbury Line T section there have been accidents in the area called 'Kung fu corner' its name reflects the dangerous corner and drivers not always seeing oncoming traffic.
7. Aorangi Marae on Waughs Road can have hundreds of vehicles in its carpark when there is a cultural activity. And even more people. Especially tangis (funerals). Cars turn in and out regularly. We sometimes need to manage traffic and use cones to limit traffic movement. We also carry our coffins over this road and Campbells road to the urupa across from our Marae.
8. Closer to our area of the marae and papakainga there is an 80kph speed limit but the traffic does not always slow down from the previous 100kph speed limit.
9. Waughs Road is currently a high use road already used by workers and businesses commuting between Feilding Bunnythorpe and Palmerston North, all day every day. To encourage more usage of this road from Palmerston North and the ring road is an extreme concern to us.

**Camerons Line**

10. Camerons Line (closer to Waughs Rd and Aorangi rd junction) is a tight T section and is not suitable for turning heavy traffic. There have also been accidents at this intersection This Waughs road Camerons Line junction can get very congested and there are frequently long queues especially at peak hours between 4 - 7pm nightly. On both roads.

### Feilding

11. Feilding's industrial park is concentrated in the Kawakawa precinct and towards Turners road and this is situated around the *back* of Feilding. Stock delivery is also to the back of the Feilding township. Other than that Feilding itself has narrow streets and a built up cbd. There is no room for huge trucks that take short cuts through the town centre.

### Possible solutions past Bunnythorpe

12. PNCC, MDC, NZTA, even Kiwirail must be looking at transport routes for both the Freight Ring Road and the KiwiRail Central Hub. While the theory is that the trains will be longer therefore there will be less Heavy Traffic on the road, that will likely be outside of this area of Manawatu. Within the Manawatu itself there is a likelihood that heavy traffic will increase due to the delivery and mode of disbursement of freight from other areas and the freight trains coming into the Kiwirail hub.
13. If HT is to bypass Bunnythorpe an alternative route that is acceptable to us at Aorangi is Roberts Line, to KB road to Rangitikei line and on to the Kawakawa Precinct in Feilding. A second option is that from Rangitikei line they can also connect on to the main highway to Wellington and further south, West to Whanganui and Taranaki, North to Taupo and beyond.
14. Roads like KB could be widened to accommodate HT and clear signage could be installed showing the main destinations on KB road and Rangitikei line. A convenient corridor for through way traffic and freight delivery.
15. HT and traffic could also travel down Milson Line, turning left at the round corner on to Te Arakura Road, turn left again on to Hansens Line, then right on to Rangitikei line to Awahuri, Kawakawa road and on to Feilding.
16. HT and all traffic should be encouraged to use the multi lane roads where there are the least amount of restrictions, (like traffic lights, roundabouts, narrowing roadway). Clear signage stating 'No Heavy Traffic Vehicles' or lowering the speed limit to 60 could also be a deterrent
17. Finally the ultimate solution (that could suit everyone) is to build a bypass incorporating KB road, Roberts Line straight through to the Kawakawa precinct. An alternative HPMV route which would accommodate roading changes and increased traffic volumes, the addition of industrial parks like the Kiwirail Hub while helping residents that live in the area.

**Thankyou for your time. We are a community like Bunnythorpe and would appreciate the same consideration of our concerns and suggestions.**

**Mereti Taipana**

## REPORT

**TO:** Council

**MEETING DATE:** 27 May 2026

**TITLE:** 2027-37 Long-Term Plan - Vision, goals, outcomes and indicators

**PRESENTED BY:** Peter Ridge, Manager Strategy and Policy  
Stephanie Velvin, Acting Manager Organisational Planning and Performance

**APPROVED BY:** David Murphy, General Manager Strategic Planning

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### RECOMMENDATION(S) TO COUNCIL

1. That Council endorse the vision to inform the preparation of the Draft 2027-37 Long-Term Plan:  
EITHER
  - a. 'Big on opportunity, grounded in community'OR
  - b. 'Small city benefits, with big city opportunities'OR
  - c. 'Small city benefits, with big city energy'
2. That Council endorse the goals and outcomes to inform the preparation of the Draft 2027-37 Long-Term Plan, as per Attachment 1.
3. That Council endorse the set of indicators to inform the preparation of the Draft 2027-37 Long-Term Plan outcomes, as per Attachment 2.

### RATIONALE FOR THE RECOMMENDATIONS

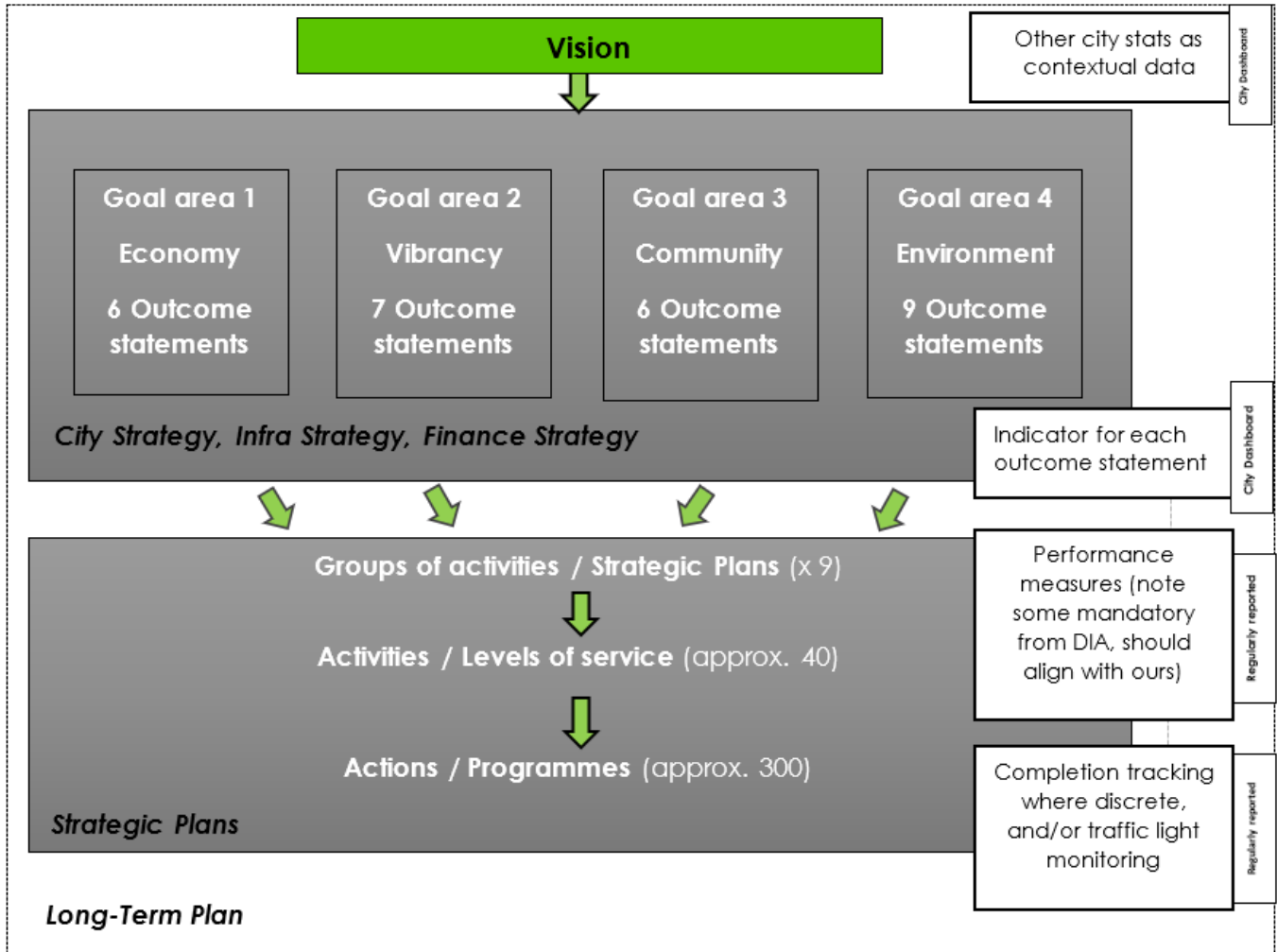
#### 1. OVERVIEW OF THE PROBLEM OR OPPORTUNITY

- 1.1 Council must prepare the 2027-37 Long-Term Plan for adoption by 1 July 2027. The purpose of a Long-Term Plan (LTP) is to describe the activities of Council, describe the community outcomes sought, provide a platform for integrated decision making and coordination of budgets, provide a long-term focus for Council's decisions, and provide a basis for accountability<sup>3</sup>.

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<sup>3</sup> Section 93, Local Government Act 2002. [Local Government Act 2002 | New Zealand Legislation](#)

- 1.2 Successful long-term planning tells one integrated story, and each part of the story (i.e. the strategic documents, budgets, consultation documents and supporting materials) should line up in a way that supports and amplifies the other parts of the story; the vision, goals, outcomes and indicators provide the strategic foundation to our 2027-37 LTP story.



- 1.3 The above depicts the line of sight from vision, down through outcomes and activities, to the actions and programmes which are delivered. To the right is the corresponding performance information for each level. Supporting materials to be developed alongside the LTP, including the Asset Management Plans and financial policies, will also take into consideration the strategic direction set through the vision, goals and outcomes.
- 1.4 This report provides a summary of elected member discussions so far and includes options for Council’s vision for the 2027-37 LTP. It also presents a set of goals, outcomes and indicators, for Council’s consideration and endorsement.
- 1.5 Note the recommendations within this report provide for endorsement only, for the purpose of informing the preparation of draft documentation for consideration

further along in the LTP process. Final decision making on the overall LTP will occur following consultation and deliberations in 2027.

## 2. VISION

### The purpose of a vision statement

- 2.1 A vision statement within an LTP provides a simple point of reference for the community, partners, stakeholders and staff to understand the overall strategic direction of the Council. Effective statements can also provide the basis for the community and visitors to understand the identity of the city in a memorable, easy to understand snapshot.

### Previous vision statements adopted by PNCC

- 2.2 Palmerston North City Council has adopted several different vision statements within previous long-term planning, such as:
- 2.2.1 “Palmerston North – learning today to lead tomorrow. Together we will make Palmerston North an exciting City in which to live, learn, work and play. Ours will be a caring community where differences are valued. Education, research and knowledge will be our strengths. Our goal is to be a recognised leader in life-long learning. We strive to be creative in work and skilful in business.” (1995-2015 City Vision document).
  - 2.2.2 “Palmerston North is recognised as the best provincial City in New Zealand. This will happen because: it is a thriving, vibrant City with a growing population and buoyant economy, and the lifestyle is easy and the people have opportunities to enjoy a wide range of activities within a safe, caring community and a sustainable environment.” (2004-2014 LTP, and 2006-2016 LTP).
  - 2.2.3 “Palmerston North is recognised as a vibrant, caring, creative and sustainable city.” (2009-2019 LTP; also 2012-2022 LTP).
  - 2.2.4 The current vision “Small city benefits, big city ambition” has been in place since the 2018-2028 LTP.
- 2.3 More broadly, in terms of identity, over the years Palmerston North has also been known for its youthful population and strong education sector, special assets such as the Victoria Esplanade rose garden, its easy lifestyle and well-connected location, and its welcoming and peaceful community.
- 2.4 While emphasis and terminology have varied over time, there are themes throughout which speak to a strong sense of community, a good lifestyle, and aspirations for growth and innovation.

### Development of a new or revised vision statement

- 2.5 In workshops with elected members early in 2026 there were discussions about the current vision statement, and whether there should be changes made to the vision for the 2027-37 LTP. Many elected members expressed interest in revising the vision statement, with some suggesting different options for consideration. These included retaining the same overall structure, but with updated wording that still captured the emphasis on the unique lifestyle and opportunities of the city.
- 2.6 At an LTP workshop held on 1 April 2026, several alternatives to the current vision were discussed. General support emerged for three options, to be considered for endorsement:
- ‘Big on opportunity, grounded in community’
  - ‘Small city benefits, with big city opportunities’
  - ‘Small city benefits, with big city energy’.

### Analysis of vision statement options

- 2.7 All three options capture the desired ‘lifestyle and opportunities’ themes, and all retain a similar sentence structure and feel to the current vision.
- 2.8 If elected members are in favour of developing a more distinctive vision statement compared to the current statement, then the first option may be preferable. It articulates a focus on the opportunities our city offers but emphasises the importance of our community as our strength. It marks a departure from the current vision statement which creates a contrast between “small city benefits, big city ambition.”
- 2.9 If elected members favour the structure of the current vision statement then either options 2 or 3 may be preferred. Both options emphasise the “small city benefits” of our current vision statement but emphasise a different contrast – with the “opportunities” of our city as it grows, or the “energy” and vibrancy that comes with a city that is growing. They both retain a stronger link to the existing vision statement but refocuses our vision away from “ambition” in favour of other aspects that are associated with a growing city.
- 2.10 Whichever vision statement the Council selects for endorsement will be the anchor statement for the strategic direction: the goals and outcomes, and ultimately the strategic plans and actions, will all contribute to the achievement of the LTP’s vision statement.

### 3. GOALS AND OUTCOMES

#### The purpose of goals and outcomes

- 3.1 Identifying goals and outcomes expands the vision statement to show in more detail what the Council is working towards for our community. It sets out the results we are seeking from the activities Council delivers; each action included in the underpinning Strategic Plans for the activities of the LTP should work towards one or more outcomes within the strategy. The goals and outcomes also drive the preparation of the LTP budgets.
- 3.2 The LTP 2024-34 includes four goals and thirty outcomes. These are included in the [Oranga Papaioea City Strategy 2024](#).

#### Development of revised goals and outcomes

- 3.3 In workshops with elected members in February 2026 there were discussions about the current goals and outcome statements. While most elected members favoured retaining the four goal areas, there was interest from some elected members in simplifying the goal statements into simpler titles that indicated the area that each goal was focussed on: Economy, Vibrancy, Community and Environment.
- 3.4 For the outcomes, most elected members supported retaining most of the outcome statements. However, there was a desire to ensure they were clear and easy to understand, and some revisions to wording and updates for current context were suggested by elected members.
- 3.5 Attachment 1 shows the revised goals and outcomes as discussed in the February workshop. Staff have indicated how the goals would be presented, with each goal title including text that explains what the goal is aiming to achieve for our city; the current goal statement has been incorporated into this text.
- 3.6 The outcomes are presented as a table to show the current outcome statement, the changes that were proposed through the February workshop, and the proposed new outcome statement.

#### Analysis of proposed goals and outcomes

- 3.7 While the number of goals remains the same, the number of outcomes has been reduced from 30 to 28. Ten have not been changed, and 15 have minor wording changes or have been merged with other outcomes. Two outcomes have been removed, and two have been amended. There is one new outcome.
- 3.8 The revised goals and outcomes are broadly aligned with the issues identified through the *What Really Matters? 2026* early engagement exercise; each of the outcome statements can be related to themes emerging from our early engagement work. This includes issues that the respondents identified as areas for improvement

over the next ten years, or issues or priorities respondents believe we are facing over the coming years.

- 3.9 This alignment indicates that these outcome statements will provide a strong base from which the Council can develop its Long-Term Plan for 2027-37, and that working towards these goals and outcomes will contribute to meeting the aspirations of our community as identified in *What Really Matters? 2026*.
- 3.10 Staff recommend that the goals and outcomes included in Attachment 1 are endorsed and used to inform the development of *Oranga Papaioea City Strategy 2027* and the strategic plans.

#### 4. INDICATORS

##### The purpose of indicators

- 4.1 Indicators measure the achievement of the outcomes sought by Council. They provide information to help Council and the community to understand what areas of activity are working well and help inform the planning of future activities. Strong indicators within an LTP will form part of a coherent performance picture linking activities, levels of service, intended impacts and long-term outcomes; data should be consistently available over time, be understandable to a broad range of audiences, and it should say something of central importance about the outcome being sought.
- 4.2 The current LTP includes 24 indicators and five strategic targets to monitor the achievement of the community outcomes stated in the City Strategy.

##### Development of revised indicators

- 4.3 Early discussions with elected members regarding indicators for the next LTP showed preference for an approach that retains high-level indicators of city performance as context for, and to broadly inform, Council’s work and decisions. There was also a desire to complement these high-level indicators with more meaningful measurement of Council’s activities, with a stronger connection from action level up to the goals and outcomes sought. Elected members also expressed an interest in retaining some targets where they provide specific goals for the work, but that these should relate more closely to indicators which Council directly influences.
- 4.4 With these discussions in mind, staff have developed a set of proposed indicators for the draft goals and outcomes, as detailed in Attachment 2.
- 4.5 Note targets have not been identified at this stage; following endorsement, a select number of targets will be developed for the indicators where Council has most influence over the outcome, likely around two per goal area. These proposed targets will be provided for consideration in the full draft City Strategy.

- 4.6 Also note in the move away from the previous census model towards an administrative-data-led system, core demographic information such as population, age, sex, ethnicity, income, education, and dwelling counts will continue to be available to support our monitoring of community outcomes. However, several important social and wellbeing measures that previously relied on the Census such as iwi affiliation, language, religion, disability, household composition, overcrowding, commuting patterns, and detailed dwelling characteristics do not yet have confirmed replacement datasets. This means that while our City Dashboard will continue to report on key economic, social, and safety indicators, there is some uncertainty about the future availability of small-area data traditionally used to understand community needs and track progress over time.
- 4.7 Within the development of the Strategic Plans currently underway, staff are also working to design performance measures for Council’s activities which will provide a stronger connection up to these goals, outcomes and indicators. The intent is to present these within the draft Strategic Plans for Council’s consideration and endorsement in late June 2026.
- 4.8 Staff recommend that the indicators included in Attachment 2 are endorsed and used to inform the development of *Oranga Papaioea City Strategy 2027* and the strategic plans.

## 5. OUTLINE OF COMMUNITY ENGAGEMENT PROCESS

- 5.1 Staff have considered the community feedback presented in the report titled ‘2027-37 Long-Term Plan – Early Engagement information’, presented alongside this report to Council today.
- 5.2 Consultation on the draft Long-Term Plan will occur in early 2027.

## 6. CONCLUSION

- 6.1 This report has presented options for Council’s vision for the 2027–37 LTP and seeks consideration and endorsement of the proposed goals, outcomes, and indicators to provide the strategic basis for the next steps of the LTP process.



## 7. NEXT ACTIONS

- 7.1 Staff will develop a full draft City Strategy, with the endorsed vision, goals, outcomes and indicators as the foundation. These endorsements will also inform the development of the draft Strategic Plans, as well as the draft Infrastructure Strategy and Financial Strategy. The draft Strategic Plans will be presented for Council’s consideration and endorsement in June.

**8. COMPLIANCE AND ADMINISTRATION**

Does the Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>Yes</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>Yes</b>
Does this decision require consultation through the Special Consultative procedure?	<b>Yes</b>
Is there funding in the current Annual Plan for these objectives?	<b>Yes</b>
Are the recommendations inconsistent with any of Council’s policies or plans?	<b>No</b>
<p>The recommendations contribute to: Whāinga 1: He tāone auaha, he tāone tiputipu          Goal 1: An innovative and growing city</p> <p>Whāinga 2: He tāone whakaihiihi, tapatapahi ana          Goal 2: A creative and exciting city</p> <p>Whāinga 3: He hapori tūhonohono, he hapori haumaruru          Goal 3: A connected and safe community</p> <p>Whāinga 4: He tāone toitū, he tāone manawaroa          Goal 4: A sustainable and resilient city</p>	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Decisions made by Council through the Long-Term Plan have long-term impacts on the City’s social, economic, environmental and cultural wellbeing.

**ATTACHMENTS**

1. Attachment 1 - Goals and Outcomes [↓](#) 
2. Attachment 2 - Indicators [↓](#) 

## Goal 1: Economy

Our goal is for Palmerston North to be **an innovative and growing city**, where everyone shares in the benefits of a resilient, sustainable and prosperous economy. We want a productive economy that attracts new businesses and where existing businesses thrive.

We commit to fostering innovation to create investment and opportunities to achieve an efficient and low-emissions economic future.

We understand the value of our people and the importance of education and training to develop a skilled workforce. We want to improve living standards and care for our most vulnerable.

### Outcomes

We want our communities to have access to:

Current 2024-2034 LTP	Change made	New 2027-2037 LTP
1. a city that fosters pride, and supports the aspirations of people and communities	Removed - part one re pride moved to Goal 2, part 2 replaced with new outcome 1	1. a globally connected city that collaborates to foster opportunities for local people, businesses and communities to thrive
2. a business environment that encourages investment and delivers career opportunities in a range of sectors	No change	2. a business environment that encourages investment and delivers career opportunities in a range of sectors
3. enough land and infrastructure to enable housing development and business growth	No change	3. enough land and infrastructure to enable housing development and business growth
4. the efficient movement of goods and services alongside safe and affordable transport options for people	Slight wording update	4. a safe and efficient transport network for the movement of goods, services and people
5. a globally connected city that fosters opportunities for local people, businesses, and organisations	Merged with new outcome 1	(See 1 above)
6. an economy that	Amended, second half of	5. an economy that embraces

embraces innovation and new ideas, and uses resources sustainably	current outcome "uses resources sustainably" combined with new outcome 6	innovation and new ideas
7. a resilient, low carbon economy	Amended, as above	6. a resilient, low-carbon economy which uses resources sustainably

## Goal 2: Vibrancy

Our goal is for Palmerston North to be a **creative and exciting city**. We want to be a place that inspires creativity and celebrates our diverse cultures and unique heritage. Our city environment will increasingly reflect our communities' cultural values.

We want it to be easy for people to take part in activities and connect with the natural environment.

We know that to achieve our goals we need to support and listen to our many city communities and advocates. We will work in partnership with Rangitāne o Manawatū, as kaitiaki of our city.

### Outcomes

We want our communities to have access to:

Current 2024-2034 LTP	Change made	New 2027-2037 LTP
1. a vibrant city that connects people, and where creativity is built into our cityscape	Outcome 1 split into two, added "fosters pride" from Goal 1 into outcome 1 here, and "...culture reflected" into outcome 2	1. a vibrant city that fosters pride and connects people
		2. a city where creativity is built into our cityscape, where people can see themselves and their culture reflected
2. an arts community and cultural facilities that are well supported and invested in	Community changed to communities	3. arts communities and cultural facilities which are well supported and invested in, and which attract residents and visitors
3. Our unique heritage preserved and promoted	Minor phrasing update	4. a city where our unique heritage is preserved and promoted
4. Opportunities to celebrate our many cultures	No change	5. opportunities to celebrate our many cultures

5. Access to exciting, well-managed events and activities throughout the city and its neighbourhoods	No change	6. exciting, well-managed events and activities throughout the city and its neighbourhoods
6. Places across the city and its neighbourhoods for communities to take part in play and recreation	Added sport	7. places across the city and its neighbourhoods for communities to take part in sport, play and recreation

## Goal 3: Community

Our goal is for Palmerston North to be a city where everyone feels **connected and safe**. We want to be an inclusive city, where people have access to the housing they need and opportunities to connect with others. We want communities to have accessible and appropriate social support. We endorse the Enabling Good Lives principles and will intergrate them into our planning and service delivery.

We will be most effective when Council planning and service delivery responds to current community issues, including poverty, housing needs and isolation. We understand that we need to work with our partners towards achieving our shared goals. We can achieve better outcomes with our communities by working together.

### Outcomes

We want our communities to have access to:

Current 2024-2034 LTP	Change made	New 2027-2037 LTP
	Current outcome 7 reprioritised to new outcome 1	1. Community social service groups and facilities that are well supported and invested in
1. Access to services and facilities that are inclusive and appropriate for their needs	Merged with current outcome 5 to create new outcome 2	2. Services, facilities and places that are safe, inclusive, accessible and appropriate for their needs
2. The support they want to live healthy lives	Simplified wording	3. Support to live healthy lives

3. Access to healthy and affordable housing	Minor wording update	4. Healthy and affordable housing
4. Opportunities to contribute to the design of our city	Removed, seen as covered elsewhere	
5. Access to safe and accessible community places	Merged with current outcome 1 to create new outcome 2	(see 2 above)
6. Opportunities to contribute to the Council decision-making	No change	5. Opportunities to contribute to council decision-making
7. Community social service groups and facilities that are well supported and invested in	Reprioritised to new outcome 1	(see 1 above)
	New outcome	6. Support to develop and deliver initiatives to meet their needs through a community-led approach

## Goal 4: Environment

Our goal is for Palmerston North to be a **sustainable and resilient city**, with a healthy natural environment and resilient urban system for everyone, now and in the future. We understand that Palmerston North has a responsibility to respond to climate change for the benefit of everyone.

We want Palmerston North to reduce carbon emissions and our overall ecological footprint. We want to protect and enhance our natural built environments, regenerate our native biodiversity, and support more resilient and sustainable lifestyles. We commit to contributing to a thriving climate-resilient, low-emissions, low-waste city.

We welcome the leadership provided by the Rangitāne o Manawatū Environmental Management Plan and understand the value of collaborating with partners and communities towards our shared goals.

### Outcomes

We want our communities to have access to:

Current 2024-2034 LTP	Change made	New 2027-2037 LTP
1. a sustainable and low-emissions city	No change	1. a sustainable and low-emissions city

2. A resilient city and communities, prepared for the impacts of climate change	Included 'infrastructure and development' from current outcome 9	2. a resilient city, including appropriate infrastructure and development, prepared for the impacts of climate change
3. A circular economy with more resource recovery and less waste	No change	3. A circular economy with more resource recovery and less waste
4. A healthy, thriving ecosystem, including native biodiversity and food security	No change	4. 4. A healthy, thriving ecosystem, including native biodiversity and food security
5. The Manawatū river and waterways restored to a healthy, respected and connected state	No change	5. The Manawatū river and waterways restored to a healthy, respected and connected state
6. Sustainable urban planning with a low-carbon built environment	Replaced with new outcome 6	6. urban planning for a future-ready city, which is connected, coordinated and easy to get around
7. A safe, affordable, sustainable and resilient water supply	Current outcomes 7 and 8 combined for new outcome 7	7. safe, sustainable and resilient water systems, including effective, low-carbon wastewater collection and treatment, delivered by Central Districts Water
8. Effective, low-carbon wastewater collection and treatment		
9. Appropriate infrastructure and development to avoid or minimize the effects of flood events	Amended wording	8. a resilient city-wide stormwater strategy developed in collaboration with Central Districts Water
9. Access to relevant information and education to support more sustainable choices	Removed	
10. Natural environment-focused community groups and facilities that are well supported and invested in	No change	9. Natural environment-focused community groups and facilities that are well supported and invested in

## Attachment 2 – Draft Indicators for 2027-2037 LTP

## Outcome Indicators

### Economy

Outcome	Indicator
1. A globally connected city that collaborates to foster opportunities for local people, businesses and communities to thrive	Export data (source: Infometrics Annual Regional Economic Profile)
2. A business environment that encourages investment and delivers career opportunities in a range of sectors	Value of non-residential construction (source: Stats NZ)
3. Enough land and infrastructure to enable housing development and business growth	Housing lots available for dwelling, land (ha) available for business development (source: PNCC)
4. A safe and efficient transport network for the movement of goods, services and people	Crash analysis (fatal and severe crashes) (source: NZTA)
5. An economy that embraces innovation and new ideas	Survival of new businesses (source: Stats NZ)
6. A resilient, low-carbon economy which uses resources sustainably	Carbon emissions intensity (tCO <sub>2</sub> e/GDP) (source: Citywide GHG emissions inventory and Infometrics Quarterly Economic Monitor GDP data)

### Vibrancy

Outcome	Indicator
1. A vibrant city that fosters pride and connects people	Perception – Palmerston North has a vibrant city centre (source: PNCC residents' survey)
2. A city where creativity is built into our cityscape, where people can see themselves and their culture reflected	Perception – Palmerston North has a creative arts scene (source: PNCC residents' survey)
3. Arts communities and cultural facilities which are well supported and invested in, and which attract residents and visitors	Visitation to arts facilities: The Globe, The Regent, Te Manawa, Square Edge, The Stomach (source: CCO and Sector Lead reporting)
4. A city where our unique heritage is preserved and promoted	Number of the number of protected buildings, objects, sites, and trees in the District Plan,

	<p>categorised as:</p> <ul style="list-style-type: none"> <li>• Category 1 building or object</li> <li>• Cat 2 building or object</li> <li>• Notable tree, group of trees, or habitats of local significance</li> <li>• Sites of significance to Tangata Whenua</li> </ul> <p>(source: PNCC)</p>
5. Opportunities to celebrate our many cultures	Perception – Palmerston North is a city that embraces different cultures (source: PNCC residents' survey)
6. Exciting, well-managed events and activities throughout the city and its neighbourhoods	Satisfaction – Number and range of free public events (source: PNCC residents' survey)
7. Places across the city and its neighbourhoods for communities to take part in sport, play and recreation	Perception – Palmerston North is a city with great parks, sportsfields and recreation facilities (source: PNCC residents' survey)

## Community

Outcome	Indicator
1. Community social service groups and facilities that are well supported and invested in	Satisfaction with support provided (source: PNCC survey of funding applicants)
2. Services, facilities and places that are safe, inclusive, accessible and appropriate for their needs	Satisfaction (combined average) – Te Manawa, Wild Base, Library, CET Arena, Conference and Function Centre, Community Centres, The Regent, The Globe, Caccia Birch (source: PNCC residents' survey)
3. Support to live healthy lives	Participation in physical activity (source: Sport NZ)
4. Healthy and affordable housing	Rental affordability (source: Infometrics)
5. Opportunities to contribute to council decision-making	Satisfaction – opportunities to have a say in council decision-making (source: PNCC residents' survey)
6. Support to develop and deliver initiatives to meet their needs through a community-led approach	A measure is in development for this new outcome

## Environment

Outcome	Indicator
1. A sustainable and low-emissions city	Carbon emissions per capita (source: PNCC and StatsNZ Estimated Resident Population)
2. A resilient city, including appropriate infrastructure and development, prepared for the impacts of climate change	Roading network condition score (source: PNCC)
3. A circular economy with more resource recovery and less waste	Waste diverted from landfill (source: PNCC)
4. A healthy, thriving ecosystem, including native biodiversity and food security	Native bird count in Turitea Reserve (source: Ground Truth)
5. The Manawatū river and waterways restored to a healthy, respected and connected state	Water quality of Manawatū river (source: Land and Water Aotearoa)
6. Urban planning for a future-ready city, which is connected, coordinated and easy to get around	Public transport ridership data (source: Horizons)
7. Safe, sustainable and resilient water systems, including effective, low-carbon wastewater collection and treatment, delivered by Central Districts Water	Performance reporting to be confirmed as CDW progresses
8. A resilient city-wide stormwater strategy developed in collaboration with Central Districts Water	Strategy in place (source: PNCC)
9. Natural environment-focused community groups and facilities that are well supported and invested in	Satisfaction with support provided (source: PNCC survey of funding applicants)

## Other City Context Indicators

The following indicators provide broader information about the wellbeing of the city, and will be included in our City Dashboard monitoring in addition to the Outcome Indicators listed above:

- Employee count
- Median annual earnings
- Number of youth not in employment, education or training
- Highest qualification attained
- GDP/capita
- Reported crime rates
- Housing affordability
- Median annual earning

- Trust in PNCC
- Voter turnout for local elections
- Participation in the arts

**Note about Stats NZ census data**

In moving to an administrative-data-led system, core demographic information such as population, age, sex, ethnicity, income, education, and dwelling counts will continue to be available to support our monitoring of community outcomes. However, several important social and wellbeing measures that previously relied on the Census such as iwi affiliation, language, religion, disability, household composition, overcrowding, commuting patterns, and detailed dwelling characteristics do not yet have confirmed replacement datasets. This means that while our City Dashboard will continue to report on key economic, social, and safety indicators, there is some uncertainty about the future availability of small-area data traditionally used to understand community needs and track progress over time.



## MEMORANDUM

**TO:** Council

**MEETING DATE:** 27 May 2026

**TITLE:** 2027-2037 Long Term Plan - Early Engagement information

**PRESENTED BY:** Peter Ridge, Manager Strategy and Policy, Stephanie Velvin, Acting Manager Organisational Planning and Performance, and Amy Viles, Acting Manager Community Development

**APPROVED BY:** David Murphy, General Manager Strategic Planning

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### RECOMMENDATION(S) TO COUNCIL

1. That Council receive the memorandum titled '2027-2037 Long-Term Plan – Early Engagement information' presented on 27 May 2026.
- 

#### 1. ISSUE

- 1.1 Council must prepare the 2027-2037 Long-Term Plan for adoption by 1 July 2027.
- 1.2 Council must consider community views and preferences in the development of the Long-Term Plan. Gathering community views through early engagement to support direction setting for a Long-Term Plan is considered best practice.
- 1.3 This report presents a summary of the results of early engagement for consideration in the development of the 2027-2037 Long-Term Plan.

#### 2. BACKGROUND

- 2.1 The debrief of the 2024-2034 Long-Term Plan process indicated a desire for greater early engagement information to support the preparation of the 2027-2037 Long-Term Plan.
- 2.2 In addition to the legislative requirements and best practice noted above, staff also received feedback from community stakeholders that they wished to provide early input into the 2027-2037 Long-Term Plan process.
- 2.3 As a result, the 2027-2037 Long-Term Plan programme plan has included a focus on gathering early engagement information. The information gathering is now complete, and the findings are presented below. More detailed information is included in the attachments.

**3. EARLY ENGAGEMENT METHODS**

3.1 To provide a broad range of community insights for the development of the 2027-2037 Long-Term Plan, we decided to use two different methods:

- targeted engagement with identified key community groups, organisations and our reference groups – *What Really Matters? 2026*
- broad engagement with the wider community via the summer events series – *Voices of the Community 2025/26*

***What Really Matters? 2026***

3.2 For the 2024-2034 Long-Term Plan we completed the first *What Really Matters?* exercise. This gave identified community groups and organisations that work closely with the Council an opportunity to provide their insights about the matters that they believed the Council should consider when developing the Long-Term Plan.

3.3 For the 2027-2037 Long-Term Plan we decided to repeat this exercise with a few modifications. We extended the number and range of groups and organisations that were invited to take part, and we provided five prompt questions to provide some structure to their responses:

- What do you see as the most important issues facing our communities over the next ten years?
- What changes (small or large) would make the biggest positive difference in people’s day-to-day lives in our communities?
- When the Council is considering where to invest its resources, what do you think are the top priorities?
- What are the things that the Council has achieved in the past ten years that has improved life in our communities?
- When we look back from 2037, what will we identify as the biggest improvements that we could make today?

***Voices of the Community 2025/26: summer events engagement***

3.4 Council staff frequently attended key community events throughout the summer, providing an opportunity for in-person engagement with a diverse cross-section of our community. For the 2025-26 calendar of events, we provided an opportunity for attendees to answer 2 short questions:

- What have been the biggest improvements to life in Palmy over the past ten years?

- What change could we make today that would improve life in Palmy over the next ten years?

3.5 Council staff attended 7 community-led events between December 2025 – March 2026, including the 4412 Community Market, Lunar New Year, Wacky Water Day, Aqua Day, Festival of Cultures, Ethkick and Rural Games. In total, 204 conversations were captured through the two-question survey.

#### 4. SUMMARY OF EARLY ENGAGEMENT FINDINGS

##### *What Really Matters? 2026*

4.1 We received comprehensive responses from 19 groups through the *What Really Matters? 2026* early engagement exercise. The full document is included as Attachment 1.

4.2 Across the 5 questions we received a diverse range of views and suggestions, though several common themes emerged. These included:

- Access and accessibility
- Communication
- Community facilities
- Community health and wellbeing
- Community support
- Costs and financial hardship
- Economic development, business and employment
- Environment and resilience
- Funding and support
- Housing and homelessness
- Identity and connection
- Partnership with Rangitāne o Manawatū
- Planning, engagement and decision-making
- Recreation
- Roding, transport and infrastructure
- Safety
- Technology
- Vibrancy

4.3 Attachment 2 provides a summary of the views under each of these key themes.

4.4 This summary reveals that there are some significant challenges facing the city. Respondents identify significant needs within the community, while also acknowledging the funding pressures that exist. Despite this, respondents are indicating that investments in key areas are likely to produce lasting benefits across the community. This is supported by the extensive list of achievements that respondents identified over the past ten years, illustrating how support and

investment from the Council and the community can produce real benefits for the city.

***Voices of the Community 2025/26: summer events engagement***

- 4.5 Responses to the first question of the survey identified many of the same themes as emerged from the *What Really Matters? 2026* exercise. Event attendees identified the biggest improvements to life in Palmy over the last ten years as being around recreation opportunities and facilities, and community events. Respondents appreciated the value of upgraded parks, playgrounds and outdoor recreation opportunities such as He Ara Kotahi and improved access around the river. Respondents also valued the range of free community events and other activities in our city, especially those that cater to families.
- 4.6 Other common themes that emerged included improved community facilities, recognition of our diverse and multicultural city, improvements to transport including public transport, and our liveable city.
- 4.7 Similarly, responses to the second question of the survey echoed many of the same themes from the *What Really Matters? 2026* exercise. Event attendees identified the changes that would have the biggest impact on life in our city over the next ten years. The most common themes were roading, transport and infrastructure, and vibrancy and events. These responses reflect some frustration with decisions around roading and transport projects including Featherston Street, but also the value that can be achieved through improvements to footpaths, parking, cycling and public transport.
- 4.8 Many respondents called for more events and activities to improve vibrancy in our city. This likely reflects the value that people attach to the vibrancy that our current events and activities bring to our city, but that they are seeking more or different kinds of experiences.
- 4.9 Other common themes that emerged included additions or improvements to community facilities, the impact of cost increases and financial hardship, housing and homelessness, and economic development and business opportunities.
- 4.10 It should be noted that collecting these responses at community events and in popular parks and reserves may have influenced the responses of some people, with a large number of responses mentioning events and parks.
- 4.11 The full verbatim responses for both questions are included in Attachment 3, grouped according to theme. The responses have not been edited, so are presented as they were submitted by event attendees. This means there may be some spelling mistakes and some responses repeat earlier responses.

**5. CONCLUSION**

- 5.1 These two early engagement exercises have provided us with insights into the matters which our community consider important. This information will be useful as we move through the next stages of the development of the Long Term Plan 2027-37, in particular the development of Oranga Papaioea City Strategy, the strategic plans that set out the actions that will help us to achieve our outcomes, and the budgets and programmes for those plans.
- 5.2 In addition to this early engagement exercise there are other sources of information or opportunities that we can use to gather community insights over the coming months. They include:
- The annual Residents’ Survey, and focus group reports.
  - Submissions from the 2026/27 Annual Budget.
  - Emerging trends and themes from general engagement across Council’s communication channels.

**6. NEXT STEPS**




- 6.1 We will publish *What Really Matters? 2026* on our website and make some printed copies available in our Customer Service Centre and our libraries. We will also provide a digital copy to all groups and organisations that contributed to the exercise.
- 6.2 Staff will use the responses in *What Really Matters? 2026* and the responses in *Voices of the Community 2025/26* to inform the development of the Long-Term Plan 2027-37.

**7. COMPLIANCE AND ADMINISTRATION**

Does the Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these objectives?	<b>Yes</b>
Are the recommendations inconsistent with any of Council’s policies or plans?	<b>No</b>
The recommendations contribute to: Whāinga 1: He tāone auaha, he tāone tiputipu Goal 1: An innovative and growing city	

<p>Whāinga 2: He tāone whakaihihi, tapatapahi ana          Goal 2: A creative and exciting city</p> <p>Whāinga 3: He hapori tūhonohono, he hapori haumarū          Goal 3: A connected and safe community</p> <p>Whāinga 4: He tāone toitū, he tāone manawaroa          Goal 4: A sustainable and resilient city</p>	
<p>The recommendations contribute to this plan:</p> <p>14. Mahere mana urungi, kirirarautanga hihiri</p> <p>14. Governance and Active Citizenship Plan</p> <p>The objectives are: Base our decisions on sound information and advice; Provide clear and accessible information and opportunities for community input into Council decisions</p>	
<p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p>	<p>Early engagement information is provided for the consideration of Elected Members in the development of the 2027-2037 Long-Term Plan. The engagement process has provided an opportunity for early community input into Council’s direction for the Long-Term Plan.</p> <p>Decisions made by Council through the Long-Term Plan have long-term effects on the city’s social, economic, environmental and cultural wellbeing.</p>

**ATTACHMENTS**

1. What Really Matters 2026 [↓](#) 
2. What Really Matters 2026 - Summary of Key Themes [↓](#) 
3. Voices of the Community 2025/26 Summer Events Engagement - responses by theme [↓](#) 



## He aha rā ngā whāinga matua?

What really matters?

Insights from the community that will help us  
to shape the Palmerston North City Council  
2027-2037 Long Term Plan





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# Foreword from Rangitāne o Manawatū

**Tēnā koutou katoa,**

**Ko Rangitānenuiarawa te tūāpapa o tō mātou hononga, ā, e mihi ana ki a koutou katoa mō tō koutou mahi ngātahi, mō tō koutou kaha ki te whakapakari i ngā here o te whanaungatanga. E ū ana mātou ki te whakakaha tonu i te hononga o Te Tiriti o Waitangi mō te oranga tonutanga o tō tātou hapori whānui i Papaioea.**

Greetings to you all,

Rangitānenuiarawa is the foundation of our relationship, and we acknowledge you all for your collective work and your commitment to strengthening the bonds of whanaungatanga (relationships). We remain dedicated to continuing to strengthen our te Tiriti o Waitangi relationship for the enduring wellbeing of our wider community in Palmerston North.

Te Tiriti relationship between the Council and Rangitāne o Manawatū is essential to the long-term future and wellbeing of the Palmerston North community.

As our te Tiriti relationship continues to mature with Council, we fully support the holistic approach to be inclusive of the diversity of all facets of our Community in shaping our next Long Term Plan through the pathway outlined in He aha rā ngā Whāinga Matua, What Really Matters.

We know our City faces many challenges with the raft of legislative changes coming from Central Government that will impact the way we operate. However, there remain a number of exciting possibilities with a growing City that has a number of major infrastructure projects bringing more investment, workforce and other opportunities into our Region.

Rangitāne o Manawatū, like Council in continuing to shape the future of our City, very much take on board the views, dreams and aspirations of all ages and elements of our Community.

This includes the various organisations from Arts, Culture, Sporting, the Environment, and Wellbeing, to our rich cultural and ethnic diversity of Iwi Māori, Pasifika, Refugee and Multicultural groupings, our rainbow and our disability whanau. Together we are passionately committed to the current and future generations of whānau who are proud to call Papaioea their turangawaewae.

# Introduction

**Every three years the Local Government Act requires the Palmerston North City Council to develop a new Long Term Plan. The 2027-2037 Long Term Plan will reflect the decisions made by our Mayor and Councillors for our city over the next ten years, including the goals and outcomes we will be working towards, how we are going to get there, and how much it will cost.**

In setting out this vision, the Mayor and Councillors will be taking into consideration a wide range of information including: be made in a wider context, including:

- the current state of our city
- our community's expectations and aspirations
- legislative requirements
- the state of the Council's financial position.

This publication is one of the first pieces of information collected during the earliest stages of our planning process for the 2027-2037 Long Term Plan. We identified a wide range of community groups and organisations that work closely with the Council to provide services and support across the city, and invited them to share their insights about the future needs of Palmerston North. The purpose is to provide a valuable resource for the Mayor and Councillors, council staff, and the entire community, that identifies the city's strengths and weaknesses, and the opportunities we have to make a positive difference for our community over the next decade.

**For the 2026 edition of What Really Matters? we asked these questions:**

- What do you see as the most important issues facing our communities over the next ten years?
- What changes (small or large) would make the biggest positive difference in people's day-to-day lives in our communities?
- When the Council is considering where to invest its resources, what do you think are the top three priorities?
- What are the things that the Council has achieved in the past ten years that has improved life in our communities?
- When we look back from 2037, what will we identify as the biggest improvement that we could make today?

We have collated the responses we received into this document. As the Council develops its strategic direction for the City via the 2027-2037 Long Term Plan, this document will be a useful touchstone for understanding the perspectives of key community groups in our City.



# Creative Sounds Society Inc - The Stomach

## About us

Creative Sounds Society Inc (CSSI) oversees The Stomach: Aotearoa's longest-running non-profit, all-ages, alcohol-free, community music facility. Since 1988 we have provided accessible, affordable rehearsal spaces, a recording studio, youth programmes, and one of the country's few truly all-ages venues.

We hold a multi-year Sector Lead agreement with PNCC and rent our facilities at 84 Lombard Street from the Council. Over several decades, The Stomach and PNCC have worked together to build and maintain a sector-leading model of community music support that strengthens youth wellbeing, creative expression, and social connection in Palmerston North.

Accessibility, affordability, and community development sit at the centre of our work. We support musicians and creatives of all ages and abilities including rangatahi, disabled musicians, LGBTQIA+ communities, and those with limited financial means to participate meaningfully in music and the arts.

## What are the three most important issues facing our communities over the next ten years?

### Youth wellbeing and access to meaningful creative pathways

Young people need safe spaces to connect, create, express identity, and belong. Increasing social isolation, financial pressure, and limited all-ages spaces make it harder for rangatahi to engage in positive creative activities. The Stomach sees daily how music, mentorship, and accessible arts opportunities support resilience, confidence, and mental wellbeing.

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## Long-term sustainability and stability for community creative spaces

Palmerston North relies on a small number of grassroots, community-led venues and organisations to deliver arts, music, youth development, and cultural connection. These spaces operate on tight margins and face increasing costs, building maintenance pressures, seismic needs, and staff burnout. Without stable investment and long-term support, the city risks losing vital creative infrastructure that underpins community wellbeing.

## Financial hardship, declining mental health, and reduced access to community participation

The cost-of-living crisis means many people can no longer afford to participate in hobbies or creative activities — even though these are essential for wellbeing and social connection. Financial stress is directly impacting mental health, especially for youth, students, and low-income whānau. Without affordable outlets like music, rehearsal spaces, events, and creative communities, people lose access to the very supports that help them stay well.

## What changes would make the biggest positive difference in people's day-to-day lives?

### Increased access to safe, low-cost, community creative spaces

We provide essential outlets for wellbeing, confidence, and social connection:

- affordable rehearsal rooms
- recording access
- all-ages events.

### **Stronger protection and support for creative venues in the face of urban growth**

As the CBD intensifies and more mixed-use developments appear, noise complaints and incompatible land use will threaten existing venues.

To protect creative spaces that already exist, we recommend introducing:

- noise management tools
- sound-proofing requirements for new builds
- Agent of Change principles.

Taking action now avoids the well-documented venue loss experienced in cities like Auckland, Dunedin and Christchurch.

### **Investment in venue safety, resilience, and accessibility**

To help make sure PNCC-owned and community-run facilities remain fit-for-purpose and future-proofed, we recommend introducing funding for:

- seismic strengthening
- soundproofing
- ventilation
- accessibility upgrades.

This makes creative spaces safer, more inclusive, and more sustainable for daily community use.

### **Top three priorities for Council investment**

#### **Protecting and strengthening arts, music, and cultural venues including city planning protections**

Venue survival requires more than maintenance funding. Palmerston North needs proactive planning interventions such as:

- Agent of Change policy adoption
- mandatory sound-proofing in new CBD residential and commercial builds
- noise-management overlays to safeguard existing venues
- a commitment to retaining creative spaces in city-centre long-term planning.

This ensures arts and entertainment activities can coexist with urban intensification.

### **Stable, multi-year funding for community-led arts organisations**

Long-term funding provides the stability needed for strategic planning, staff retention, programme development, and community wellbeing outcomes.

CPI adjustments remain crucial so support retains its real value over time.

### **Supporting youth and low-income communities to access creative pathways**

Financial hardship is limiting many people's ability to participate in music or creative activities, even though these are essential for wellbeing and connection. Investment in subsidised programmes, accessible creative spaces, and youth-focused initiatives creates long-term social, cultural, and health benefits.

### **Achievements of the past ten years that have improved life in our communities**

Continued support for community organisations through Strategic Priority and Sector Lead partnerships.

Maintenance investment into PNCC-owned facilities, supporting long-term viability of creative spaces.

Support for youth programming and festivals that strengthen local identity and creative expression.

Placemaking and public art projects that contribute to pride of place.

### **The biggest improvement we could make today – looking ahead to 2037**

The single most impactful improvement would be a future-focused approach to protecting and strengthening arts and music spaces, including adopting planning tools such as the Agent of Change principle. As the city grows, noise, development pressure, and changing land use will increasingly threaten the viability of creative spaces. Taking proactive steps now through planning, policy, and infrastructure investment would ensure Palmerston North retains safe, thriving, culturally vibrant venues for decades to come.

Arts and music are not “nice-to-haves.” They are essential to the wellbeing, identity, and social cohesion of the city. Strengthening these foundations now will shape a more connected, resilient, and creative Palmerston North for future generations.

# Disability Reference Group

## About us

The Disability Reference Group ensures the needs of people with disabilities are appropriately considered in the context of Palmerston North City Council's roles and priorities. It does this by:

- Representing to Council the interests, perspectives and expertise of people within our community living with impairments.
- Building strong relationships and establishing channels of communication between Council and disabled people living in Palmerston North.
- Providing guidance, advice, and support to inform Council's planning and decision-making processes at a strategic level, as well as identifying actual and potential operational gaps in Council's activities.

The Group is also guided by the New Zealand Disability Strategy 2016-2026.

## From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?

### Housing affordability and security

These are the most pressing challenges for the next decade. Rising costs, visible homelessness, and growth in hotels and motels highlight the need to prioritise sustainable, accessible housing and apartments, including Council-owned social housing with universal design features.

### Support for community

Alongside the wider cost-of-living pressure, especially food insecurity. Council is encouraged to strengthen support for organisations working with people in poverty and homelessness, ensuring access to food, resources, and safe shelter.

Investment in arts is also important, as community theatre and local creatives increasingly depend on Council funding for participation opportunities.

### Accessibility

Embedding accessibility across all infrastructure and committing to the Accessibility Charter in the 2027–37 LTP will help make disability inclusion part of everyday planning.

### **What changes (small or large) would make the biggest positive difference in people's day-to-day lives in our communities?**

Smaller, practical steps can significantly improve daily life. Council could more actively champion small local businesses and social enterprises through promotion and supportive policies.

Better visual accessibility in city branding and signage — for example, improving contrast on green-and-white lettering — would make information easier to read for visually impaired residents.

Ensuring that audit recommendations for streets, crossings, bus stops, and public spaces are funded and implemented would steadily reduce everyday barriers.

Accessible communication standards (plain language, Easy Read, NZSL, captions) across all Council and funded activities would also allow many more people to understand and influence decisions.

### **When the Council is considering where to invest its resources, what do you think are the top three priorities?**

- Invest in infrastructure renewal and growth that bakes in universal design from the outset, using accessibility standards as a benchmark.
- Prioritise housing solutions that combine affordability, accessibility, and security — particularly ground-floor social housing with basic universal design features.
- Fund community-led resilience and safety initiatives, including a Person-Centred Emergency Planning lead role to support disabled people, older residents, and families to develop individual emergency plans linked to neighbourhood responses. Council should also support purpose-building projects that create pathways of contribution for people disengaged from school, work, or community, reducing violence and gang affiliation by strengthening belonging.

### **What are the things that the Council has achieved in the past ten years that has improved life in our communities?**

- The establishment of reference and advisory groups (such as the Disability Reference Group and Senior and Pasifika groups) has lifted the quality of decision-making and normalised community consultation.
- Major projects like the Square East and Cuba Street redevelopments, river and cycle pathways, the walking bridge, and improvements to playgrounds and intersecting side streets show what can be achieved when accessibility is considered. These successes, along with growing Council–community partnerships, provide a strong platform for more ambitious universal design and inclusion work.

### **When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

- By 2037, we can be proud of having designed Palmerston North as a city of belonging: walkable, well-connected neighbourhoods where people naturally meet; a network of inclusive spaces such as a Good Life Library hub and its successors; and a strong culture of participation supported by Small Sparks-style neighbourhood funds and visible wellbeing dashboards.
- Embedding accessibility and inclusion into the city's core strategic goals, and transforming the central city into a visible example of universal design, would show that Palmerston North chose to lead Aotearoa in building a place where everyone has somewhere to live, move, contribute, and belong.

# Environment Network Manawatū

## About us

Environment Network Manawatū (ENM) is the environment hub for the Manawatū region, connecting and inspiring communities to take environmental action.

We provide sector leadership, build capacity and capability, and create community.

ENM is proud to be Palmerston North City Council's go-to group for environmental work. As a member-led group, we work alongside our network to share ideas, get things done, and push for positive change. We lead by example, supporting everyone in their mahi and making sure they have what they need to achieve their goals.

We believe in bringing people together. We help strengthen community connections, provide opportunities to meet others, and create spaces where people can talk about what's needed and work together to find solutions.

We're passionate about protecting the environment, and we know that to make a real difference, we need to stay strong ourselves. We focus on getting the right resources for the community and helping our network groups and locals build their skills. By encouraging learning, working together, and supporting volunteers, we help everyone make a positive impact.

## Our Pou

ENM focuses on supporting activities in these four pou to achieve our vision:

### 1. Climate Action

We raise awareness about climate change and support community actions that encourage reduced carbon emissions, waste, and overconsumption, while promoting clean air and sustainable cities. Through advocacy and collaboration, we push for climate-friendly policies and hold local and central government accountable for meaningful action.

### 2. Biodiversity Protection & Enhancement

We protect and restore native species and improve water quality by supporting initiatives like Manawatū River Source to Sea, with a focus on preserving ecosystems and strengthening regional biodiversity for a healthier environment.

### 3. Community Food Sovereignty

We strive to ensure access to healthy, locally grown, sustainable and culturally appropriate food. By supporting networks like Manawatū Food Action Network, we help communities to grow their own food, make healthy food more accessible, reduce food waste, and provide free or affordable food to people.

### 4. Circular Economy

We aim for a thriving planet that sustains future generations by fostering a circular economy where resources are reused and valued. We connect and support community groups, provide education, and build strong networks to improve local practices. Through shared initiatives and upskilling, we empower people to make informed choices and contribute to sustainable change.

## Key Functions

Critical to the achievement of our goals are our key functions which support and strengthen our pou, and enable us to show sector leadership, build capacity, and capability and create community. We aim to:

- Strengthen relationships with mana whenua and explore how to honour and uphold Te Tiriti o Waitangi.
- Support and equip members through training, connection, and promotion.
- Scaffold projects in their initial stages, while supporting the development of their long-term financial viability
- Distribute the Environmental Initiatives Fund
- Work toward an Environmental Centre, improve volunteer coordination, and advocate for environmental change.
- Foster collaboration within and beyond the network.

## From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?

Over the next decade, Palmerston North faces a set of challenges that will shape the city's economic stability, liveability, and long-term cost burdens. Climate impacts, biodiversity decline, and weaknesses in our local food system are not abstract environmental concerns, they are practical risks that will drive future rates, insurance affordability, infrastructure pressures, and community wellbeing.

### Climate change and resilience

Extreme weather events are already increasing the cost of maintaining infrastructure and protecting households. Without steady investment now, the city will face escalating repair costs and greater exposure to insurance retreat. Embedding climate resilience into all long-term planning, particularly transport, water, stormwater, and land-use decisions, will reduce future liabilities and protect vulnerable households. Communities expect

decisive leadership that cuts emissions while making everyday life more affordable through low-carbon transport and energy-efficient homes.

### Biodiversity protection and freshwater health

The health of our awa and green spaces underpins flood protection, water quality, recreation, cultural values, and urban heat mitigation. When ecosystems fail, ratepayer costs rise. Protecting and restoring native habitat, strengthening pest control, and working in partnership with Rangitāne are essential for keeping Palmerston North resilient, attractive, and healthy. Investment now is cheaper than repairing the environmental and economic consequences of degraded waterways and stressed ecosystems.

### Food security and local food systems

Food insecurity is rising across the city. Strengthening local food production and access is a practical resilience measure that reduces household costs, increases self-sufficiency, and protects us from supply-chain shocks. Communities want the city to identify land for food growing, support community-based initiatives, and encourage regenerative practices that keep the system strong long term. A resilient food system is a core piece of our future economic stability. Housing, safe neighbourhoods, and accessible green spaces remain deeply connected to these challenges. Our communities understand that environmental security, social wellbeing, and economic strength are inseparable.

## What changes (small or large) would make the biggest positive difference in people's day-today lives in our communities?

A consistent message from communities is this: the most useful changes are those that reduce pressure on household budgets while strengthening neighbourhood resilience. Strong partnership with mana whenua Rangitāne's leadership in the city's cultural and environmental wellbeing is a unique strength for Palmerston North. Continued co-governance and co-design will deliver decisions that reflect deep local knowledge, improve social licence, and continue the legacy of peaceful cooperation in our city. This is good stewardship and good risk management.

### **Strengthening local food systems**

Community gardens, teaching sites, food-rescue coordination, and land set aside for growing food are high-impact, low-cost initiatives. They reduce food insecurity, build neighbourhood cohesion, and support healthier lives. For many households, this is one of the most tangible ways the city can improve day-to-day wellbeing. Supporting low-income households and reducing vulnerability Infrastructure for clean water, reliable stormwater networks, safe active transport, and access to renewable power reduces downstream strain on social services and emergency responders. A city that prioritises its most vulnerable residents becomes safer and more resilient for everyone.

### **More effective waste and resource systems**

Minimising waste through composting food-scrap, recycling soft-plastics and bottle-tops, and supporting circular-economy initiatives are practical steps that reduce landfill costs and emissions. These improvements are simple, visible, and widely supported.

### **A citywide Environmental Centre**

ENM has been advocating for over 10 years for an environmental centre within the central city precinct. An Environment Centre would serve as a practical, accessible resilience hub to play a key role in facilitating all the above. It could bring together education, community support, emergency preparedness, volunteering, and hands-on learning, from a teaching garden to repair workshops and a tool library. During emergencies, it could become a focal point for civil defence support, as demonstrated by Sustainable Hawkes Bay during Cyclone Gabrielle. In everyday life, it could help residents lower household costs through skills, knowledge, and community action. This investment would yield broad, long-term value.

### **When the Council is considering where to invest its resources, what do you think are the top three priorities?**

ENM's view is that Council investment should focus on areas that reduce long-term costs, lower risk, and strengthen the city's resilience.

#### **Climate action, infrastructure resilience, and risk reduction**

Flood protection, stormwater upgrades, water quality improvements, and sustainable transport infrastructure are not optional extras—they are the foundations of a functioning, future-proof city. Investment in clean energy, efficient transport options, and safe cycling routes for children reduces household costs and pressure on roads while limiting future emergency expenditure.

#### **Community wellbeing and equity**

Communities with strong social infrastructure recover faster from shocks and experience fewer long-term costs to health, welfare, and emergency services. Investment in education, food security, housing initiatives, arts, culture, and neighbourhood-building creates safer, more connected communities. These priorities reduce downstream demand on council services.

#### **Environmental leadership and coordination**

A dedicated Environment Hub will position Palmerston North as a leader in practical, community-driven resilience. Coordinated action on climate, biodiversity, circular economy, and food sovereignty amplifies Council investment by unlocking community capacity. ENM member groups contribute tens of thousands of volunteer hours annually, potentially upwards of 67,000 hours, valued at nearly \$1.9 million. Continued partnership with the environmental sector is one of the most cost-effective strategies available to Council, delivering high-impact outcomes at a fraction of the cost of direct provision.

### **What are the things that the Council has achieved in the past ten years that has improved life in our communities?**

The city has made strong progress over the past decade, and the benefits are visible in everyday life. These gains are worth protecting.

#### **Sector lead partnerships**

The Council's partnership model has allowed community groups—including ENM and its members—to scale up their work, collaborate more effectively, and deliver a wide range of initiatives that Council would otherwise need to resource directly. This is a cost-effective model that multiplies community capability and delivers broad public value.

#### **Environmental and community initiatives**

ENM and partner groups have expanded climate action events, community gardens, the Manawatū Food Action Network, the Environmental Initiatives Fund, the Repair Café, and multiple volunteer-driven projects. These initiatives strengthen social connections, reduce waste, build local resilience, and support a circular economy.

#### **Transport and connectivity improvements**

Investments in bike lanes, public transport (in partnership with Horizons), and He Ara Kotahi have shifted the city towards safer, cleaner, more affordable transport options. These improvements reduce congestion, emissions, and long-term transport costs.

#### **Forward-thinking planning and policy**

The adoption of the Food Resilience and Security Policy, the development of a Community Gardens Guide, and the inclusion of a natural burial site in the Ashhurst Domain plan demonstrate a willingness to think ahead and invest in future resilience. These policies reflect strong community input and help protect long-term wellbeing.

#### **Urban greening and ecological restoration**

Urban planting, native corridors, and reserve enhancements have increased biodiversity, reduced heat stress, and improved the city's aesthetic and recreational appeal. These investments protect environmental assets that would be far more expensive to restore if lost.

### **Cultural and community accessibility**

Sustained investment in cultural events and community facilities has strengthened social cohesion and made the city more inclusive. These services underpin a thriving, vibrant urban environment.

### **When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

By 2037, the most significant improvement we could make today will be choosing to build a city that is resilient, future-ready, and economically stable. This means taking decisive action now rather than facing higher costs later. A future Palmerston North that is thriving in 2037 will be one that:

- has reduced its exposure to flooding and infrastructure failure.
- has strong local food systems that protect households from cost shocks.
- has thriving waterways and expanded green spaces that reduce heat and improve health.
- has reliable, low-cost transport options that reduce congestion and household expenses.
- has invested early in clean energy, circular systems, and waste minimisation.
- and has a strong community infrastructure where neighbourhoods look after each other during emergencies.

Central to that future is an Environmental Centre: a visible, practical hub for education, action, and community leadership. It represents the kind of proactive, cost-effective investment that will define whether this council is remembered for strengthening the city or allowing resilience gaps to widen. If we act now, we hand future residents a city that is safer, more affordable, more connected, and better prepared. If we hesitate, the economic, social, and environmental costs will only grow.



# Heritage Advisory Reference Group

## About us

The Heritage Advisory Reference Group was set up by the Palmerston North City Council in 2025 and is made up of people who have wide interests and extensive networks with the heritage organisations and interests of the region.

This response foregrounds history/heritage issues about which members of the Palmerston City Council's Heritage Reference Group are deeply concerned. We urge that they be embedded in the planning process.

Our submission assumes that the city's history and heritage matter, and that they contribute to innovation, creativity and connectedness in ways that are tangible as well as intangible. They give our city its unique identity, flashes of beauty and style, and a sense of place. When we feel connected to our city's heritage, we feel like we belong here. All of that contributes to Palmerston North being a liveable, enjoyable city.

We strongly endorse the statements and aspirations in the 2024-5 Heritage Plan and City Library Plan, but identify some core priorities for urgent and on-going attention.

The identified priorities follow from a History Hui organised by the Palmerston North Heritage Trust on 3 November 2025. It was attended by members of the Reference Group as well as others from beyond its membership. Individuals on the Reference Group themselves have multiple tentacles into the heritage community via organisations concerned with historic places in general as well as specific buildings; archives; historical research and publication; genealogy; military history; the education sector; and Rangitāne connections. We have consulted widely and broadly.

**“Take notice of the past: it is the very ground on which we walk; and although at times unfamiliar, it shapes our lives.”**  
– Rowan Light

**From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?**

**There is a need for fit-for-purpose, future-ready facilities to hold the city's taonga.**

- Particular priorities are surety of space for archives, for the Palmerston North City Library and its manifold activities, and for Te Manawa.
- The Library, in particular, meets many community needs. The value of the central and branch libraries has been shown by the public response to perceived threats to their funding. For those interested in Palmerston North's past, the main library represents 'heritage central'. The association with the City Council Archives and the Ian Matheson Community Archive is a key element here. It is a place where historians, genealogists, researchers, students of all ages and the public gather to undertake research, to meet, to deliver and listen to talks about the city's past, and to liaise with the custodians of that past. It is pivotal to the city's Local History Week and Heritage Month.
- Heritage at Te Manawa is constrained by the institution's multiple remits which require space not only for art and history, but for the Science Centre and for the Rugby Museum (a national repository). Space is also taken up by (admittedly well-used) children's play areas. The building itself is no longer fit-for-purpose, and some of its problems arise from the fact that the development was not well done in the first place - a lesson for the future, perhaps?
- Any vision of Palmerston North's future would be barren without such facilities. The buildings need to be such that they can adequately protect, store and make available for use the growing collections of taonga within.
- This includes digital holdings which are not some cheap and space-saving alternative to hard copy. Funding and expertise are required for the preservation of digitised records, born digital records and other means of capturing the city's stories for the future. More immediately, Manawatū Heritage needs better resourcing to ensure the prompt uploading of materials already preserved in digital format.

**Support for Rangitāne initiatives**

- The He Ara Kotahi Bridge once had its detractors, and has proven them wrong. Its huge success in opening up the Manawatū River walkway and cycleway to citizens, has provided an immensely popular opportunity to learn about the history of Rangitāne, who were largely a river dwelling people.
- The future advent of the proposed Te Motu o Poutoa Civic Marae and hospitality development, will undoubtedly bring a closer link between the rich pre-colonial past of this region to enhance our present and future for all our citizens and for tourists to our city. Sited on a locale with stunning natural vistas, it provides an opportunity which simply must not be missed, for economic as well as historical and cultural reasons.
- This, combined with the opening of the uniquely amazing Te Ahu A Turanga Highway (also proving very popular with the public), and the future development of the river walkway/cycleway, will not only increase the attractions the river can bring to our tourists, but will open up a greater shared narrative of Rangitāne and our early European settlers, along with much more opportunity for public involvement.

**Heritage Buildings**

- There is an urgent need to preserve heritage buildings. Compared with cities such as Whanganui and Napier, Palmerston North has relatively few heritage buildings, and the need to retain those still standing has become acute.
- At the History Hui on 3 November 2025 particular concern was expressed about All Saints Church, the T&G Building and the Grand Hotel. While it is recognised that these are in private ownership, the loss of any one of these buildings would significantly diminish the city centre. It is hoped that the City Council will allocate resources and exercise leadership in ways that will help ensure these heritage treasures remain part of Palmerston North's cityscape.

- The city also needs to protect its own heritage buildings and those which may in the future be regarded as having heritage values. The latter include some of the ‘modernist’ (and ‘Brutalist’) buildings from the 1960s, 1970s and 1980s which are as representative of their time as art deco or Edwardian architecture.

**What changes (small or large) would make the biggest positive difference in people’s day-to-day lives in our communities?**

- Festivals celebrating the city’s heritage, and the foregrounding of its past via improved street signage and heritage interpretation.

**When the Council is considering where to invest its resources, what do you think are the top three priorities?**

- Fit-for-purpose, future-ready facilities to hold the city’s taonga.
- Support for Rangitāne initiatives
- Heritage buildings

See above for details.

**What are the things that the Council has achieved in the past ten years that has improved life in our communities?**

The Council has done well in foregrounding the city’s military heritage, especially via the ‘Poppy Places’ project. A Heritage Month has been added to Local History Week, involving collaboration with voluntary expertise, but without the needed additional resourcing. Rangitāne stories have now become more accessible to a general audience, especially around sites such as He Ara Kotahi.

**When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

The city should be fostering and celebrating a sense of identity which includes its very distinctive history - Māori and Pākehā – to blast away any residues of its past reputation for ‘blandness’!

We have a responsibility to our children. Once the remnants of our past are gone, they are lost forever.

Human beings desire attachment, belonging, and connection. The relationships we form with others can be profoundly durable, not only with people in our present but also with people in our past and future. The more we discover about our past, the greater a connection we feel to our ancestors and our forebears. As we record and preserve our own history, personally and collectively, we open the opportunity for future generations to connect with us when we are gone.

**Ko ngā tikanga whai hua  
o to tātau ahurea,**

**Ko ngā mea no konei,  
no tēnei whenua kura,**

**He taonga tuku iho ki  
a tātau tamariki**

**The worthwhile elements  
of our culture,**

**The things which belong  
to this beautiful land,**

**are our children’s heritage.**

## About us

The Manawatū Lesbian and Gay Rights Association Incorporated (MaLGRA) is a long-standing rainbow organisation supporting gay, lesbian, bisexual, transgender, intersex, non-binary, takatāpui, fa'afafine, asexual and questioning people, people living with HIV, and their families and whānau. Our work is grounded in lived experience, direct service delivery, advocacy, and community connection.

Our response is intended to be both candid and collaborative. We acknowledge progress where it has occurred, while also identifying where meaningful change is required if Council is to genuinely meet the needs of rainbow communities over the next decade and beyond.

## From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?

From the perspective of the communities we represent, the three most significant issues are:

### Social isolation, safety, and wellbeing

Rainbow people continue to experience disproportionate levels of social isolation, discrimination, and mental distress. This is particularly acute for rainbow youth, older rainbow people, trans and gender diverse people, takatāpui and Māori rainbow communities, people living with HIV, people with disabilities, and migrant and refugee rainbow communities. These challenges persist despite visible progress in some public spaces.

## Housing insecurity and economic precarity

Housing insecurity remains a critical issue for rainbow communities, especially for young people, trans and gender diverse people, and those exiting unsafe family environments. Economic stress compounds this, limiting access to safe housing, healthcare, and community participation.

## Structural exclusion and under-resourcing of rainbow organisations

Despite being a clearly identified community within Council strategies, rainbow communities lack stable, strategic investment and meaningful partnership with Council. MaLGRA continues to operate without long-term funding certainty, without Strategic Priority Grant support, and without being recognised as a sector lead, even though our organisation is regularly referenced in Council documentation. This creates ongoing instability and limits our ability to plan, retain capability, and respond to community need.

We also note that these issues affect all parts of the rainbow community, including those who may not always be visible or explicitly named, and any other rainbow communities or identities not listed here.

## What changes (small or large) would make the biggest positive difference in people's day-to-day lives in our communities?

The most impactful changes Council could make include:

- Establishing long-term funding certainty for rainbow community organisations so services are not forced into short-term, project-to-project survival mode
- Treating rainbow organisations as genuine community partners, not informal consultees or symbolic references

- Embedding rainbow inclusion across all Council spaces, services, and communications, both internally and externally, without expecting unpaid labour from community organisations
- Proactively involving MaLGRA as a key contact and connector for rainbow people across Council initiatives, including welcoming communities and civic events
- Ensuring Council does not make decisions about rainbow visibility or representation without consulting rainbow organisations. A clear example of this was MaLGRA being excluded from Pride Month social media content on the basis that it might offend us. That judgement should rest with our community, not be made on our behalf.

These changes would materially improve trust, safety, and daily wellbeing.

### **When the Council is considering where to invest its resources, what do you think are the top three priorities?**

When considering where to invest resources, we strongly recommend Council prioritise:

#### **People over infrastructure**

Investment in people, relationships, and community capability delivers lasting outcomes that physical assets alone cannot.

#### **Prevention over crisis response**

Early, community-led support reduces long-term costs and harm, particularly in mental health, housing, and social connection.

#### **Community-led services over large providers**

Organisations embedded in their communities, with lived experience and trust, are best placed to deliver effective support

### **What are the things that the Council has achieved in the past ten years that has improved life in our communities?**

We acknowledge positive progress in several areas. In particular, the inclusion of gender-neutral toilets in Council facilities through the last ten year plan has been a tangible and meaningful improvement. The gender-neutral toilets along the river walkway are a strong example of inclusive design done well.

HE AHA RĀ NGĀ WHĀINGA MATUA? WHAT REALLY MATTERS?

Council support for rainbow events such as Dragfest also contributes positively to visibility and celebration. While these events are not delivered by MaLGRA, they support and empower parts of the community we work alongside.

### **When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

Looking back from 2037, the most significant improvement Council could make now would be to formalise rainbow inclusion as a core, funded, and embedded part of how Council operates.

This includes:

- Long-term, stable funding for rainbow organisations
- Recognition of MaLGRA as a sector lead and strategic partner
- Establishing a Rainbow and Diversity Reference Group to ensure Council decisions affecting our communities are informed and co-designed
- Embedding inclusion across all Council functions, rather than outsourcing it to under-resourced community groups
- Making the rainbow crossing a permanent, Council-funded feature, recognising that while it began as a private arrangement, it has become a valued symbol of inclusion that many councils are now adopting
- Creating a tree of remembrance and bench in the Esplanade or another public park to honour members of our rainbow community who are no longer with us, and to provide a quiet place of reflection for friends and whānau. We are concerned that this has been repeatedly dismissed as too difficult, despite its modest scale and profound community value.

These are achievable actions. Together, they would signal genuine commitment rather than symbolic inclusion.

MaLGRA remains willing to work constructively with Palmerston North City Council to improve outcomes for our communities. What we seek is not special treatment, but equitable treatment, meaningful partnership, and recognition of the expertise and contribution we bring.

# Manawatū Business Chamber

## About us

Thank you for the opportunity to contribute to the early engagement phase of the 2027–2037 Long-Term Plan. As the representative organisation for approximately 500 businesses across Palmerston North and the wider Manawatū, the Chamber welcomes the chance to share the views of our members on the issues, opportunities, and priorities that shape the wellbeing of the local business community. We also acknowledge the ongoing work of the Council to engage widely across the community and to strengthen the city's future direction.

- The Manawatu Business Chamber are a Member funded organisation covering the wider Manawatū
- We are one of 30 Chambers nationwide and part of a world-wide organisation. We advocate collectively with central government on national issues and for policy.
- Our member organisations range from large organisations to sole traders and not for profits
- MBC's membership encompasses a large proportion of the region's GDP and FTEs.
- We have a board and advisory board all are volunteers
- Our key roles include Business Support/Information (new trends, issues etc), Training, Networking, Export Documentation and Advocacy.
- We have two special interest groups - Young Chamber and The Manawatū Defence Hub
- We run business related events and collaborate with regional agencies.
- There are member benefits both financial and non-financial
- We encourage sustainable business growth

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## Vision

To create a world-class environment for business success in the Manawatu

## Mission

To support and encourage business growth that creates wealth and employment in the Manawatū.

## From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?

The insights below reflect themes gathered during a recent Manawatū Business Chamber event, where members responded to a set of adapted prompt questions through an open ideation activity. Their views have been grouped into key themes to support clarity and alignment with broader community conversations.

### Transport, Infrastructure & Urban Functioning

Across all discussions, improvements to transport networks and core infrastructure emerged as the clearest and most consistent priority for the business community. Members highlighted roading as a critical enabler of commerce, freight movement, and accessibility across the city. Issues related to road maintenance, traffic flow, intersections, and the layout of certain routes (including references to cycleways and turning lanes) were frequently mentioned. While opinions varied on specific treatments, the overarching message was the need for a coherent, future-focused transport system that supports business productivity and safety.

Members also expressed a strong desire to see progress on larger-scale transport opportunities—such as rail or freight hubs, ring road concepts, improved access to developing suburbs, and coordinated planning across the region. The importance of 3 Waters, footpaths,

pavements, energy resilience, and other core infrastructure was also emphasised, with many describing these as fundamental, non-negotiable investments for a growing city.

### **City Safety & Business Confidence**

Concerns about crime and safety were raised as significant issues affecting the business environment, particularly perceptions of safety at night and the impact of vandalism, theft, or anti-social behaviour. Businesses noted that a safe city centre—both real and perceived—is vital to encouraging activity, foot traffic, and wider economic vibrancy.

Some businesses expressed interest in seeing improved collaboration between Council, police, and business groups on safety initiatives, as well as exploring opportunities to strengthen preventative measures and community presence in the CBD.

### **Vibrancy, Placemaking & Economic Attraction**

Many businesses shared a desire for a more vibrant, lively, and distinctive central city. Suggestions ranged from small-scale placemaking efforts (pop-up art, creative use of empty shopfronts, temporary installations) to larger ideas such as pedestrianising sections of Broadway or George Street, enhancing the theatre precinct, or introducing creative transport options like trams.

There were also repeated calls for a stronger events calendar and better utilisation of key assets such as the Arena, the Square, the river environment, and arts and cultural facilities. Members expressed that events—when effectively promoted—contribute positively to community spirit, visitor attraction, and commercial activity.

A small number of light-hearted but genuine suggestions referenced emerging local rumours about “diplomatic pandas.” While offered partly in humour, these reflect a broader sentiment: businesses welcome bold ideas that could put Palmerston North on the map and generate national or international attention, provided they are underpinned by clear economic rationale.

### **Partnership, Communication & Business-Council Relationships**

Businesses consistently emphasised the value of open dialogue, transparent communication,

and genuine partnership with Council. Members expressed that consultation processes are most effective when they are collaborative, timely, and inclusive of the wider business community—not only Chamber members.

Several participants articulated a desire to see more regular communication on changes that affect operations (such as roadworks, infrastructure upgrades, and city centre developments), as well as a willingness from Council to problem-solve creatively alongside businesses rather than defaulting to regulatory constraints.

The Chamber acknowledges and appreciates the progress made in recent years through placemaking initiatives, events in the Square, airport development, and investment attraction. Members noted these as examples of positive steps that have supported the local business ecosystem.

### **Workforce, Skills & Future Readiness**

A recurring theme was the need to support the development of a skilled, adaptable local workforce. Businesses noted challenges relating to staff capability, attracting and retaining talent, and preparing young people for work. AI and automation were mentioned both as opportunities and as emerging issues requiring careful navigation to ensure businesses—and the broader community—can adapt effectively over the next decade.

Some members identified the importance of leadership readiness, youth engagement in industry, and providing accessible training pathways that connect education providers, employers, and the needs of a changing economy.

### **Business Environment & Regulatory Settings**

Several businesses raised concerns about regulatory complexity, red tape, and delays impacting development, permitting, or operational decisions. While not the dominant theme, these comments reflected a desire for more streamlined processes that support innovation, responsiveness, and economic growth.

Members also noted the challenge posed by declining central government funding and the need for prioritisation around essential services and infrastructure.

## Key Issues Facing Businesses Over the Next Ten Years

### Economic and Market Pressures

- Increased imports overtaking locally made products
- International competition driving prices down
- Slowdown of central government funding
- Lack of targeted government funding

### Workforce Challenges

- Staff skill levels and general staffing difficulties
- Inducting youth into local industry sectors
- Reluctant leadership within sectors and organisations

### Crime and Safety

- Crime affecting business operations
- Feeling safe in the city, particularly at night
- Infrastructure and Transport
- Traffic flow challenges for delivery trucks
- Rooding issues
- Waters (Three Waters infrastructure concerns)

### Technological Change

- The impact of Artificial Intelligence (AI) on business operations (raised twice)
- Planning and Governance
- Need for improved “planning” and better involvement with city events
- Concern about a lack of strategic leadership and collaboration

## What changes would make the biggest positive difference for businesses?

### City Layout and Urban Design

- Pedestrianise or close Broadway (“eat street” concept)
- Close George Street
- Create a one-way system around The Square
- Advocate for a ring road
- Progress the railway hub

### Transport and Mobility

- Get a tram
- Improve traffic flow by reinstating turning lanes
- Remove Featherston Street cycleways
- Enhance transport connections

### Vibrancy, Events, and Activation

- Grow arena use
- More cafés and pop-up art exhibitions
- More events and attractions
- Reactivate racing at Awapuni
- Work in partnership with businesses on events and decision-making

### Business Communication and Collaboration

- Improve communication with businesses regarding upcoming changes

## When the Council is considering where to invest its resources, what do you think are the top three priorities?

### Core Infrastructure

- Effective roading
- Three Waters
- IT infrastructure
- Footpaths and pavements
- Affordable facility access
- Infrastructure to support housing growth

### City Safety and Presentation

- Reduce crime in the city
- Feeling safe at night
- Clean front façades of buildings
- Address empty shop fronts (artwork, cleaning)

### Vibrancy, Culture, and Events

- Events, events, events
- The arts (library, museum, gallery)
- Hero Broadway and theatre precinct
- Creative use of the river
- Encourage the city to remain open after 9pm and over Christmas
- Provide more dog-walking spaces

## What are the things that the Council has achieved in the past ten years that has improved business?

- Events in The Square (though advertising could be improved)
- Placemaking activations
- Maintenance and growth of the airport
- Development and expansion of the arena

- Airport and transport hub
- Attracting larger investors (e.g., Old Flyers building redevelopment)

### **When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

When considering the improvements that would matter most over the next decade, businesses highlighted:

- A transport system that is efficient, safe, and future-ready
- Infrastructure that enables growth rather than constraining it
- A city that feels vibrant, attractive, and welcoming
- Better coordinated planning across councils and regional partners
- A strong sense of collaboration between Council and businesses
- An environment where people feel safe and proud to be here

These aspirations reflect a desire for Palmerston North to continue evolving into a well-connected, resilient city with a distinctive identity and a thriving business community.

#### **Infrastructure and Transport**

- Expand transport networks outward
- Rail and supply chain hub
- Improved roading and zero potholes
- Upgraded footpaths
- Transport to support new housing areas (Aokautere and outskirts)
- Remove Featherston Street layout; improve flow for public, buses, and emergency services
- Ring road development
- “No traffic lights on The Square” concept
- Better coordination with other councils (shared resources)
- Procurement Policy

#### **City Presentation and Environment**

- Clean and refresh empty shop fronts
- Continue improvements to waters, roading, and energy infrastructure

#### **Governance and Engagement**

- Listen more to public feedback
- Increase unity and collaboration across the region

#### **Events and Venues**

- Grow usage of the arena and major facilities

#### **Additional Comments for the PNCC Long-Term Plan**

- Fix Featherston Street; some intersections need islands
- Reduce red tape
- Install a roundabout at Vogel and Main Streets
- Upgrade the backfields at the arena
- Construct a second road bridge over the Manawatū River
- Procurement Policy – local first

The Manawatū Business Chamber appreciates the Council’s commitment to early engagement and welcomes the opportunity to contribute the perspectives of local businesses at this formative stage. We acknowledge the positive progress that has been made across a number of areas over the past decade and recognise the scale of the challenges and opportunities ahead.

Local businesses have expressed clear priorities focused on strengthening infrastructure, improving city vibrancy, increasing safety, and fostering genuine partnership with PNCC. Addressing these issues proactively will support a thriving economic environment and a more liveable, dynamic Palmerston North.

As the city continues to shape the 2027–2037 Long-Term Plan, the Chamber remains committed to supporting further consultation, sharing business insights, and working collaboratively with Council to strengthen the economic and social wellbeing of Palmerston North.





# Manawatū Multicultural Council

## About us

The Manawatū Multicultural Council (MMC) welcomes the chance to share our perspective on behalf of the migrant, former refugee, and ethnic communities who now call Palmerston North home. As our city becomes more diverse, long-term planning must reflect the real lives, hopes, and needs of its people. Our feedback focuses on three priorities: helping newcomers settle well, boosting their ability to contribute economically, and creating a true sense of belonging. These are the building blocks of a stronger, more inclusive Palmerston North

## From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?

### Barriers to Employment and Economic Participation

Many migrants and former refugees arrive with valuable skills and qualifications but face major hurdles finding meaningful work. A lack of local work experience, unfamiliarity with New Zealand workplace culture, and complex hiring processes often hold them back. And over the last few years we can see increasing numbers of underemployment, financial stress, and fewer opportunities to build stable lives here. On the other side In Palmy, majority of our local businesses are owned by our migrant people. But due to economic stress and less support, they tend to shut their business.

### Social Isolation and Limited Integration Support

Even in a city known for its welcoming spirit, newcomers can feel alone. Language barriers, unfamiliar systems, and a shortage of culturally safe spaces make it hard for families to connect, access services, or feel truly at home. As a city, we do lots of things to minimize the cultural gap and create a welcoming city, which is very impressive. But We think we need to work together to create more cultural inclusive place.

### Losing International Students and Skilled Young People

Palmerston North draws many international students, but too many leave after graduation. Without clear employment pathways or strong local networks, they often look elsewhere for opportunities. That's a missed chance for the city

to grow its skilled workforce and future leaders. Also, over the last two years we have been seeing lots of brain draining from Palmy. Although this is a nationally effecting issue, as a very active Student city Palmerston North can be a place to make an initiative to encourage our international students to stay long term for the opportunities.

### **What changes (small or large) would make the biggest positive difference in people's day-to-day lives in our communities?**

#### **Build Stronger Integration and Welcoming Pathways**

From MMC perspective we would like to see improvement of these key points in Palmerston North for the next 10 years.

- More multilingual information and help navigating local systems.
- Welcoming Spaces in libraries and community centers offering English classes, digital skills, and cultural orientation, with the learning opportunities of other cultures.
- More visibility for cultural communities through festivals, events, and civic involvement.

#### **Make It Easier for International Students to Stay and Thrive**

- Create an active avenue where students can connect with internships, mentors, and employers.
- Promote Palmerston North as a place to build careers through targeted campaigns and attract skilled people to the city.
- Offer incentives in sectors where skills are in demand and encourage big businesses/ names to open new stores to take advantage of our city location.

### **When the Council is considering where to invest its resources, what do you think are the top three priorities?**

- Invest in Cultural Inclusion & Community Spaces
- To strengthen the local economy and support migrants to succeed.
- A Citywide Community Integration Plan.

Including Welcoming Spaces, community connectors, intercultural initiatives, and deep collaboration with ethnic communities.

HE AHA RĀ NGĀ WHĀINGA MATUA? WHAT REALLY MATTERS?

An International Student Retention Framework Co-designed with Massey, UCOL Te Pūkenga, schools, employers, and development agencies to keep skilled talent here.

### **What are the things that the Council has achieved in the past ten years that has improved life in our communities?**

- We acknowledge and appreciate the Council's support for the Welcoming Communities Programme, which has led to more inclusive policies.
- Investment in public spaces like libraries and Hancock Community House that double as community hubs
- Backing for cultural festivals that bring people together and celebrate diversity
- Improved access to services through multilingual resources and local partnerships.

### **When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

If we look back from 2037, the boldest and most meaningful changes we could make today would be:

- A game-changer for economic inclusion, innovation, and reducing labour shortages.
- A Seamless, Citywide Integration Network where community centers, libraries, NGOs, and cultural groups work together to support newcomers at every step.
- A Thriving Ecosystem for International Students that positions Palmerston North as a place to study, grow, and stay long term.

Palmerston North has a rare opportunity: to shape a future where diversity is one of our greatest strengths. By investing in the wellbeing, skills, and aspirations of our multicultural communities, we not only support individuals, but we also enrich the entire city. MMC is committed to working alongside the Council to ensure Palmerston North remains a place where everyone, no matter where they come from, can truly belong and succeed.

# MASH Trust

## About us

MASH Trust is a non-government organisation and registered charity operating since 1989, when it was founded to provide accommodation and sheltered housing. Today, MASH provides a wide range of support services for approximately 1900 people with mental health conditions, disabilities, alcohol and addiction struggles, and youth support.

Our services are offered in a number of settings including day programmes, support in people's own homes, support within MASH homes, and support in the community. MASH operates throughout the lower North Island in Wellington, Kapiti, Horowhenua, Manawatū, Whanganui, and Hawkes Bay with over 500 staff and volunteers.

## From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?

At MASH, we walk alongside people who are disabled, living with mental distress, experiencing addiction (AOD), and those who are homeless or close to it. From where we stand, three issues keep showing up:

- Housing insecurity and homelessness: People with mental health challenges, addiction issues, and disabilities are often the last chosen in the rental market and the first to lose housing when things get tough.
- Inequitable access to support: Many people face barriers to accessing health and social services, which leads to worsening outcomes and increasing complexity of need.
- Social exclusion and disconnection: Loss of whānau connection, isolation, and limited access to safe, inclusive community spaces can compound hardship and reduce wellbeing.

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## MASH Trust would like to see:

- Increased equitable access to health and social services, including one-stop-shop health hubs
- Increased supply of warm, affordable, supported housing
- Wrap-around services for people struggling to sustain housing
- Housing options that suit a range of living styles and needs, including tailored approaches for older people, youth, Rainbow communities, and disabled people
- Increased support for people who cannot be housed immediately, including community hubs (like LUCK) and an after-hours/night option
- Continued investment in libraries, community centres and events (PNCC is doing well, but there is room to grow)
- Roads and new pathways that are accessible for everyone
- A commitment to not approving bottle stores near schools, parks, and other places frequented by children, young people, and at-risk communities
- Continued commitment to kai security, including supporting community gardens and empowering communities to grow their own kai
- Continued events and support for community gatherings
- Increased support for after-hours/weekend services
- Bringing services to where people already are
- More accessible toilets, better paths, transport support, and (where possible) slightly longer opening hours for key services

### **When the Council is considering where to invest its resources, what do you think are the top three priorities?**

From our point of view, the top three priorities are:

#### **Housing and homelessness**

- Invest in a long-term plan for homelessness and housing, not just short-term emergency fixes
- Grow social and supported housing, and continue backing rough sleeping outreach
- Ensure disabled people and people with mental health/AOD needs are directly considered in housing design and support (not treated as an afterthought)
- Support bespoke and alternative models that enable new housing ideas (e.g., Abbey Road, older people flatting, small residential services)

#### **Inclusive community spaces and social infrastructure**

- Fund and protect community hubs, particularly multi-agency hubs where a one-stop-shop approach can be applied—and ensure these are truly safe for homeless people, disabled people, and those in AOD recovery
- Invest in accessible public spaces: paths, crossings, lighting, toilets, seating, parks and playgrounds that all people can use
- Back initiatives that make it easier for people to access a GP, nurse, mental health or AOD worker, Response – MASH Trust

### **What are the things that the Council has achieved in the past ten years that has improved life in our communities?**

- Treating homelessness as a community issue, not just an individual one
- Funding and partnering with organisations (including MASH) for rough sleeping outreach and low-barrier spaces, helping people move from the street into housing and providing safer options than doorways and parks
- Incredible free community events
- Continued housing support and building of houses

- Backing community organisations and partnerships
- Investing in public spaces and facilities
- Splash Planet for everybody
- City centre improvements

### **When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

Looking back from 2037, we would love to be able to say: “Palmerston North became a city where everyone lives in a decent home that fits their needs, is part of community life, and can access support easily and with dignity.”

In real terms, that would mean:

- Chronic rough sleeping is rare, brief, and never seen as normal, because we put energy into homes, outreach, and the right support, not just into managing people on the streets
- Disabled people are visible and included in everyday life, on our streets, at events, in workplaces, sport, arts, and leadership, because we built accessibility and inclusion into our city, transport, and activities
- Integrated community hubs and clinics exist where people can get help with health, mental health, AOD, housing, and disability support in one familiar place, rather than being sent all over town
- Strong partnerships between Council, iwi, MSD, health services, NGOs like MASH, and people with lived experience shape what we do, so decisions are made with communities, not for them especially those who usually miss out
- When Council plans transport, urban design, and community facilities, ensure disabled people and people with high support needs are at the table so they can safely get to the places and services they rely on

# Niuvaka Trust

## About us

Kia orana, Mālō e lelei, Halo Olaketa, Taloha ni, Noa'ia 'e mauri, Talofa Lava, Fakaalofa lahi atu, Malo ni, Kam na mauri, Halo Olgeta, Malo e soifua, Fakatalofa atu, Tēnā koutou katoa and warm Pacific Greetings!

As a Palmerston North City Council Social Service Sector Lead, we welcome the opportunity to submit and present our views and a voice of Pasifika communities in the long-term planning and development of our city. It is important to highlight key areas of focus for Palmerston North City Council to strongly consider in supporting the achievement of better outcomes for Tagata Pasifika across health, social, economic and cultural wellbeing that also aligns with PNCC's Goals.

## Overview of Niuvaka Trust

Niuvaka Trust's vision is for Tagata Pasifika to be Thriving, Flourishing & Resilient and we achieve this by supporting Pasifika communities to achieve their goals and aspirations through the delivery of our health and social services. Established in 2020 as a Charitable Trust, we commenced service delivery in 2021 covering the Ruahine and Tararua regions with our office based at 59 Queen Street, Level 1, Palmerston North. Our role is to support Tagata Pasifika in removing barriers, ensuring equitable access to services, providing navigation support on their journey to holistic wellbeing and creating opportunities for Pacific communities to actively participate in society. We are grateful to partner and collaborate with many community groups, stakeholders, organisations and agencies to build capacity and capability of Pasifika communities across our region.

## Population Demographics & Projections

The MidCentral Pacific population in 2025 is 5.3% equating to 10,900, while in Palmerston North there are 5,169 Pacific peoples, and by 2043 this is projected to increase by 3,000. The highest numbers of Pacific nations represented are Samoan, Tongan, Cook Island, Fijian and Niuean. In the Midcentral region, approximately 55% of Pacific peoples are aged under 25 years and of importance to note is a significant number of Pacific peoples also identifying as Māori, and this is predicted to continue to increase. The significance of this is also the importance of Pasifika partnering with Tangata Whenua to ensure both Pacific and Māori communities are positioned well to achieve collective aspirations.

## From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?

Through the delivery of our services, we have seen the challenges for Pacific communities as well as opportunities. Niuvaka Trust being a member of the Ora Konnect Alliance is a crucial space where Whānau Ora and Collective Impact approaches creates opportunities for our communities to advance their aspirations for themselves and future generations. PNCC also being an active member and contributor of the Ora Konnect Alliance requires ongoing support and investment for Pasifika communities' aspirations in the following areas:

### Economic Wellbeing

- Support prospects to partner with employers and businesses for Tagata Pasifika to achieve meaningful and sustainable employment, career opportunities and progression
- Increased investment for financial literacy and budgeting education

- Access to affordable and safe housing that meets healthy homes standards
- Create larger homes that take into consideration cultural aspects that cater for multi-generational living
- Increased initiatives and investment to ensure digital inclusion and equity for Pacific communities
- Increased programmes and initiatives to ensure Pacific communities have opportunities to implement sustainable cultural gardening practices to achieve Kai Sovereignty for multiple generations
- Further investment to support Pacific communities to overcome challenges of providing basic food needs for their whānau through funding kai hubs
- Provide facilities for kai workshops to foster new learning and education

#### **Health & Wellbeing**

- Support with cross sector initiatives to achieve better health and wellbeing outcomes for Pacific communities
- Assist with equitable and affordable access to health care services and support
- Support strengthening health and wellbeing of Tagata Pasifika through health literacy, promotion and prevention that aligns and supports Pacific cultural wellbeing
- Utilise PNCC's networks to enable access to resources and expertise that elevates opportunities to support Tagata Pasifika wellbeing aspirations to contribute to overall community wellbeing

#### **Cultural Wellbeing**

- Building on the Memorandum of Understanding PNCC has with Ministry for Pacific Peoples could expand on pursuing Pacific-focused wellbeing goals of thriving languages, cultures, resilient communities, and youth development with the establishment of a Pasifika Advisory Group with Pacific leadership that is representative of cross sectors, community groups and providers to develop and co-design a Pacific Strategy and monitor initiatives to support achievement of Pacific cultural wellbeing outcomes

- Continuation of funding and investment to support Pacific communities through the Strategic Priority and Community Grants, Major Events Fund, Arts Event Fund and Creative NZ to ensure ongoing cultural arts, language, sports, wellbeing and Pacific identity as well as large scale events to boost visitation and our city profile.
- PNCC could adopt the Lalanga Fou Pacific Wellbeing Outcomes Framework embedding Pacific-led indicators in city planning and performance metrics covering language, identity, health, economic and youth wellbeing.
- By combining funding, infrastructure and partnerships, PNCC can foster a city environment where Pacific cultures thrive enhancing cultural identity, social inclusion, economic participation, and intergenerational wellbeing.

#### **What are the things that the Council has achieved in the past ten years that has improved life in our communities?**

- Relationships with Tangata Whenua and Pacific communities
- Cultural days and celebrations
- Public transport
- Investment in the development of the Pasifika Hub

#### **When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

- The relationships are strengthened and improved with PNCC elected members who are in full support of Māori and Pacific aspirations
- A thriving multicultural community and population who are proud and respectful of their strong Tangata Whenua connections with our local Rangitane Iwi
- More Pacific cultural spaces and representation through Pacific designed murals, sculptures and signage around our city that highlights and showcases a Pacific cultural presence and reflects Pacific identities here in Palmerston North
- The development of the Pasifika Hub and Fale that holds a significant place for bringing Pasifika communities together to have a place and space in Palmerston North that creates connectedness and belonging.

# Palmerston North Housing Insecurity Response Collective

## About us

The Palmerston North Housing Security Response Collective (PNHIRC) reaffirms that housing is a foundation of community wellbeing. Every positive outcome — from education and employment to safety and health — relies on a safe and secure home. We urge the Council to prioritise housing partnerships, planning, and investment as central pillars of its long-term community strategy.

PNHIRC Member Organisations:

- Te Tihi o Ruahine Whānau Ora Alliance
- Legacy Housing
- Kāinga Ora
- Ministry of Social Development (MSD)
- MASH Trust
- Housing Advice Centre
- Manawatū Tenants' Union
- BestCare Whakapai Hauora.

## From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?

From the collective perspective of organisations working across housing and community wellbeing in Palmerston North, secure, affordable, and appropriate housing is foundational to our city's long-term resilience and wellbeing. The three most important issues we identify are:

### Housing Insecurity and Affordability

Rising rents, limited social and affordable housing supply, and increasing living costs continue to place pressure on whānau and individuals. There is a shortage of homes that are appropriate for larger whānau, single adults, and rangatahi (youth), creating additional vulnerability.

### Social and Health Impacts of Insecure Housing

Poor housing quality and instability directly affect health, mental wellbeing, education, and employment outcomes. "Hidden homelessness" (e.g., overcrowding and couch-surfing) remains under-reported and under-resourced.

### Insufficient Coordination Across Systems

While Palmerston North has strong collaborative networks, the systems connecting housing,

health, social services, and employment remain fragmented. Greater alignment is needed

across agencies to create proactive, long-term pathways to housing security.

### **What changes (small or large) would make the biggest positive difference in people's day-to-day lives in our communities?**

#### **Increase the Supply of Affordable and Transitional Housing**

Incentivise developments that include affordable and social housing options and enable iwi, community housing providers, and local trusts to lead or partner in housing developments that meet identified needs.

#### **Integrated Support for Tenants and Whānau**

Expand wraparound tenancy and wellbeing support services that help people not just to access, but to sustain housing. Ensure housing developments are connected to transport, health, and education services.

#### **A Coordinated Housing Partnership Approach**

Establish a local Housing Coordination Forum involving Council, government agencies, iwi, and community providers. Commit to a shared city vision of housing as a human right and as the foundation for wellbeing and participation.

### **When the Council is considering where to invest its resources, what do you think are the top three priorities?**

#### **Affordable and Social Housing Development**

Invest in land, infrastructure, and partnerships that enable long-term affordable housing solutions. Use Council planning and consenting powers to promote mixed-tenure and inclusive neighbourhoods.

#### **Infrastructure and Planning for Growth**

Ensure new housing developments are supported by transport links, green spaces, and digital infrastructure. Encourage sustainable and accessible neighbourhood design that supports community connection.

#### **Prevention and Early Intervention**

Support early tenancy and housing stability services, including debt support and landlord mediation. Invest in community-based prevention initiatives that reduce homelessness before it occurs.

### **What are the things that the Council has achieved in the past ten years that has improved life in our communities?**

- Recognising housing as a critical community wellbeing issue. Strategic Partnership Funding is a key expression of this.
- Supporting local collaboration through initiatives such as Te Tihi's Housing Security Response.
- Contributing to the redevelopment of Papaioea Place and infrastructure that supports accessible, connected neighbourhoods.
- Strengthening partnerships with iwi and community organisations to address complex social needs.

### **When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

By 2037, we hope to look back and see that Palmerston North made a bold and united decision to:

- Treat housing as essential infrastructure, not merely a market commodity.
- Invest in affordable, quality homes for all, designed in mana-enhancing and whānau-centred ways. This could be done by incentivising and promoting the Universal Design concept into new housing developments to support the Age in Place and Enabling Good Lives principles and goals.
- Create systems that prevent homelessness and ensure everyone has a safe, secure place to call home.
- Foster interagency collaboration to address complex mental health, addiction, trauma, education, employment and financial needs.

This shift — from managing housing insecurity to achieving housing security for every person — would be the most significant improvement we could begin today.





# Palmy BID

## About us

We are a voluntary committee comprised of representatives from a cross-section of businesses within the BID city centre catchment. While fully independent from Palmerston North City Council, we maintain a strong partnership with the Council and are recognised as an important stakeholder with a collective voice representing the interests of over 1200 local businesses, organisations, and communities in the city centre.

## Our Vision

Palmy's city centre is vibrant, safe, and welcoming destination where business, culture, and community flourish.

## Our Mission

PALMY BID connects businesses, partners, and the community to shape a thriving city centre through advocacy, collaboration, and shared pride of place.

## Our Aim

To deliver impactful projects and partnerships that grow visitation, strengthen businesses confidence, and enhance the city centre experience.

## Our Annual Business Plan

Our Annual Plan is underpinned by three core objectives: **Advocate, Grow, and Support.**

It is vital that we consider every aspect of how people experience our inner city — from wayfinding, safety, and accessibility to the attractions that people love, such as dining, shopping, and events.

Palmerston North is entering a new phase of growth, with major developments including the Ring Road, Inland Port, expanded Air Freight Services, and increased Defence investment. These projects will bring new opportunities, more people, and greater demand for a vibrant, connected city centre.

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These objectives reflect what Palmy BID is about. They have been established through consultation with key stakeholders, and we have also ensured our work aligns with the strategic direction of Palmerston north City Council

- Advocate – representing members' interests and influencing positive change.
- Grow – driving visitation, investment, and economic activity in the CBD.
- Support – providing resources, communication, and opportunities that help businesses thrive.

## What are our long-term goals?

- Retain and enhance the attraction of Palmerston North city centre so that commercial occupancy rates are maintained.
- Ensure the growth of the city centre is supported by a safe and secure environment with reported crime at or better than existing levels.
- To develop a Daytime Ambassadors programme to help monitor safety within the city centre and provide information on retail/hospitality for visitors to our city.
- To provide education to our business owners on customer service/promotions/social media/marketing.
- Grow total spend and transactions in the Palmerston North city centre.
- Retain and enhance the attraction of the Palmerston North CBD so that commercial occupancy rates are maintained
- To work with CEDA and PNCC to increase the number of large events and visitor nights.

## How are we funded?

Palmy BID is funded through a targeted rate payment, like most BIDs in New Zealand.

This targeted rate is levied by the council on commercially rated properties within the BID city centre catchment.

**From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?**

For the City Centre to thrive, it is essential that PNCC fully recognise the value every business contributes — from sole traders and small retailers, through to hospitality, professional services, major tertiary institutes, and Government agencies.

Our strength lies in the diversity of our business community and supporting this ecosystem is critical to the city’s economic health, vibrancy, and long-term success.

Enabling sustainable businesses is fundamental to the City’s long-term growth. Business owners are strongly committed to the city centre.” They invest in their people, drive local employment, and return value to the community through wages, spending, and social contribution.

Council to make informed decisions that strengthen the City Centre economy, Councillors need a strong understanding of the unique needs and pressures faced by New Zealand’s small businesses — the very businesses that make up the majority of our local economy and directly influence the City’s vibrancy and resilience.

**Attracting Investment in the City Centre**

To stimulate growth and revitalisation, the City Centre must be seen as investment-friendly and supportive. This means actively removing barriers for investors, developers, and landlords by ensuring:

- Efficient, predictable planning and cost-effective consenting processes that reduce delays and uncertainty.
- Targeted rates holidays or incentives for those who commit to new development or redevelopment within the City Centre.
- A review of the current Hybrid Rating System, which unintentionally penalises property

owners for improving or developing their sites. This creates a disincentive to invest and contributes to lower occupancy levels.

- A more supportive investment environment will strengthen vibrancy, occupancy, trade, visitation, safety, and overall economic performance in the City Centre.

**When the Council is considering where to invest its resources, what do you think are the top three priorities?**

**CCTV Control Hub 5-Year Programme (LTP Submission Summary)**

Council is asked to review and accelerate the CCTV Control Hub 5-Year Programme to enhance public safety and City Centre vibrancy. The programme is viewed as a Council, Police and Community initiative that expands the CCTV network with multi-lens, cloud-based, AI-enabled cameras in high-risk areas, crime hotspots, and key assets, supported by a 24/7 Monitoring Centre with trained operators.

Key Benefits:

- Strengthened public and employee safety, reduced fear of crime.
- Early detection and prevention of criminal and antisocial activity.
- Faster response and incident de-escalation.
- Greater City Centre vibrancy, attracting investment, trade, and residential development.
- Risks if Not Approved:
  - The city may be perceived as unsafe, deterring investors, businesses, employees, and visitors.
  - Negative long-term impacts on safety, economic growth, trade, and City Centre vitality.

**Accessible and Safe City Centre**

Council to develop a City Centre that is accessible and safe for all users—including motorists, public transport passengers, and pedestrians. The city should be easy to navigate, with clear routes, directions, well-designed infrastructure, ample parking and safe connections between effective transport modes to support efficient movement, economic activity, and community confidence.

# Pasifika Reference Group

## About us

The Pasifika Reference Group appreciates the opportunity to share some of what matters for Pacific communities in Palmerston North. Since the group's establishment three years ago, our commitment to feeding into Council programmes, submissions, budgets and councillors has remained our priority.

Over the last three years, a range of initiatives have been developed in partnership with Council and Pacific Community partners. These initiatives support Pacific families, strengthen cultural identity, and create pathways for thriving Pacific futures across the city. Examples include language weeks with flag raisings, funding opportunities to our cultural events & spaces, collaboration with Pacific early childhood education, church-based community support, Pasifika health initiatives, youth leadership opportunities as part of the Youth forum, the Pasifika artist in residence programme and the budget commitment to our Pasifika Centre refurbishment.

Pacific peoples have always brought rich culture, storytelling, entrepreneurship, and leadership to the Manawatū region. Investing in Pacific communities benefits the wider city, strengthening social cohesion and supporting a vibrant, diverse Palmerston North.

## From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?

The goals of the Pasifika Reference Group are continuing to grow and are aligned to the strategic direction of Palmerston North City Council, but also ones that Pacific peoples want to see in the city:

### Thriving Pacific language, cultures and identities

- Continue supporting cultural festivals and celebrations.
- Explore opportunities for new cultural initiatives across the city.
- Continue to invest in the Pasifika Centre at Bill Brown reserve that in the future will include a Fale for future growth.
- Support a regional Pacific peoples' event/forum for networking, growth and sustainability of equitable outcomes of all.

### Prosperous Pacific communities

- Increase engagement with Pacific businesses, organisations and our community to understand opportunities and barriers, not just through Pasifika Reference Group.
- Support pathways for Pacific entrepreneurs, traders, and professionals to build sustainable economic futures.
- Encourage Pacific representation within Council structures and advisory groups.
- Strengthen partnerships that uplift Pacific families, especially in education, workforce development, skills, and leadership.

**Resilient and Healthy Pacific peoples**

- Strengthen Pacific access to services across health, wellbeing, housing, and social support.
- Work alongside Pasifika Health providers, churches and community groups to improve health outcomes.
- Support housing security for Pacific families and ensure Pacific voices are heard in city-wide wellbeing planning.

**Confident and thriving Pacific young people**

- Increase opportunities for Pacific youth leadership, creativity and innovation.
- Continue to champion Pacific youth voices across Council discussions.
- Support programmes that build confidence, wellbeing, cultural pride and a sense of belonging for Pacific rangatahi.

For Pasifika communities to truly thrive in Palmerston North, we believe we must focus on “what really matters” ensuring our people are seen, valued, and supported through culturally responsive services, inclusive decision-making, and meaningful investment in our futures. Creating the conditions for a thriving Pasifika community means our people have fair access to opportunities, culturally grounded support, and the resources needed to flourish across education, housing, health, and economic wellbeing. Our group will continue to bring cultural and lived perspectives to the Council tables we are invited to sit at.

HE AHA RĀ NGĀ WHĀINGA MATUA? WHAT REALLY MATTERS?



# REACH

(Roslyn Education and Community Health)

## About us

REACH (Roslyn Education and Community Health) is a community organisation working with Roslyn people, for Roslyn people.

## From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?

### Cost of living and basics

Cost of food and necessities are high;  
Council rates are not affordable.

### Cost of transport and parking

There's a wish for more standardised/  
consistent fees. Bus fares are high,  
adding to overall financial pressure.

### Employment and support

Not enough jobs/employment opportunities. There needs to be better access to communication and support for employment (e.g., help connecting people to jobs, services, or information).

## What changes (small or large) would make the biggest positive difference in people's day-today lives in our communities?

### Community involvement in service design, planning, delivery, evaluation of a community wellbeing hub.

Run by Council with its purpose being to help and support people, offer referrals, and provide services in a central, accessible place.

### More food support in the community

Including tree planting and community gardens, linking food security with greener neighbourhoods and communal spaces.

**Support for older people**

An organisation that can provide activities for older people in the area, so seniors have things to do and places to connect.

**More playgrounds, including basketball courts at parks or skate parks for young people.****Community involvement in decisions**

More community involvement in planning, service design, and activities.

**When the Council is considering where to invest its resources, what do you think are the top three priorities?**

Investment in community infrastructure, including libraries and technology access, adequate funding for these services, a second mobile library, improving reach to people who can't easily get to a branch.

Reduce social isolation, including counselling, interpreting support for medical appointments and other services, and transport so people can actually access these supports.

Rates affordability: Strong reminder that rates must be affordable. That Council spending choices should reflect what residents are struggling with financially. Focus on essentials, such as water, roads, sewage and community services and not optional projects either avoid or defer the Te Motu o Poutoa civic marae and cultural centre project so that funding and attention go to basics first.

**What are the things that the Council has achieved in the past ten years that has improved life in our communities?**

- Social housing
- Pit Park & Linklater Reserve
- More events and cultural celebrations
  - providing buses for the events

**When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

Community cohesion and connectedness services and activities such as the creation of the community hub in Roslyn. The hub is seen as the central, flagship change that could bring together support, services, social connection, and community-led activity in one place.

# Seniors' Reference Group

## About us

The Seniors' Reference Group acknowledges Council's membership in the WHO Global Network for Age-friendly Cities and Communities. For the SRG, "age-friendly" is a lived lifestyle—embedded in transport, housing, green space, culture, and digital access. Our aim is a Palmerston North that is attractive and affordable to live in, with reasonable rates, strong community connection, safe cycleways and walkways, and ever-greener neighbourhoods.

## From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?

### Keeping Palmerston North attractive and affordable

Deliver value for money so rates remain reasonable while protecting essential services and neighbourhood amenities.

### Affordable, accessible housing for older people

Increase supply of warm, safe, adaptable homes close to services and transport.

### Accessible, affordable public transport

Reliable, frequent, universally designed services that link suburbs, hubs, health, retail, and recreation.

## What changes (small or large) would make the biggest positive difference in people's day-to-day lives in our communities?

- Community hubs across the city—welcoming places to congregate, access services, share kai, connect across cultures, and host intergenerational programmes.
- Complete the cycleway network connections to create seamless, safe routes to shops, parks, the river, and hubs.
- Enable more homes through partnerships, mixed-tenure developments, and supportive planning to meet older people's needs.

**When the Council is considering where to invest its resources, what do you think are the top three priorities?**

- Custodianship of core assets with even maintenance and compliance profiles across years, avoiding spikes and deferrals that raise future costs.
- Reliable water services (drinking, stormwater, wastewater) with resilience and quality at the forefront.
- Smart, effective technology that benefits residents—e.g., tools like Snap Send Solve—paired with digital inclusion so seniors can use them confidently.

**What are the things that the Council has achieved in the past ten years that has improved life in our communities?**

- Cycleways and walkways that invite active travel and social connection.
- Enduring partnership with Rangitāne and the progression of the Māori ward, strengthening representation and shared stewardship.
- Vibrant events and performing arts reflecting our diverse, culturally hearty city.

**When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

- Continue work that will enhance people’s lives including: cleaner water quality, enhanced habitats, accessible river paths, and river-facing community spaces that anchor wellbeing, recreation, and identity.

HE AHA RĀ NGĀ WHĀINGA MATUA? WHAT REALLY MATTERS?



# Sport Manawatū

## About us

Sport Manawatū is a charitable trust and has been active since 1987, they deliver a wide range of programmes, services and events that support play, active recreation and sport across Palmerston North City, Manawatū, Horowhenua and Tararua.

Physical activity plays a vital role in creating healthier, happier individuals and stronger, more connected communities. As the recognised Strategic Lead for play, active recreation and sport in the region, Sport Manawatū works in partnership with local authorities, community organisations and the wider sector to increase opportunities for people to be active.

Through system leadership, collaboration and sector capability building, Sport Manawatū supports the development of a sustainable, inclusive and resilient play, active recreation and sport sector, contributing to improved wellbeing outcomes across the region.

## Insights across Palmerston North

Across the country, participation among young people is rebounding toward pre pandemic levels, with more tamariki and rangatahi joining organised activity again. Adults are also increasing their activity, with 61 % now meeting physical activity guidelines which strengthens the overall environment for youth activity.

For Palmerston North, 73% of the community participates regularly and activity levels remain consistent regardless of where people live.

Tamariki are the most active age group and older adults aged 64 to 74 are just as active as rangatahi aged 15 to 17. Young people are primarily motivated by fun, connection, and wellbeing, with 78% naming fun as their top driver.

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Barriers persist and are increasing for some groups, particularly around cost, access, time, and confidence. This is especially true for tamariki.

Participation gaps remain for girls, ethnic minority groups, disabled young people, those living in high deprivation areas, rainbow communities, and rangatahi with mental health challenges. Coaches are a key part of the system but volunteers are hard to find, cost of gear and facilities limits access for some families which affects who gets to participate in a pay to play environment.

## Priorities within the Sport sector

Through our direct relationships with Regional Sport Organisations, the following priorities and opportunities have been identified for Codes and partners for the sector:

### Resource Sharing & Collaboration

The ongoing funding and resourcing challenges within the Sport and Recreation sector are compounded by rising living costs, which affect the discretionary spending of whānau, as well as increasing expenses related to venues, wages, and operational overheads.

Given these circumstances, the sector is open to understanding and implementing models that facilitate the sharing of staff and facilities, establish knowledge hubs, provide templates, and encourage collaborative practices among volunteers and officials.

### Facilities

Concerns persist regarding the adequacy and utilisation of facilities, particularly in light of increasing participation among girls and instances where multiple sporting codes

share the same resources. Key issues involve storage capacity, ensuring year-round access, and optimising the use of available assets.

Council has the opportunity to review ground allocation, facility provision, and partnership agreements in ways that support the ambitions of all sports. This should include considerations for cost-sharing and collaboration across different sporting codes and within the broader sector.

### **Sport and Recreation Governance & Board Collaboration.**

Governance is a key priority in our sector, with board roles, recruitment, and training central to recent discussions. Our codes value collaboration on initiatives like the Online Community Gambling Bill and Long-Term Plan submissions. By working with Sport Manawātū, Council can be supported to promote joint planning for facilities, ensuring that new community spaces are multiuse, sustainable and suited to code and community needs.

### **Funding & Financial Sustainability**

Financial sustainability in such fiscally constrained times is having a huge impact on the amount of funding available for our sector, affordability for families and, access to affordable facilities and resources to enable sport participation. Key areas of support that can be provided include advocacy for more funding at regional and national levels, continued support for individuals with greater barriers to participation through the Active Communities Fund and consideration for the development of a fund to support high performing athletes locally to attend national and international sporting events.

### **Volunteer Sustainability in Sport**

Community Sport relies heavily on volunteers, yet recruitment and retention are declining as people's lives are busier and become time poor, as well as negative publicity recently. Support of volunteers through side line behaviour programs and education are emerging as a proactive way of enhancing experiences for volunteers. Ensuring that this messaging is present in Council owned-spaces and built into SLA's could support additional sideline safety and messaging will support ongoing positive experiences for players and volunteers.

### **Spaces and Places, (He Rā Ki Tua)**

He Rā Ki Tua is the updated Horizons Region Spaces and Places Plan for Sport and Recreation. Its main goal is to help all stakeholders understand community needs and share a vision for providing quality spaces for active recreation and sport in the Horizons region.

All seven Councils in the Horizons area have approved the plan, which serves as a useful tool for both Councils and community groups when deciding on facility development or use throughout the city.

Currently, Manawatu Gymnastics and Manawātū Kiwi Canoe Polo are using this decision-making framework as they work toward acquiring or developing new facilities.

### **Sports Event Partnership Fund**

The Sports Event Partnership Fund is an important investment for Palmerston North, generating nearly \$38 in economic benefit for every Council dollar spent. Multi-year agreements with national sport organisations help sustain the city's reputation as the "home of secondary school sport." Rising event costs are, however, limiting the number of events supported by the fund.

### **Additional opportunities**

Given the information provided through insights data collected for our City, alongside the voice of our codes, additional opportunities in recreation and community development to further improve access to physical activity include:

#### **Improve access to safe, culturally relevant spaces**

Invest in neighbourhood play spaces, walking and wheeling routes to school, and accessible recreation areas that reflect and welcome diverse communities. Safety and cultural belonging are key motivators for physical activity and our city has the unique opportunity to weave together mana whenua and multicultural community aspirations into our community spaces.

**Reduce cost barriers for families**

Consider subsidised or low cost entry to community sport, loan pools for gear, or transport solutions that support tamariki and rangatahi who would otherwise miss out. Additionally, funding specific initiatives for girls, disabled young people, those from ethnic minority communities, rainbow rangatahi, and communities facing high deprivation to support access to physical activity in ways that are meaningful to them.

**Invest in whānau centred activation**

Fund or continue to co deliver initiatives that encourage families to be active together. This aligns with motivations around fun and connection and supports sustained behaviour.

**Build confidence pathways for rangatahi**

Back community groups, clubs, and youth organisations to create low pressure, social, beginner friendly programmes with positive role models. Confidence is a major gateway for participation. To strengthen this, and given their critical role in participation, invest in coach development and reduce financial barriers that prevent young people from engaging in sport where coaching is required.

**Enhance access to everyday active transport**

With 71 percent of tamariki travelling to school by car, there is significant opportunity to support walkability, safe cycle routes, and wheeling programmes. Even modest shifts can contribute to daily movement. Given that our largest drop off's occur from Year 9 onwards, targeted work for Year 6-9 students on use of roads, pathways and accessible routes could support a reduced drop off in activity levels.

**Promote technology enabled activity**

Partner with community organisations or schools to use apps, wearable tools, or activity challenges that convert screen time into active time.

**Protect and enhance outdoor environments**

Continue investing in parks, trails, and open spaces that support the activities most loved in the region walking, running, cycling, and whānau time. These are central to our local activity identity and are no or low cost.

Investing in physical activity delivers significant returns for our community. Sport NZ's Social Return on Investment study shows that every \$1 invested in recreational physical activity generates an estimated \$2.12 in social value. This impact spans improved physical and mental health, enhanced wellbeing, increased productivity, and stronger social connections. These benefits not only reduce long-term health costs but also contribute to a more vibrant, resilient, and connected community—making physical activity one of the most cost-effective investments councils can make. Healthy communities support strong economies and attract residents and workers.



# Square Edge Community Arts

## About us

Square Edge Community Arts is a not-for-profit organisation with more than 40 years of experience working with, and within, our community.

Square Edge embraces the broadest definition of the arts. Our beautiful three-storey Art Deco building and courtyard stables are home to a diverse range of artists and creatives. These include practitioners across drama, language education, singing, picture framing, cabaret performance, dress making, painting, arts therapy, creative spaces for people with disabilities, a pottery studio, a sustainable bookstore, art supplies and retail, and our community continues to grow!

Our venues support a flourishing variety of activities, hosting art workshops, yoga and exercise classes, music, comedy and theatre sessions, dance rehearsals, and creative performances.

As a sector-lead organisation, Square Edge provides guidance and ongoing practical support to many groups and individuals. We work collaboratively to develop programmes and new initiatives that strengthen our creative community.

Square Edge also delivers monthly exhibitions across our five gallery spaces, showcasing emerging and established artists. Our galleries provide a professional platform for creative voices in Te Papaioea and beyond to express narratives that address social, cultural, environmental, and political issues through all forms of art practice.

Each year we present Art Trail Manawatū, a major regional event showcasing over 100 artists in studios and venues throughout the region.

Our mahi is dynamic, people-centred, and at the lively, creative heart of the Palmerston North community. At Square Edge, we aspire to cultivate a welcoming and inclusive environment where the arts, community wellbeing, and connection are seamlessly woven together. We aim to enrich the wider community by providing a place for everyone to learn, express, create and grow.

## **From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?**

### **Financial Security**

Most artists, makers, creative and community groups face ongoing financial instability. Irregular income, rising living costs, and short-term or project-based funding make it difficult to sustain creative careers or maintain long-term planning. As funding becomes increasingly spread across a growing number of groups and individuals, it is becoming harder for smaller or emerging individuals and groups to secure sufficient support for projects.

### **Wellbeing in the Creative Sector**

Creatives & community workers often work in uncertain environments, balancing multiple roles and ongoing projects. This instability and pressure contribute to stress and burnout across the sector.

### **Access to Classes and Training Opportunities**

Financial instability means many creatives have to seek work outside the sector, leaving fewer skilled artists and practitioners available to share their knowledge through teaching, mentoring, and community classes. This loss impacts the wider community's access to creative learning, connection and skill development.

**What changes (small or large) would make the biggest positive difference in people's day-to-day lives in our communities?**

- Increased access to affordable spaces, classes and opportunities to learn, connect and share skills with one another would truly make a positive difference to our communities.
- Simplifying funding processes and offering longer-term, flexible support to allow creatives and organisations to plan ahead, focus on their work, and contribute more consistently to their communities.

**When the Council is considering where to invest its resources, what do you think are the top three priorities?**

- Long-term, accessible funding to allow people to focus on delivering meaningful projects that contribute to their community without being held back financially.
- Access to safe, affordable, and well-equipped spaces is essential for community groups to learn, share and collaborate. Investment in community and creative spaces would strengthen community engagement by making these activities more visible and accessible to everyone.
- Investment in creative initiatives to enable people to share knowledge, express themselves, and develop new opportunities for connection, further enhancing the creative and vibrant city of Palmerston North.

**What are the things that the Council has achieved in the past ten years that has improved life in our communities?**

- Increased accessibility to large scale free events and opportunities to connect with others in the community. This includes diverse cultural celebrations and annual events.
- Creating a family friendly city with a growing number of green spaces and playgrounds / play spaces and activities for children.
- Encouraging community contribution to the city's vibrancy through funding opportunities such as Creative Communities Scheme.

- The community development team has worked closely with community groups to facilitate collaboration and provide support.
- Investment into community groups and projects by increasing SPG Funding by 30% over a 3 year period.

**When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

- Ensuring safe, inclusive, and equitable access to every opportunity for all communities in Palmerston North. This means removing barriers (be it financial, cultural, physical) that prevent people from fully participating in community life and all that is on offer.
- Be on the forefront of Te Tiriti, actively listening to and working alongside tangata whenua to ensure Māori voices shape decisions about the future of our city.
- Treating creativity and the arts as an essential part of life, rather than an extra, by recognising its importance in our community and investing accordingly.

# Te Pū Harakeke - Community Collective Manawatū

## About us

Te Pū Harakeke—Community Collective Manawatū has been a collective body representing community and social service organisations in Palmerston North and the Manawatū for the past 54 years. We currently have more than one hundred member organisations and individuals working across the local community and social sector.

Our vision is to see a strong, vibrant, and connected community sector in the Manawatū, and our mission is to empower community groups to participate in and contribute to the wellbeing of our community.

We are extremely grateful for the Council’s ongoing support for the community sector, particularly its commitment to financially supporting community groups through various funds in both current and previous long-term plans. This support enables the community sector to deliver a wide range of services and activities that enhance the wellbeing of the people of Palmerston North.

Our responses to the guiding questions draw on our experience as the sector lead for the community sector in Palmerston North, as well as insights from surveys and interviews conducted with our members in preparation for the 2024 Social Wellbeing Forum and our ongoing six-monthly member surveys.

## From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?

We asked this question of our communities in preparation for the 2022 and 2024 Social Wellbeing Forums. The themes that emerged from these discussions have been remarkably consistent. The issues that most significantly affect our community’s wellbeing are the cost of living, housing, mental health, and limited access to services.

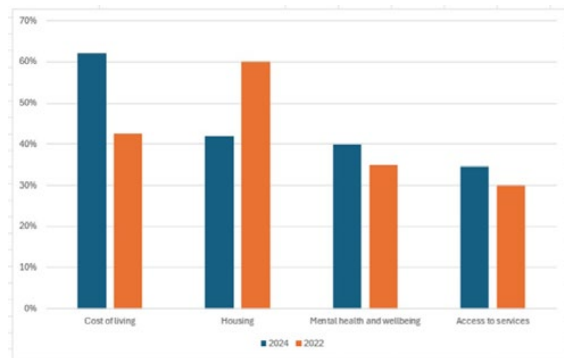


Figure 1 - the most pressing issues identified by TPH community/clients. Source: TPH 2024 Survey

## Housing

Housing prices have risen rapidly since 2020, reaching historic highs in 2022. Although they have since declined, inflation-adjusted prices remain significantly higher than they were a decade ago.

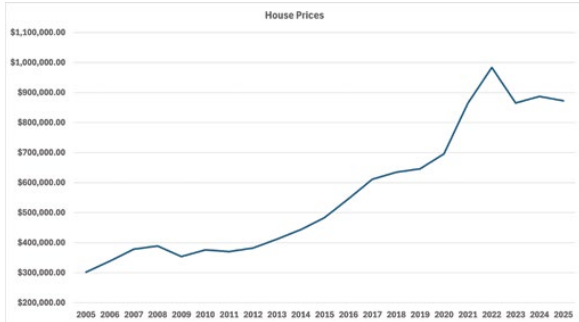


Figure 2 - New Zealand Housing Price Index: All Residential Dwellings (Q4 2003=100). Source: Reserve Bank of New Zealand

The 2023 Census reported that 2.3% of New Zealand’s population was severely housing-deprived, though the actual number is likely higher due to limitations in reporting. Housing is clearly a major issue across our population and a prime determinant of wellbeing. Participants in our 2022 Social Wellbeing Forum advocated for a housing first model — to prioritise tackling housing issues for people in need before dealing with other stressors. This is because other wellbeing challenges are often compounded when people lack stable housing.

We note a recent dip in house prices that will possibly impact housing needs. We acknowledge and commend the efforts of PNCC for investing in various forms of housing in recent years to address supply issues, and we encourage the Council to continue and expand these initiatives.

**Mental Health & Addictions**

Mental health continues to be a major area of concern. In 2023/24, 13% of the population reported experiencing high to very high levels of distress in the four weeks prior to reporting, according to Statistics NZ. While the specific causes of ongoing stress remain unclear, the data suggest it is an emerging area of concern. However, the same report shows slight improvements in rates of loneliness, perceived safety, and trust, with 76% of people still reporting high life satisfaction.

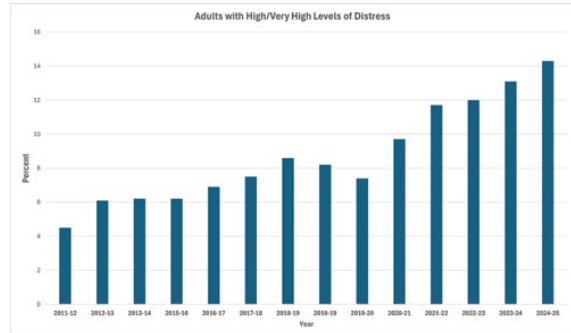


Figure 3 - Percentage of people who reported high or very high levels of psychological distress in the past four weeks. Source: Statistics NZ, 2024

In our interviews with kaimahi across our sector last year, they reported increased rates of social isolation and anxiety following the COVID-19 pandemic, largely as a result of lockdowns. These effects were particularly pronounced among younger people due to disruptions in their schooling. While it might have been expected that levels of anxiety would decrease as we moved further away from the pandemic, the data indicate that this has not been the case.

**Access to Services**

Access to essential services, including health care, financial support, counselling, social work, and other specialised support, also emerged as a significant concern, with long waitlists limiting timely access. While we do not have detailed data on counsellor shortages within social services, our members reported that victims of rape and abuse have faced waits of up to a year due to staffing shortages.

In the health sector, the number of patients waiting four months or more for their first health specialist appointment more than doubled between January 2022 and January 2024. Although the Ministry of Health has set the reduction of wait times as an official target, progress has been limited, and wait times have remained largely unchanged.

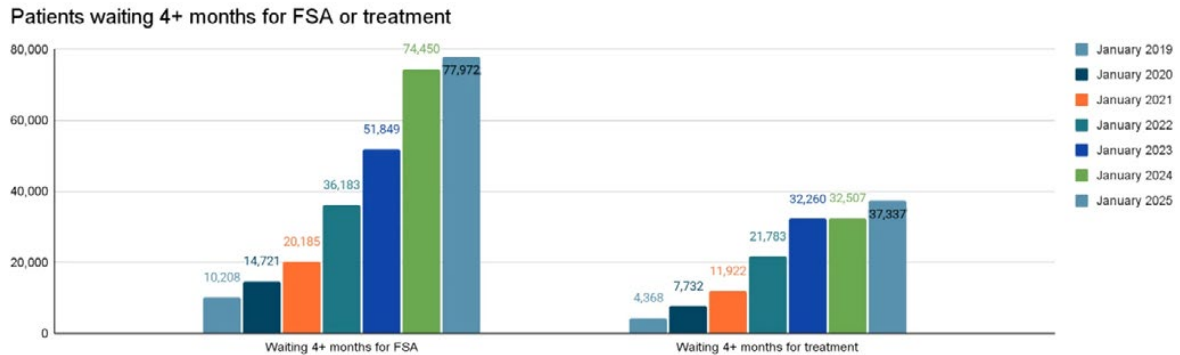


Figure 4 - Patients waiting 4+ months for first specialist appointment or treatment. Source: Policywise from Ministry of Health, 2025

Wait times for GP services have also remained high, largely due to a shortage of general practitioners. The median age of GPs in New Zealand is 52, with 44% aged 55 or older. According to the Royal New Zealand College of General Practitioners (2023), 79% of GPs report experiencing burnout, and as a result, many are limiting or no longer accepting new patients. Despite difficulties enrolling with GPs elsewhere, this does not seem to be an issue in our city, according to Think Hauora. Instead, the main barriers are likely to be the cost of visits and the wait times, rather than the availability of clinics to enrol in.

Kaimahi across our community have expressed growing frustration with the public health system through both interviews and surveys. The lack of access to health services not only exacerbates existing health issues but can also lead to additional physical, mental, and lifestyle challenges over time.

**What changes (small or large) would make the biggest positive difference in people’s day-to-day lives in our communities?**

In our 2024 survey, when asked about the sector’s biggest weaknesses and threats, kaimahi overwhelmingly identified a lack of funding and challenges in retaining qualified staff as key risks to community wellbeing. Increasing the number of skilled professionals working in the community and social services sector would significantly enhance people’s ability to manage day-to-day challenges.

The Pay Equity legislation change in May this year dealt a significant blow to the sector, with a pay equity claim close to being settled that would have significantly assisted staff recruitment and retention in the Social Services Sector. While we appreciate that this issue is beyond the scope of PNCC, Pay Equity for Social Service staff would fundamentally shift the pressure on the sector workforce.

Early intervention is also essential to reducing the strain on the sector. Initiatives such as free health checks, particularly when they are physically accessible to high-risk communities, can help prevent complications arising from untreated conditions. Likewise, effective promotional campaigns that highlight the work of community organisations and encourage people to seek help early can reduce the number of high-risk and complex cases.

Finally, housing remains a fundamental need that many of our communities continue to struggle with. Secure and accessible housing prevents many other wellbeing issues from worsening. We anticipate that PNCC’s decision to expand medium-density housing will have a meaningful and positive impact on our communities in the years ahead.

**When the Council is considering where to invest its resources, what do you think are the top three priorities?**

As noted above, we believe that general funding for the community and social sector, programmes that promote early intervention and access to services, and continued support for housing are cost-effective ways to improve the wellbeing of people in Palmerston North.

PNCC funding streams, such as the Strategic Priority Grant and Sector Lead contracts, continue to play a vital role in strengthening our communities. The Sector Lead organisations help coordinate and facilitate collaboration across the sector. We recommend that the Council establish a dedicated fund for Sector Lead Partnerships as outlined in the current Funding Policy, separate from the Strategic Priority Grants, to ensure that this coordination work does not detract from or compete with frontline service delivery.

We also note that in previous discussions with the Council, there has been a request from the sector to increase the cap for applications to the Community Development Small Grants Fund from \$5,000 to \$10,000. This change would better align with population growth and community demand and further strengthen the sector's capacity to deliver essential services.

**What are the things that the Council has achieved in the past ten years that has improved life in our communities?**

The Strategic Priority Grant and Sector Lead contracts have been an immense benefit to our communities. Over the years, PNCC has been highly responsive to the needs and concerns of our people. This collaboration has had a direct and meaningful impact on the lives of those in need, and for that, we sincerely thank you.

The development of more social housing. Given that women live longer, and earn less across their lifetimes than men, the demand for warm, dry, pensioner housing is important compensation for historic undervaluing of women's work.

**When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

We hope that in ten years' time, we can look back on the history of Palmerston North and know that we played our part in preventing society-wide wellbeing crises. PNCC is a model of how holistic thinking with a wellbeing and social cohesion focus, and strategically applied funding, makes a positive impact on quality of life for all.



# Te Tihi o Ruahine Whānau Ora Alliance

## About us

Te Tihi o Ruahine Whānau Ora Alliance is an alliance of nine hapū, iwi and Māori voluntary organisations and service providers across the MidCentral region:

- BestCare Whakapai Hauora (Rangitāne)
- Te Wakahuia Trust
- He Puna Hauora
- Raukawa Māori Wardens
- Māori Women's Welfare League - Rangitāne and Ngāti Kauwhata peka
- Ngā Kaitiaki o Ngāti Kauwhata
- Te Roopu Hokowhitu (Ngāti Raukawa ki te Tonga)
- Te Kete Hauora o Tamaki nui a Rua
- Muaūpoko Tribal Authority

Te Tihi is committed to advancing the wellbeing and aspirations of whānau, hapū, iwi and hapori Māori across the MidCentral region. Our aim is to mobilise whānau centred innovation, strengthen Māori service delivery, and uphold Te Tiriti o Waitangi through culturally grounded approaches. We work collaboratively across sectors to design and deliver solutions that are led by whānau voice, guided by mātauranga Māori, and focused on meaningful, sustainable outcomes.

The nine iwi and Māori home organisations deliver a diverse range of kaupapa Māori services that reflect the unique identities, aspirations and strengths of their communities. Their mahi spans health and wellbeing, rangatahi development, cultural revitalisation, housing, education, and whānau-centred support, alongside initiatives in science, youth employment pathways, Youth Justice, workforce development, environmental restoration, creative industries and wāhine Māori leadership.

HE AHA RĀ NGĀ WHĀINGA MATUA? WHAT REALLY MATTERS?

Te Tuahiwi, Te Tihi's backbone infrastructure, supports the home organisations by coordinating shared kaupapa, advocating for collective impact and amplifying whānau voice. Te Tuahiwi operates across key strategic wāhanga including Kaupapa Innovation, Orooro Matua (Communications), Te Matarau (Digital systems), Te Mana Whakahaere Raraunga (Data ecosystems), Pikihia te Poutama (Māori workforce development), Housing, Puna Ora (Māori health advancement) and Te Whaiao (Service Quality and Improvement). Te Tihi is governed through an Alliance Board with representatives from each home organisation, ensuring shared decision-making and accountability. Each home organisation retains mana motuhake and leads its own locally designed kaupapa.

## Ora Konnect and the connection to Te Tihi

Ora Konnect is a tangata whenua-led collective impact initiative focused on "4412 - Connecting Communities for Wellbeing" in the South Western suburbs of Palmerston North (Awapuni, Highbury, Cloverlea, Tākaro and surrounding suburbs). It brings together local whānau, community leaders and services to:

- strengthen place-based leadership
- connect whānau to supports and opportunities
- grow community-led responses to systems challenges
- ensure that decisions about the 4412 are informed by the people who live there.

Te Tihi provides backbone and the Container of Change support to Ora Konnect through Te Tuahiwi – particularly in data, communications, kaupapa innovation and workforce development, while Ora Konnect anchors the lived realities and aspirations of 4412 whānau.

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**“He Ao Tōmua, He Iwi Tōnui” – why this profile matters for What Really Matters 2026**

“He Ao Tōmua, He Iwi Tōnui” is a whānau-centred narrative of the 4412 area, developed by Te Tihi o Ruahine on behalf of Ora Konnect. It is a living, future focused kōrero shaped by whānau voice, weaving together surveys, interviews, workshops, kura-based activities and community events, with contributions from over 600 whānau, rangatahi and community members. Rather than a narrow “needs analysis”, “He Ao Tōmua, He Iwi Tōnui” sets out a vision of “a future-ready world, prosperous people”. This vision is explored through three interconnected sections:

- Tū Tohu Whenua – grounding the kōrero in the whenua, cultural landmarks, and identity of the 4412 rohe.
- Pūrongo ā Tangata – presenting demographic insights and statistical data that frame the realities of our communities.
- Kōrero o te Ngākau – amplifying whānau voice across key wellbeing themes:
  - Kai Sovereignty and Food Security
  - Health and Wellbeing (taha whānau, tinana, hinengaro, wairua)
  - Community Spaces and Environments
  - Safety, Stability, and Security (housing, income, employment)
  - Digital Inclusion and Access to Technology.

These themes highlight what supports whānau ora and community wellbeing, what gets in the way of whānau thriving, and what whānau say needs to change in the systems and services around them.

This submission draws directly on “He Ao Tōmua, He Iwi Tōnui”. Our intention is to speak from a whānau voice perspective, with Te Tihi and Ora Konnect acting as conduits rather than the centre of the story; honouring the aspirations, insights, and solutions shared by whānau themselves.

**From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?**

From the perspective of whānau in the 4412, three key issues stand out over the next decade.

**Housing security, papakāinga and connection to whenua**

Whānau consistently describe housing as much more than “a roof”. A home is the base for language, culture and values; where tamariki feel safe; where people can rest, host and belong. Housing insecurity is experienced as a constant source of stress that unravels other areas of life (health, education, employment, relationships).

Alongside this, there is a strong aspiration to be closer to whenua and marae, and to live in ways that reflect whakapapa and collective life. Whānau talk about:

- Māori-led housing models, including papakāinga development in and around the city.
- Intergenerational living that allows whānau to support each other across the life course.
- Policy and planning settings that recognise “home” as a cultural and collective space, not only an individual asset.

Over the next ten years, the challenge is not only to increase the supply of warm, affordable houses, but to enable pathways into papakāinga and whenua-connected housing arrangements that uphold mana motuhake and identity.

**Holistic wellbeing – taha whānau, tinana, hinengaro, wairua**

Whānau in the 4412 understand wellbeing holistically. They emphasise:

- Strong, nourishing relationships within whānau and neighbourhoods.
- Access to physical activity, organised sport, and safe, welcoming places to play - including parks and recreational spaces designed to be inclusive and sensory-friendly for neurodiverse tamariki and rangatahi.
- Responsive mental health and addiction support that is non-judgemental, culturally grounded and easy to access.

- Spaces and practices that nurture wairua – connection to whenua, marae, wai, reo, tikanga and faith.

Rangatahi talk about wanting things to do, places to go and adults they can trust. They want to feel safe walking in their neighbourhoods, to join sport or creative activities without significant cost barriers, and to know where to turn if they or their friends are struggling. For many, this includes having parks and play areas that cater to diverse needs — sensory zones, quiet spaces, and inclusive equipment that allow all tamariki to participate and feel safe.

The issue for the next decade is how to build systems, services and environments that support this balance across all four pou, rather than treating physical, mental, social and spiritual wellbeing in isolation.

#### **Community infrastructure, income and digital inclusion**

“He Ao Tōmua, He Iwi Tōnui” shows how strongly whānau value:

- Local community spaces – parks, pools, libraries, halls, marae, churches and sports facilities.
- Community events and celebrations that reflect the cultural diversity of the 4412.
- Lifelong learning opportunities in community settings.
- Fair, stable income and meaningful, values-aligned employment.
- Access to devices, data and digital skills so that the online world is a doorway, not a barrier.

Cost-of-living pressures and uneven digital access are amplifying inequities. Without deliberate action, these pressures will continue to limit participation in education, employment, cultural life and civic processes. Alongside this, insights highlight the value of household income opportunities through investment in small businesses, start-ups, and innovation. Supporting entrepreneurship and local enterprise can create pathways for financial resilience, job creation, and community-led solutions that reflect local strengths and aspirations.

A key challenge for the next ten years will be ensuring that community infrastructure (physical and digital) and local economies are designed so that all whānau can participate, not just those who are already well-resourced.

**HE AHA RĀ NGĀ WHĀINGA MATUA? WHAT REALLY MATTERS?**

#### **What changes (small or large) would make the biggest positive difference in people’s day-to-day lives in our communities?**

Whānau emphasise practical, relational changes that reduce stress and increase connection.

Firstly, making help easier to find, easier to use and more whānau-centred would make a big difference. Whānau describe “service fatigue” – repeating their story, navigating multiple agencies, and feeling whakamā asking for support. Changes that matter include:

- Whānau-centred hubs in local neighbourhoods where people can access kai support, housing advice, health services, budgeting, digital help and social connection in one place.
- Mobile services that go to where whānau already are – kura, marae, sports grounds, community events.
- Information and support available in multiple languages and formats (including digital and kanohi ki te kanohi) so that RIMA, migrant and older communities are not left out.

Secondly, strengthening everyday spaces and activities for tamariki and rangatahi is critical. For young people, safety and belonging are experienced in very concrete ways: having somewhere to go after school, a safe park, being able to join a team or club, and having trusted adults around. Helpful changes include:

- More free or low-cost, locally based activities – especially in school holidays, that combine fun, learning and culture.
- Safer routes to walk, bike or bus to school and community facilities in the 4412.
- Youth-friendly spaces where rangatahi can gather, create, access support and lead their own initiatives with light-touch adult backing.

Within this aspiration, whānau have consistently highlighted Farnham Park as a priority for transformation. Revamping Farnham Park into a safe, inclusive, and culturally grounded space would provide tamariki, rangatahi, and whānau in the 4412 with a vibrant environment to play, learn, and connect. Whānau envision sensory-friendly zones for neurodiverse tamariki, water features, and design elements that reflect the cultural identity of the 4412. This redevelopment would not only meet

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practical needs for recreation and safety but also embody the moemoeā of creating spaces that foster belonging, equity, and intergenerational connection.

Thirdly, supporting everyday kai, transport and digital access would significantly reduce daily stress. Examples include:

- Making it easier to use public land for maara kai, orchards and food forests, and backing community kitchens and shared kai spaces in 4412 neighbourhoods.
- Improving affordable, reliable public transport within and across the 4412 and to key destinations across the city.
- Ensuring free Wi-Fi, device access and digital mentoring are available through libraries and trusted local organisations.

These are tangible shifts that whānau will feel in their kitchens, on their streets and in how they connect with the wider world.

### **When the Council is considering where to invest its resources, what do you think are the top three priorities?**

From a 4412 whānau perspective, three investment priorities stand out.

Firstly, investment in the housing continuum, including papakāinga and whenua based models. This means:

- Partnering with iwi, Māori providers and collectives to progress papakāinga and other whenua-based housing developments in and around the city.
- Supporting intergenerational and communal housing models that include shared amenities and spaces designed around cultural practice.
- Aligning housing planning with transport, employment, education and community infrastructure so that new developments are well-connected and support everyday life.

Secondly, investment in community facilities, spaces and events in the 4412. Council's investment in community infrastructure has a direct impact on how safe, connected and valued whānau feel. Priorities include:

- Improving and maintaining parks, play spaces, pools, paths and lighting in the 4412, with design

input from local tamariki, rangatahi and whānau. Farnham Park has been identified by whānau as a priority for redevelopment, not simply for new equipment but as an opportunity to address long standing inequities in park quality across suburbs. Its upgrade would enable a co-design process with Ora Konnect and local whānau, creating a space that reflects the cultural identity and aspirations of the 4412. Done well, Farnham Park could become a benchmark for inclusive, sensory-friendly, and culturally grounded public spaces, an investment that signals partnership, fairness, and a commitment to long-term wellbeing.

- Supporting multi-use community hubs (including marae and other cultural centres) that can host events, learning, services and digital access under one roof.
- Resourcing a regular calendar of place-based events and programmes that reflect the cultural diversity of the area, rather than relying on short-term or one-off projects.

Thirdly, investment in prevention and early support for wellbeing, employment and digital inclusion. Whānau are asking for systems that help them thrive, not just respond in crisis. This includes:

- Early and accessible mental health and addiction support embedded in community settings and culturally grounded.
- Pathways into meaningful employment, especially for rangatahi, linked to local initiatives such as kai systems, environmental restoration, digital roles and creative industries.
- Creating household income opportunities through investment in small businesses, start-ups, and innovation.
- Sustained digital inclusion efforts that combine infrastructure (devices, connectivity) with ongoing support and skill-building across generations.

These investments reduce long-term costs in health, justice and social services while building a more resilient, skilled and connected community.

### **What are the things that the Council has achieved in the past ten years that has improved life in our communities?**

From Te Tihi and 4412 whānau perspectives, important positive shifts include:

- The Council's Te Tiriti-led direction and partnership with Rangitāne o Manawatū, which has begun to change how Māori perspectives and rights are considered in local decision-making.
- Ongoing investment in libraries, parks, sports facilities and other public amenities, which whānau and tamariki continue to identify as important places to play, learn and connect.
- The willingness to engage sector leads and community voices early in planning processes, through initiatives such as What Really Matters 2023 and 2026, rather than relying solely on formal written submissions at the end.

These are strong foundations to build on, not endpoints.

### **When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

Looking back from 2037, we believe the most significant improvement we could identify is that Council chose to move from short-term, siloed responses to long term, place-based partnerships that are anchored in whānau aspirations and Te Tiriti o Waitangi.

If we make that shift now, by 2037 we would hope to be able to say that:

- Whānau in the 4412 have reliable access to warm, secure homes, including papakāinga and whenua-based housing that reflect whakapapa and collective life.
- No whānau regularly goes without kai, because community-led kai systems, urban farms, maara kai and shared kitchens are a normal part of city life.
- Tamariki and rangatahi in the 4412 can move safely through their neighbourhoods, access activities and learning close to home, and see their cultures reflected in public spaces and events.

- Digital inclusion is a given, not a privilege, and kaumatua, migrant communities and rangatahi all have the tools and support they need to participate confidently.
- Decisions are consistently made in ways that uphold mana, tika, pono and aroha – honouring Te Tiriti, trusting local leadership, and measuring success by the wellbeing and aspirations of whānau.

From our perspective as a sector lead, the biggest step Council can take now is to commit in its Long-Term Plan to resourcing these kinds of partnerships and place-based solutions in a sustained, predictable way, particularly in communities like the 4412.

# Youth Council

## About us

Our Youth Council is a diverse and dedicated group of young people aged 12 - 24. We capture and voice youth perspectives to the Palmerston North City Council (PNCC) and stakeholders.

We are supported by the Youth Services team to lead events and programmes that benefit young people, administer small grants, and empower and uplift youth voices.

We collaborate with PNCC and the wider community to create opportunities and positive outcomes that reflect the needs and aspirations of young people in Palmerston North.

## From the perspective of the communities or groups you represent or support, what do you see as the three most important issues facing our communities over the next ten years?

### Environment

Young people in Palmy are feeling the pressure of climate change not just as a future global threat, but as something shaping their housing, job prospects and health right now. For housing, flatting and student accommodation has become increasingly unaffordable, with weekly rents increasing by 6.4%. As climate change intensifies, flood-prone areas near the Manawatū River could push housing costs up further due to insurance risks and stricter building regulations.

At the same time, the river itself, once a vital recreational and cultural site, remains heavily polluted. The most recent catchment water quality report showed key sites near Palmerston North failing to meet national bottom lines for human use due to E. coli and nutrient runoff. This means

the river is essentially unusable for safe swimming or regular youth recreation. For 12-24 year-olds, this removes an important natural space for wellbeing, sport, connection and cultural identity.

On top of this, job opportunities in the green sector are emerging, but without targeted training and support, youth may miss out on these transitions. The Palmerston North City Council has committed to a 30% emissions reduction by 2031, and youth-led groups like the Manawatū branch of School Strike 4 Climate are urging stronger action. When youth can't swim in their river, can't afford housing, and can't access climate-resilient jobs, the city loses their confidence. The Council must act to revitalise the riverfront, restore water quality in collaboration with Horizons, and integrate youth into climate planning and business development or risk losing the generation who would otherwise shape Palmy's future.

### Student/Youth Culture

Young people in Palmerston North, especially those aged 16-24, consistently express frustration over the lack of vibrant social opportunities and a student nightlife that reflects their needs and culture. While spaces like Youth Space offer drop-in services for 13-19 year-olds, older youth, including university students and early-career professionals feel increasingly isolated, excluded from youth facilities yet underserved by adult-centric nightlife.

Youth have described Palmy's nightlife as "dead," lacking venues or events that cater to younger audiences, and student groups online often highlight the gap between available events and youth interests. On most websites such as Trip Advisor, the top 10 things to do in Palmerston North include places such as I-site, The Rose Gardens

and leads you to places outside of Palmerston North such as Himatangi Beach. Thus, showing that Palmerston North is not actively engaging youth.

Compounding this is the city's rising cost of living, leaving young people with little disposable income to engage in community or cultural life. Limited night-time public transport, poor street lighting (key noticeable areas being The Square and Milson), and safety concerns after dark further discourage participation in city life.

### **Image Restoration**

Palmerston North's image among youth suffers from a persistent perception that the city is "boring" and lacking in cultural vibrancy, especially when it comes to visible Māori presence, events, and the underutilised potential of its natural surroundings. Despite being home to Rangitāne o Manawatū, there are limited public artworks, events, or installations that centre Māori stories, identity, and artistic expression. The city's Art Map highlights only a few Māori works, and these are not always located in highly visible or central youth spaces. This absence contributes to a sense among Māori and Pasifika youth that their heritage is not fully reflected in the urban landscape.

At the same time, Te Āpiti - Manawatū Gorge, a powerful natural and cultural taonga, remains largely promoted as a walking track rather than a youth-friendly adventure and cultural experience. As echoed on social media and in local forums, many young people feel Palmerston North lacks energy, events, and identity, particularly nightlife or spaces that speak to youth creativity and heritage.

### **What changes (small or large) would make the biggest positive difference in people's day-to-day lives in our communities?**

#### **Environment**

To address growing youth concern over climate change and environmental degradation, one of the most meaningful changes Palmerston North City Council (PNCC) could make is the visible expansion of green infrastructure that young people can interact with daily.

While the Council has adopted a Climate Action Plan aiming for a 30% emissions reduction by 2031,

many youth feel that change is too slow or abstract. Greening the city in practical ways, like planting fruit trees and community gardens would enhance food security for the vulnerable. Pollinator gardens, native groves, and shaded walkways in residential suburbs, schools, and near youth hubs, would allow youth to see and feel the change. These should be co-designed with young people, giving them input and ownership over their future environment.

Additionally, restoring the Manawatū River for recreation would have an enormous day-to-day impact. Youth currently lack safe places to gather outdoors, and the polluted state of the river removes what could be a central community space. Regular public water quality updates, safe riverbank zones, and connections to youth environmental groups would not only encourage environmental stewardship but also offer spaces for sport, reflection, and gathering. Youth want climate action, but they also want a green city they can live and breathe in every day.

#### **Youth Culture/Youth Friendly Spaces**

Day-to-day life for young people in Palmy is often characterised by disconnection and limited access to safe, engaging spaces, especially in the evenings. To change this, the Council could establish regular free or low-cost pop-up events centred around sports tournaments, open-mic nights, DJ sets, food trucks, and creative competitions targeted specifically at certain age groups. These should be hosted in accessible areas like The Square or riverfront parks, with extended public transport and lighting to ensure safety.

Further, Youth Space, currently limited to ages 13-19, could be expanded or replicated to create a zone for 20–24-year-olds. An example of a change that could be implemented to maximise the involvement of 20–24-year-old is by extending the closing times of places such as Youth Space or similar youth centric venues. Crucially, improving night-time street lighting in areas like Milson, Highbury, and central pedestrian routes would enhance perceptions of safety and enable youth to participate in these spaces confidently. When young people feel safe and have spaces to express themselves, they are far more likely to contribute positively to their communities and remain in the city long term.

### **Image Restoration**

While the city has invested in some events and installations, the absence of widespread Māori art and underuse of significant natural features like the Te Āpiti - Manawatū Gorge reinforce the idea that Palmy is a place to pass through, not stay. To change this, PNCC could develop initiatives inspired by Rotorua's Te Puia model, enabling native conservation and planting, in conjunction with the hosting of Te Matatini and finally Rotorua's Roto-Vegas adventure hotspot. Thus, should invest in permanent, youth-led public art installations that tell the stories of Rangitāne o Manawatū in bold, creative ways, not just plaques or statues, but murals, digital projections, interactive carvings, and youth-produced media.

Cultural infrastructure could be supported by activating the Gorge as a major youth and adventure tourism asset: ziplining, cultural hiko (walks), eco-camps, and guided kayaking tours. Promoting these through youth social media influencers and digital campaigns would reshape external and internal perceptions of the city. Additionally, improvements to public spaces in the CBD, from vibrant lighting and signage to public art festivals that include Māori, Pasifika and migrants, would allow Palmerston North to become a city that truly feels like it represents its people. These changes aren't just aesthetic, they shape how young people see themselves within their city, and whether they feel proud to call it home.

### **When the Council is considering where to invest its resources, what do you think are the top three priorities?**

#### **Climate Change/Environment**

One of the most strategic and future-focused areas for Council investment is city-wide environmental improvement, not just as a climate action measure, but as a core driver of community wellbeing and urban liveability. Implementing greenery throughout the city, such as edible landscapes, fruit tree trails, pollinator gardens, native groves, and green corridors, would provide daily interaction with nature for residents, improve biodiversity, and enhance food security through partnerships with community food banks.

These projects should be prioritised in both the

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CBD and surrounding suburbs, making nature visible and accessible across the city. Vertical gardens, vine-covered buildings, and green walls can transform otherwise dull infrastructure into living, breathing parts of a healthy urban ecosystem. Introducing cherry blossom avenues and native bush pockets would not only improve aesthetics but encourage seasonal tourism, improve air quality, and provide shaded public spaces.

In parallel, the restoration of the Manawatū River is essential, transforming it from a polluted waterway into a safe and welcoming site for recreation, exercise, and cultural events. This should be done in partnership with local iwi and Horizons Regional Council, embedding Māori ecological values into river management and planting strategies. Ultimately, investing in environmental restoration and urban greening supports Palmerston North's resilience, makes the city more attractive, and unlocks long-term economic and wellbeing benefits for all generations.

#### **Youth Friendly Spaces and Activities**

Palmerston North must prioritise the development of safe, accessible, and engaging youth spaces to support its young population. Investment should go toward revitalising and expanding the existing Youth Space, while also developing additional hubs across the city that cater to different age ranges and interests.

Funding more youth events, including markets, music nights, sports competitions, and cultural workshops, will allow young people to socialise, celebrate identity, and lead community initiatives. Investing in night-time safety is also vital: better street lighting in areas like Milson and the CBD will ensure young people can access these spaces after dark without fear.

Finally, meaningful steps must be taken to address housing insecurity and the cost of living, both of which disproportionately affect young people, students, and migrants. This could include working with developers and education providers to deliver affordable, youth-targeted housing near key transport and social areas. Together, these investments will help make Palmy a more vibrant, inclusive, and affordable city that young people want to stay in and contribute to.

### Image Restoration/Branding

Palmerston North's identity suffers from a long-standing perception that it is culturally flat and lacks a defining character, particularly among youth and migrants who feel that their stories are not reflected in the city's design or events. Investment in restoring and rebranding the city's image must centre on making Māori heritage, local history, and youth creativity visible, celebrated, and central to the urban experience. Council can support this by funding murals, carvings, sculptures, and interactive installations that tell the stories of Rangitāne o Manawatū, not tucked away, but in high-traffic public spaces. Major events like Te Matatini should be hosted and supported, not just for their tourism appeal, but as community celebrations of Te Ao Māori and cultural diversity.

Further, Ashhurst and the Manawatū Gorge should be transformed into youth-focused adventure and eco-tourism destinations, featuring activities such as abseiling, ziplining, cultural trails, and guided hikoi, which can draw both residents and visitors to rediscover local landscapes. A youth-led media and branding strategy, utilising social media influencers, creative youth collectives, and content creators, would help shift perceptions of Palmy from "boring" to bold. Enhancing public spaces like the lagoon, riverside parks, and The Square through greenery, cultural art, and events will create a more dynamic and proud urban identity.

In restoring its image, Palmerston North must centre the communities that make it unique, its youth, its tangata whenua, and its untapped creative potential. To maximise this PNCC should engage with young people for decision making processes.

### What are the things that the Council has achieved in the past ten years that has improved life in our communities?

#### Key Road and Infrastructure Projects

PNCC's ongoing investment in active transport infrastructure, such as expanding cycleways, pedestrian-friendly routes, and public transport, has had a meaningful impact on young people's mobility and independence. The introduction of electric scooters and the enhancement of bus services have made it easier and more affordable for students,

youth workers, and those without access to cars to navigate the city. These changes directly support young people's participation in work, education, and social life, while also contributing to climate goals. In addition, investment in social housing has helped ease the burden of rent for vulnerable communities, especially rangatahi and low-income families, though more targeted youth housing is still needed.

#### Park and Nature Development

Palmy's natural environment has become more engaging and accessible due to Council-led development of key parks and green spaces. The creation and upgrade of Arapuke Forest Park, Memorial Park, Wildbase Recovery, and Te Arapiki a Tane have offered new opportunities for outdoor recreation, learning, and environmental connection. The Junior Road Safety Park, which teaches young children safe cycling habits, also plays an indirect role in shaping safer future riders and more active communities. Community gardens and projects like Te Whare Kai promote local food resilience, sustainability, and intergenerational learning. These natural areas serve as essential spaces for youth to unwind, connect with peers, and participate in healthy, outdoor lifestyles.

#### Recreation Improvement

In terms of recreation, PNCC has introduced several youth-friendly improvements that enrich daily life. The installation of outdoor basketball courts across neighbourhoods has provided free, accessible sport opportunities for tamariki and rangatahi, particularly in areas where formal sports facilities may be out of reach. The ongoing development of Arena 5 further positions Palmerston North as a hub for major sporting events, which inspires local youth athletes and creates opportunities for community participation.

#### Culture

Culturally, the Council has made key strides in making the city more engaging and inclusive. The development of Te Motu o Poutoa (ANZAC Park) as a heritage and scenic site reinforces local identity and the importance of shared history. Projects like He Ara Kotahi, the shared path linking the city to Linton, have blended environmental awareness with cultural storytelling, incorporating Māori design elements and native planting along the

way. Events such as the Festival of Colours and Matariki Puanga have introduced more culturally diverse and seasonal celebrations to the city calendar, encouraging families and youth from all backgrounds to come together and celebrate. These initiatives signal an important step in recognising the city's multiculturalism, though more visible everyday expression of Māori and migrant identities in public spaces remains an ongoing goal.

**When we look back from 2037, what will we identify as the biggest improvement that we could make today?**

By 2037, we will likely look back at the choices made around climate action and youth culture while incorporating Māori culture. If the Council accelerates bold, visible action now, it could transform Palmy into a people-focused, creative, and deeply inclusive city: where young people don't just live but thrive. This can be done through planting trees and restoring the Manawatū River into a clean and swimmable asset, purpose-built youth hubs, public art and cultural installations co-designed with Rangitāne o Manawatū and youth collectives to inject life into our streets and through influencer marketing and youth media, turn this town into a must-see destination.

By 2037, if these investments are made now, we will celebrate a city where the environment is woven into everyday life, where there is a generation of 12-24 year-olds who won't be asking to leave, they'll be shaping what comes next. We could look back and say this was the turning point: when Palmerston North stopped apologising for what it wasn't, and boldly became a city for youth, defined by culture, creativity, care, and community.





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# What Really Matters? 2026

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A summary of key themes

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## Executive summary

In preparation for the development of the 2027-2037 Long-Term Plan we identified a wide range of community groups and organisations that work closely with the Council to provide services and support across the city, and invited them to share their insights about the future needs of Palmerston North.

We provided these groups and organisations with five prompt questions and invited them to provide a response. We have compiled those responses into “What Really Matters? 2026.” This document is a key component of our early engagement work and will be used to inform the development of the 2027-2037 Long-Term Plan.

This document provides a summary of the issues identified by these groups and organisations for each of the five questions. We have grouped the issues according to common themes, though it should be noted that many issues could be grouped differently. The purpose is to provide a high-level overview of the issues identified by the groups and organisations who have responded to these questions. We encourage you to also read the full “What Really Matters? 2026” document for more detail.

## What do you see as the most important issues facing our communities over the next ten years?

### Access and accessibility

- Ensuring that our services, facilities, infrastructure and communications are accessible to all, and making sure that accessibility is addressed at the outset rather than as an afterthought

### Community facilities

- The adequacy and utilisation of sport facilities, particularly for facilities that host multiple sporting codes
- Working collaboratively with the sports sector

### Community health and wellbeing

- Addressing social isolation, discrimination and mental distress for vulnerable communities including rainbow community, migrants and refugees
- Wellbeing of those working in the creative sector, dealing with uncertainty and multiple roles and responsibilities
- Ensuring Pacific voices are heard in city-wide wellbeing planning
- Long waitlists affecting timely access to essential services, including health care, financial support, counselling and specialised support
- Taking a holistic view of wellbeing and building systems, services and environments that support a balanced view of the world across all four wellbeing areas

### Community support

- Declining volunteerism in the sporting sector
- Falling numbers of artists and creative practitioners available to teach and mentor community classes

### Costs and financial hardship

- Financial hardship is affecting all parts of our community, and this means they are looking for certainty and assistance with the cost of living, transport and parking
- Financial security for the creative sector, often living with irregular income sources.
- Cost of living pressures and uneven digital access amplifies inequities and limit participation in education, employment, cultural life and civic processes
- Keeping rates affordable while protecting essential services and neighbourhood amenities

### Economic development, business and employment

- Economic pressures for local businesses competing with cheaper overseas manufacturing
- Workforce challenges, including finding and retaining skilled workers
- Lack of jobs and employment opportunities
- Barriers to employment and economic participation for migrants and refugees
- Retaining international students who leave looking for employment opportunities
- Attracting investment in the city centre by actively removing barriers for investors, developers and landlords.
- Building sustainable economic futures, including for prosperous Pacific communities

**Environment and resilience**

- The impacts of climate change, and the need to put emphasis on building resilience into everything we do
- Protecting our natural environment, especially the awa, our green spaces, and our water sources
- Climate change is a global threat with real local impacts including housing, employment and health
- Food security and resilience as a core feature of economic stability

**Funding and support**

- Long-term funding and support for organisations that Council works with to provide services and meet needs within our communities
- Advocating for more funding for sports at regional and national levels, to enable greater sports participation

**Housing and homelessness**

- Housing is a critical issue – financial hardship exacerbates the problem, but supply of appropriate housing types and for diverse needs is a common refrain
- Homelessness is a concern, both in terms of the individual impacts for those who live with housing insecurity and for the wider community who may feel uncomfortable or threatened by those who are rough sleeping
- Housing insecurity contributes to a range of outcomes including health, mental wellbeing, education and employment. Hidden homelessness (overcrowding and couch-surfing) is under-reported and under-resourced.
- Housing, social services and employment support is not well-connected and greater alignment is needed.

**Identity and connection**

- Protecting our city’s heritage and taonga with fit-for-purpose facilities
- Promoting our distinctive history through partnerships with Rangitāne such as Te Motu o Poutoa civic marae
- Supporting Pacific language, culture and identities to thrive
- Increasing opportunities for Pacific youth leadership

**Roading, transport and infrastructure**

- Affordable and accessible public transport

**Safety**

- Crime and safety, especially in the city centre at night

**Technology**

- The impact of technological change, including advancements in AI

**Vibrancy**

- A lack of vibrant social opportunities and nightlife for older youth and students
- Poor perception of the city as “boring”, especially among youth, and lacking in cultural vibrancy

## What changes (small or large) would make the biggest positive difference in people's day-to-day lives in our communities?

### Access and accessibility

- Incorporate accessibility throughout all design and development work as a foundational principle
- Implement accessibility audit recommendations for streets, crossings, bus stops and public spaces
- Increased access to affordable spaces and classes for the arts

### Communication

- Improve communication with businesses regarding upcoming changes

### Community facilities

- Investment in our creative spaces to support access and ensure long-term survival
- A community wellbeing hub or hubs run by Council, with community involvement in service design, planning and delivery – to help and support people and provide services in a central, accessible place
- Grow use of Arena
- Continued investment in libraries and community centres
- Youth-friendly spaces for rangatahi to gather, access support and be creative
- Revamp Farnham Park into a safe, inclusive and culturally-grounded space

### Community health and wellbeing

- Improve welcoming pathways including more multilingual information and help navigating local systems, and support through libraries for digital skills and cultural orientation
- No bottle stores near schools, parks and other places frequented by children, young people and at-risk communities
- Increased support for after-hours and weekend services
- Bringing services to where people are
- Invest in financial literacy and education
- Improve health literacy to strengthen health and wellbeing, especially for Tagata Pasifika
- Adopt the Lalanga Fou Pacific Wellbeing Outcomes Framework in city planning
- Increasing the number of skilled professionals working in the community and social services sector would help people manage day-to-day challenges
- Making help easier to find and use, to reduce "service fatigue"

### Economic development, business and employment

- Champion small local businesses and social enterprises with promotion and supportive policies
- Work more closely with businesses on events and decision-making
- Create opportunities for international students to connect with employers for internships and mentoring
- Promote the city as a place to build a career to attract skilled workers

- Incentivise working in sectors with skill shortages, and encourage big businesses to open stores in our city

#### **Environment and resilience**

- Strengthening local food systems including food security and resilience, community gardens and food rescue as high-impact/low-cost initiatives
- Minimising waste through composting food scraps, recycling soft plastics, and supporting circular-economy initiatives that reduce landfill costs
- Create an Environmental Centre in the city centre to facilitate education, community support, emergency preparedness, and hands-on learning.
- Invest in green infrastructure, including fruit trees, community gardens, pollinator gardens and shaded walkways in suburbs
- Restore the area for recreation

#### **Funding and support**

- Establish long-term funding certainty and simplify funding process, to make it easier for community groups to plan ahead
- Treating rainbow organisations as community partners
- Embedding inclusion across all Council spaces, services and communications, internally and externally
- Involving MaLGRA as a key contact and connector for rainbow people across Council initiatives
- Consult with rainbow organisations before making decisions about visibility or representation
- Continue to fund and support Pacific communities through the various funding streams Council provides

#### **Housing and homelessness**

- Increased supply of warm, affordable, supported housing, and housing that meets diverse cultural needs
- Wrap-around housing services for people
- Housing options that suit a range of living styles and needs
- Establish a local Housing Coordination Forum involving Council, government agencies, iwi and community providers to achieve a vision of housing a human right and a foundation for wellbeing and participation

#### **Partnership with Rangitāne o Manawatū**

- Continued co-governance and co-design with Rangitāne as partner will deliver decisions that reflect local knowledge

#### **Roading, transport and infrastructure**

- Pedestrianise or close Broadway Ave
- Close George Street
- Create a one-way system around the Square
- Advocate for a ring road
- Progress the railway hub
- Provide a city tram
- Improve traffic flow by reinstating turning lanes
- Remove the Featherston Street cycleways

- Complete the cycleway network connections for seamless, safe routes to shops, parks, the river and community hubs
- Improve access to active transport, especially for year 6-9 students to improve activity levels.
- Safer routes for walking, biking or bussing to school

#### **Recreation**

- More support for older people so seniors have things to do and places to connect
- More playgrounds, including basketball courts, for young people
- Making use of He Rā Ki Tua to support a needs-based approach to sports and recreation planning in the region
- Support whanau-centred sports and recreation activities
- Provide support to community groups, clubs and youth organisations to create low pressure, social, beginner-friendly sport and recreation programmes
- More free or low-cost locally-based activities, especially in school holidays

#### **Safety**

- Improve street-lighting in areas like Milson, Highbury and central pedestrian areas to make it safer for youth to use these spaces

#### **Technology**

- Invest in digital inclusion and equity, especially for Pacific communities

#### **Vibrancy**

- Encourage more cafes and pop-up art exhibitions
- Encourage more events and attractions, including festivals celebrating the city's heritage and more visibility for cultural communities through festivals and events
- Reactivate racing at Awapuni Racecourse
- Extend the closing times of places such as Youth Space and similar venues for 20-24 year olds
- Invest in permanent, youth-led public art installations that tell the stories of Rangitāne o Manawatū in bold, creative ways
- Activate the Gorge as a major youth and adventure tourism asset, such as ziplining, cultural hikoi, eco-camps and guided kayaking tours

## When the Council is considering where to invest its resources, what do you think are the top priorities?

### Access and accessibility

- Incorporate accessibility standards from the outset for infrastructure renewal and growth

### Community facilities

- Protecting and strengthening creative spaces, including planning rules to safeguard existing venues
- Ensuring that we have fit-for-purpose future ready facilities for our city's taonga, especially our library and archives, and Te Manawa which is not well-suited to its broad remit
- Supporting multi-use community hubs that can host events, learning, services and digital access under one roof
- Providing leadership and resources to preserve heritage buildings in our city, especially All Saints Church, T&G Building and the Grand Hotel.
- Fund and protect community hubs, especially multi-agency hubs for a one-stop-shop approach
- Invest in community infrastructure including libraries and technology access along with adequate funding
- A second mobile library to improve reach to people who can't easily get to a branch
- Maintenance of existing PNCC-owned facilities, including investment in libraries, parks, sport facilities and other public amenities

### Community health and wellbeing

- Consider the needs of people with mental health/AOD needs in housing design and support
- Invest in education, food security, housing, arts and culture and neighbourhood-building to create strong social infrastructure
- Invest in people over infrastructure for lasting outcomes
- Invest in prevention over crisis responses, especially for mental health, housing and social connection
- Invest in community-led services over large providers
- A citywide Community Integration Plan
- Support initiatives that make it easier for people to access health and social services

### Economic development, business and employment

- Strengthen the local economy and support migrants to succeed
- An international student retention framework co-designed with Massey, UCOL, Te Pūkenga, schools, employers and development agencies

### Environment and resilience

- Community-led resilience and safety initiatives including a person-centred emergency planning lead role and purpose-building projects for pathways for people disengaged from school, work or community.
- Invest in flood protection, stormwater upgrades, water quality and sustainable transport to support climate resilience
- Harness the power of the community via an Environmental Centre to coordinate community action on climate, biodiversity, circular economy and food sovereignty

- Invest in citywide environmental improvement not just as a climate action measure, but as a core driver of community wellbeing and urban liveability

#### **Funding and support**

- Stable, multi-year funding for arts organisations
- Investment in subsidised programmes for creative activities, to support wellbeing and connection.
- The Sports Event Partnership Fund is oversubscribed, yet returns \$38 in economic benefit for every dollar spent. Greater investment could increase the number of events supported by the fund
- Create a dedicated fund for Sector Lead partnerships
- Increase the cap for applications to Community Development Small Grants Fund from \$5,000 to \$10,000

#### **Housing and homelessness**

- Housing solutions that combine affordability, accessibility and security; a long-term plan for homelessness and housing that includes social and supported housing
- Support alternative models that enable new housing ideas (e.g. Abbey Road)
- Ensure new housing developments are supported by transport links, green spaces and digital infrastructure, with sustainable and accessible neighbourhood design
- Invest in early tenancy and housing stability support and community-based prevention initiatives to reduce homelessness before it occurs.

#### **Partnership with Rangitāne o Manawatū**

- Supporting Rangitāne initiatives especially Te Motu o Poutoa Civic Marae

#### **Recreation**

- Improving and maintaining parks, play spaces, pools, paths and lightings in the 4412 rohe

#### **Roading, transport and infrastructure**

- Core infrastructure especially roading and footpaths, water services, IT infrastructure, affordable facility access, and supporting housing growth
- Rates affordability, focussing on basics such as water, roads, sewerage and community services, and avoid or defer optional projects such as Te Motu o Poutoa civic marae
- Maintenance of core assets across years to avoid spikes and deferrals that raise future costs

#### **Safety**

- City safety including reducing crime in the city, cleaning front facades of buildings, and addressing empty shop fronts
- Accelerate the CCTV Control Hub programme to enhance public safety
- Develop the city centre as an accessible and safe place for all users

#### **Technology**

- Smart and effective technology such as Snap Send Solve paired with digital inclusion so everyone can use them confidently

#### **Vibrancy**

- Vibrancy, culture and events, especially supporting arts facilities, better use of Broadway Ave and the theatre precinct, and more creative use of the river
- Invest in cultural inclusion and community spaces
- A regular calendar of place-based events and programmes that reflect the cultural diversity of the area
- Support the youth population with safe, accessible and engaging youth spaces

## What are the things that the Council has achieved in the past ten years that has improved life in our communities?

### Access and accessibility

- Multilingual resources have improved access to services

### Community health and wellbeing

- Positive progress in some areas such as gender-neutral toilets along the river walkway demonstrate inclusive design done well
- The Welcoming Communities Programme has led to more inclusive policies
- The Community Development Team working closely with community groups to facilitate collaboration and provide support

### Community facilities

- Maintenance of existing PNCC-owned facilities, including investment in libraries, parks, sport facilities and other public amenities
- Development and expansion of the Arena
- Investing in public spaces like libraries and Hancock Community House that can double as community hubs
- Investment in the development of the Pasifika Hub

### Economic development, business and employment

- Maintenance and growth of the airport
- Supporting the airport and transport hub
- Attracting larger investors (e.g. Safari Group hotel project)

### Engagement and decision-making

- The establishment of reference and advisory groups has lifted the quality of decision-making and community consultation
- Forward thinking and planning including the adoption of the Food Resilience and Security Policy, Community Gardens Guide, and including a natural burial site in the Ashhurst Domain plan

### Environment and resilience

- Urban planting, native corridors and reserve enhancements to increase biodiversity

### Funding and support

- Strategic Priority Grants and sector lead partnerships have allowed community groups to scale up their work and collaborate more effectively and deliver a wide-range of initiatives that Council would otherwise resource directly.
- Funding has allowed community groups to expand climate action events, community gardens, the Repair Café, and other volunteer-driven projects
- Funding and partnering with organisations for rough sleeping outreach
- Backing community organisations and partnerships

### Housing and homelessness

- Treating homelessness as a community issue not an individual one
- Continued housing support and recognising housing a critical community wellbeing issue
- Supporting local collaboration through initiatives such as Te Tihi's Housing Security Response
- Redeveloping Papaioeia Place and infrastructure to support accessible, connected neighbourhoods, and investing in social housing

#### **Identity and connection**

- Bringing the city's military heritage into the foreground such as with Poppy Places, and expanding local history week into local history month, and improving accessibility to Rangitāne stories such as via He Ara Kotahi

#### **Partnership with Rangitāne o Manawatū**

- Improved relationships with Pacific communities and tangata whenua especially partnership with Rangitāne
- Strengthening partnerships with iwi and community organisations to address complex social needs

#### **Recreation**

- Improved parks and greens spaces, including Arapuke Forest Park, Memorial Park, Wildbase Recovery Te Arapiki o Tane, Junior Road Safety Park
- Recent projects, including city centre improvements such as Square East, Cuba Street, river and cycle pathways, show what can be achieved when accessibility is considered.
- Pit Park and Linklater Reserve
- Creating a family-friendly city with a growing number of green spaces and playgrounds

#### **Roading, transport and infrastructure**

- Transport and connectivity improvements, including investment in bike lanes, public transport, and He Ara Kotahi
- Cycleways and walkways that encourage active travel and connection
- Introduction of e-scooters as an easy and affordable transport option especially for students, young workers and those without a car

#### **Vibrancy**

- Free events in the Square and placemaking activations have added vibrancy and increased opportunities for connection
- Cultural festivals that bring people together and celebrate diversity
- Placemaking and public art projects
- Support for rainbow events such as Dragfest contribute to visibility and celebration

## When we look back from 2037, what will we identify as the biggest improvements that we could make today?

### Access and accessibility

- Embedding accessibility and inclusion into the core strategic goals and our city, transport and activities, and transforming the city centre in a visible example of universal design so that disabled people are visible and included in everyday life.

### Community facilities

- A future-focussed approach to protecting and strengthening arts and music spaces
- Develop the Pasifika Hub and Fale

### Community health and wellbeing

- Embedding inclusion across all Council functions
- Create a tree of remembrance and bench in the Esplanade or other public park to honour members of the rainbow community who are no longer with us.
- A vibrant, attractive and welcoming city
- Integrated community hubs and clinics where people can get help with health, mental health, AOD, housing and disability support in one place
- Building community cohesion and connectedness through the creation of a community hub, including in Roslyn.
- Remove barriers (financial, cultural, physical) that prevent people from participating in community life
- Treat creativity and the arts as an essential part of life rather than an extra

### Economic development, business and employment

- A thriving ecosystem for international students that positions PN as a place to study, grow and stay long-term

### Environment and resilience

- Build a city that is resilient, future-ready and economically-stable, with reduced exposure to flooding, strong local food systems, thriving waterways, reliable, low-cost transport systems, clean energy and circular systems, waste minimisation, strong community infrastructure.
- Continue to work on cleaner water quality, enhanced habitats, accessible river paths and river-facing community spaces

### Funding and support

- Formalise rainbow inclusion as a core, funded and embedded part of how Council operates, including long-term stable funding, and recognition of MaLGRA as a sector lead and strategic partner.

### Housing and homelessness

- Put energy into homes, outreach and the right support so that chronic rough sleeping is rare and brief
- Treat housing as essential infrastructure not just a market commodity

- Invest in affordable, quality homes for all

#### **Identity and connection**

- Foster a sense of identity that includes our distinctive Māori and pākehā history
- Make the rainbow crossing a permanent, Council-funded feature
- Build a thriving multicultural community who are proud and respectful of their strong tangata whenua connections with Rangitāne
- Use murals, sculptures and signage to represent Pacific cultural spaces around our city

#### **Partnership with Rangitāne o Manawatū**

- Actively listen to and work alongside tangata whenua to ensure Māori voices shape decisions about the future of our city

#### **Planning, engagement, and decision-making**

- Establishing a Rainbow and Diversity Reference Group
- Better coordinated planning across councils and partners
- Collaboration between Council and businesses
- A seamless Citywide Integration Network that sees community centres, libraries, NGOs and cultural groups work together to support newcomers
- Make decisions with communities, not for them
- Ensure disabled people and people with high support needs are at the table when developing transport, urban design and community facilities.
- Designing a city of belonging, with walkable well-connected neighbourhoods, a network of inclusive spaces, a strong culture of participation, supported by neighbourhood funds and visible wellbeing dashboards
- Moving from short-term, siloed responses to long-term, place-based partnerships anchored in whanau aspirations and Te Tiriti o Waitangi

#### **Roading, transport and infrastructure**

- A future-focussed transport system that is efficient and safe
- Growth-enabling infrastructure

# Voices of the Community 2025/26

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## Summer Events Engagement Responses

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## Executive summary

To support our early engagement exercise for the development of the 2027-2037 Long-Term Plan we provided a two-question survey at our summer events. The purpose of the survey was to gather a wide range of insights from event attendees.

The survey asked two questions:

- What have been the biggest improvements to life in Palmy over the past ten years?
- What change could we make today that would improve life in Palmy over the next ten years?

This document groups the responses to these two questions into common themes. Responses are provided as they were given and have not been edited or interpreted, and thus there are many duplicated or repeated responses.

## What have been the biggest improvements to life in Palmy over the past ten years?

### Identity and connection

- More visual representation of mana whenua
- Diversity, fun
- Multi cultural city , Diwali and events
- Encourage other cultures
- Diverse cultures and nice
- Diversity of community, cultural celebrations
- Support for matua ola
- Language weeks for pāsifika
- I think many refugees community come in this past four years and add extra diversity in Palmy

### Vibrancy and events

- Wider community events, more activity in public spaces such as the square
- More fun things Gypsy fair circus more Halloween events
- A lot more events and activities happening this n Palmy getting the people to feel a sense of home
- I noticed more and more activities around Palmy where communities are involved from young age onward. It's been pleasure to see and know many groups providing sharing their cultures, skills and talents in every events.
- More events. More things to enjoy around the area such as walk ways the eels playgrounds etc
- Increased ways to engage kids for activities like free events and parks
- The parks and family friendly events
- Free family events
- More family activities
- Much more family friendly free community events
- More events
- More family day activities being planned
- Having spaces like for the community within the events system. Places that are safe
- The events held
- More kids activities
- Good more kids activities
- Community activities for children
- Free activities over the hoildays
- Activities for families
- Holiday programms
- Community free events.
- Events
- More events
- Great festivals, parks, entertainment
- Events
- It has everything here
- Events cultural events , play ambassadors

- Beautiful
- Good size, lots to see and do
- Events
- More events
- Events
- Vibrant, central to other things, events
- Events
- Scale of events
- Free events for families and parks
- Really good youth stuff activities
- Community events
- Gathering like this festivals of cultures
- George street is awesome.
- Events, rural games
- It's gotten more socially active as compared to when I came in after covid
- Sponsoring community events.
- The free events around town for whanau to enjoy.
- Love the community events
- I love how things are going currently. Lots of community events and engagement.
- Events that bring the community together. Ie days like Christmas at Farnham and aqua day.
- Support for events is very good
- People events
- All the free events very good
- Events like aqua day that bring the community together
- All the fun things for kids
- Events
- Mini golf at esplanade
- City Events in summer
- The rural games
- More, diverse and free offerings for the city's inhabitants
- Seeing the royal games change each year since I've been coming to this event most events have change in the pass.
- Come here for sports , visit from Whanganui, great sports here and food
- Events, community fun, sports grounds and netball courts tidy
- Family activities
- Love events in the square always something to do
- Events bigger and better
- Events
- Lots to do and the square is big good for events
- Utilising the Square well for events.
- Friendly for kids, activities
- Events rural games Christmas parade teams champs and community events
- Lots to do
- Events
- Events heaps on at the globe
- Centrepoint is good
- Free for events for kids, more jobs, walkable

**Roading, transport and infrastructure**

- Improved access to, buses, scooters, walkways.
- More bike parking . Bike space on roads.
- Parking
- Roads and layouts
- Roads
- More infrastructure
- Walkable
- Roads
- Bus
- Spend good money on infrastructure compared to rest of NZ
- Roads quality
- Bus times have Improved
- Love being able to bike around town
- Better cycle lanes on busy roads.
- Roothing infrastructure
- Roads, bus facility and gardens near roads are beautiful.
- Improved bus routes
- Electrified busses
- Roads are pretty good don't hear much about road
- Improved buses
- Mobility scooters
- Parking is good, scooter parking is good
- Free bus rides, bike rides by river
- Buses electric buses and
- Traffic is good reasonable compared to other places

**Community health and wellbeing**

- Community development has been outstanding
- Good community

**Housing and homelessness**

- Housing
- Healthy home for people in NZ
- Housing
- New houses build and more new people moving into Palmy
- I think social housing, Te Aoha Noa and all their services, love the changes at Highbury shopping centre
- Homeless people getting of the streets and getting on benefit

**Engagement and decision-making**

- Person to person. Engagement. Front of house customer service - always prepared to listen.
- Community engagement, hearing needs of community and responding ie community hubs

**Liveability**

- Carncott school and quiet nice life
- Quiet and calm
- Flat easy to get around

- More international food, in supermarkets etc
- Quiet and calm good city everything near
- Quiet and calm
- Good shopping compared to surrounding areas. And university
- Doing the place up, suburbs.

**Environment and resilience**

- Upgrade to flood gates
- The river
- Cleaning up the leaves in the gutters

**Rubbish and recycling**

- Rubbish bins
- Recycling and rubbish having bins and the tags
- Chemical collection

## What change could we make today that would improve life in Palmy over the next ten years?

### Community facilities

- Build more swimming pools
- More free youth spaces. Free/subsidised pool entry
- The esplanade playground splash pad.
- More community spaces
- A health and recovery centre for our young sporty kids. There are heaps of them out there that get injured due to no recovery space.
- A big stadium for more sporting opportunities
- More free and safe swimming options
- More running tracks and trails
- More youth spaces and opportunities
- Youth centre for under 21 and under 18
- Things for teenagers - promotion for youth space, it would be good to get youth perspectives.
- Another swimming pool in a different area.
- Waterpark in city centre
- Free access to local swimming pools as part of rates as they in Christchurch  
Discounted rates for activities such as that would cool
- More spaces and activity places for kids and young people, esp during winter
- Library being fixed
- Hot pools nicer than Lido, Redwoods type tourism, more for teens
- Keep doing what you're doing keep library
- Library service for Kelvin Grove

### Roading, transport and infrastructure

- Build more separated cycleways
- More free parking
- Well considered infrastructure  
Upgrade open spaces
- Parking prices?
- Cycle lanes and ring road
- The roading
- Roads and drainage
- Better cycle ways to make it safer for kids to bike to school.
- Footpaths and lowering cost of parking
- Free parking
- Re in stare Featherston St Rangitikei St. Most brain dead idea ever. What possible reason could you have had to change it????!?!?!?
- Road infrastructure
- Fixing the roads
- Improvements in roading to ensure good traffic flow in peak times
- As a parent, we really enjoy all Palmy offers to family life

- Further infrastructure to secure the future for our next generations, more community activities, creating a sense of belonging
- The CBD
- Keep encouraging more pedestrian and cycling spaces
- Change Featherston Street back
- Fix the roads e.g. Vogel St and sort Featherston St issues
- Better parking
- Unmetered parking
- Focus on the basics. Water, sewage, roads. Forget the extras, they're not necessary. Cycle lanes - unnecessary, hardly ever see a cyclist on them. Some councillors have their own agendas and forget ratepayers have to foot the bill. A lot of wasteful spending.
- Footpath accessibility and roads
- Paths safer for wheelchair users
- Improvements to roads and pavements.
- No bus stops in road lanes
- Complete cycle path between Ashhurst and Palmy
- There was a story on the news about the economic benefit that the cycle trails are bringing into NZ. Why is this region not trying to attract some of it. We have an awesome Woodville to Linton/ Longburn trail mostly offroad. Get the old gorge road "open" as cycle/walking trail to create a figure 8 loop of walking and cycling options plus finish the section between Ashhurst and Palmy. And with a group working on the Longburn to coast section - we could have an awesome trail from Woodville to the coast. Has any investigation ever been done to see how much the Te Araroa walking trail contributes to Palmy? Cycle trail could add way more. And before any mention of the gorge being "unsafe", if I allegedly have been in there, I feel safer there than crossing the Ashhurst bridge, parts of Sledge track and the Paekakariki Escarpment.
- Less busy roads
- Traffic congestion
- Weekend bus, none on Sunday
- Roading intersections and congestion
- Public transportation
- More transport public transport and business district
- Roundabout Napier road
- Better infrastructure
- Roading, fixing potholes, Vogel St and Albert St
- More better public transport
- Refresh CBD, more infrastructure to support new housing areas
- Locations of bus stops, more accessible to community events
- Improve pavements - dead end walkways need to finish.
- Public transport to the beach.
- Improve public transport accessibility and availability
- More bike racks especially Cuba street
- Separate bike tracks it can get quite congested with pedestrians
- Sort out Featherston street. Like it was before. Too much congestion
- More parking at Highbury Whanau Centre for big sports events  
Public toilet and upgrade at Te Patikitiki
- Roads and footpaths are horrific especially Carter street with the root systems there not accessible for anyone with prams or disabilities
- Repair potholes. And Featherston street, take it back to how it used be

- invest more in cycle ways with better planning Ashhurst pathway
- Continue to invest in the roading network
- Get rid of cycle lanes that can distract drivers, listen to the public actively
- Maintaining the city clean and tidy. Job opportunities for students as well as full time workers.
- Parking in town for visitors
- Parking options i.e. malls cheaper
- Maybe roads. And roadworks taking a while
- Nothing much, happy with life. Parking maybe
- Bus routes
- Issues with buses during road works.
- Featherston Street congestion
- Signage on zebra crossings so pedestrians aren't having to give way to vehicles
- Diversion for heavy traffic.
- No freight ring road. Focus on infrastructure get on point before further growth expansions
- Parking - clarification on rules where to park
- Roads and roadworks
- More public transport
- Parking availability

#### **Rubbish and recycling**

- More public rubbish bins along some Main Streets with lots of foot traffic (outside of the CBD.)
- More bins around parks
- Green waste bins.
- More rubbish bins
- Get rid of rubbish dump on edge of river
- More rubbish bins to help prevent littering
- More rubbish bins around

#### **Vibrancy and events**

- To have more social events for whanau and community
- Meaningful Eid celebration
- More family friendly events and things for youth to do.
- More events like today. Structured for whanau. So we get back to whanau time.
- More events
- More activities for kids
- More drawing competition
- More health and fitness free events.
- More family/kid fun events. Indoor play areas.
- More free events
- More events for family
- More things for people to do socially
- Affordable family activities
- More events
- More social events

- More summer events and activities
- Including the river in events
- More academic activities
- More things to do in winter time
- More info about events - promote better
- More things to do
- Promotion of events
- More promotion of events, billboards
- More fun activities
- Keep on with events, sculptures, community connections
- Bring more concerts to the city and festivals events bigger arena covered grandstand
- more festivals stuff to do. Less events in square as crowded move to arena.
- Ice skating rink and things like Macquarie.
- Better event marketing, regional marketing of the city
- More events and activities
- Keep up the good work, but as a city that receives international students, we really need a better night life (night markets, bring back the food trucks to The Square with music).
- More community events
- Places for youth to go
- More activities for the kids.
- Markets in the square would be cool
- Events in the winter
- More outdoor activities for kids and teenagers
- Outdoor activities for teenagers
- Have more events for aged population, seeing it is a growing demographic
- Bring in my sponsors to improve events and bring more events
- More family stuff, keep going with these, rainy day activities
- More recreation for kids more variety than parks
- More inclusivity and promotion of events for awareness
- More entertainment for older kids
- Paint telco boxes more - more vibrancy art
- More events
- Theme park something for kids

#### **Environment and resilience**

- Clean up hapori waterways
- Community gardens on the berms, kai sovereignty.
- make it greener, less pollution, etc
- Chinese Garden compostable food pick up weekly
- Weather
- Save the planet, proactive for peace across all faiths
- Improve ecosystem
- Response to emergencies good but waiting on an arborist for a dangerous looking tree

### Community development

- More investment in comm orgs
- Awareness of encouraging kids to play outside than Gadgets.
- I wouldn't say a change that we need, but observing how satisfy people are with events we organised and hearing people feedback of what they want to see more in the future would give us an ideas how to improve things. I personally would love to see the harmonious community we become as we understand each other cultures better through things we shared.
- More positivity and inclusion of all kids of all backgrounds and ages
- Help hospitals doctors nurses firefighters. Whānau Ora. Māori organisations and free kid events

### Costs and financial hardship

- Lower rates!
- My rates have increased \$900 this year. That's a huge increase. That's a lot of extra financial pressure on my family.
- Rates
- Food costs
- Lower rates
- Less rates
- Lower rates.
- Lowing the cost of pool entry and free swimming lessons
- Decrease rates

### Recreation

- Build some shelters for resting when walking.
- Making play spaces more accessible or more kid friendly environments
- Rollercoaster
- Regular cleaning of playgrounds, including checks to see if there is any dangerous objects hidden.
- Maintain parks (cloverleaf park and butterfly creek park)
- Rainbows end, more new entertainment
- Do a playground at Edward's Pit Park, cricket at Skogland Park
- Please please please develop parks especially Cloverlea park needs toilets and Milson Park needs trees chopped off and entrance paths are rough, broken and full of weeds).
- We like the parks and playgrounds and free BBQ stations
- More outdoor activities, river, water supply at Linklater
- More river activation.
- Arena improvements. Old boys Marist rugby improvements
- Farnham Park, more development here.
- Enhance our open spaces and playground with fencing for neurodiverse whanau in Highbury as well as spaces for neuro diverse whanau at events would make a huge difference also making a list of places safe for neuro diverse whanau
- Something like memorial park with the water play in the 4412 area something on the bus route for access for whanau
- More concrete seating, no portable charging spots

- Man made lake ,!!!
- The skate park
- Extend walkway loop to Ashhurst and all of Palmy
- More stuff for kids more playgrounds, more public toilets that are clean
- More family friendly things to do like more development at the river ie cafes activate the river
- More seating areas

### **Technology**

- More AI generated events to expose people to the next decade and beyond.

### **Identity and connection**

- More connection with student population
- More inclusive religious base community
- More landmarks
- More inclusive of diverse needs at events and playgrounds, continue the good work in this space
- If there are more events focus on the refugees, that would be great. I see many Indian events and Chinese but not for Afghanistan etc

### **Housing and homelessness**

- Build more houses
- Housing and feeding the homeless.
- Provide gear storage for the homeless at the i-Site, cycle thru every 2 hours. Lets them be in the street without their gear being stolen. The showers there are great.
- More social or affordable housing.
- More social housing, community events
- More housing
- Something done with housing. More housing i.e. Farnham Ave area.
- More affordable housing, addressing homelessness
- Housing homeless
- More housing which are affordable
- Help homeless
- More housing which is affordable
- Move the homeless off the streets instead of hanging around the square and sleeping inbetween shops and do up Broadway for once.
- Support for homelessness, housing advice.

### **Safety**

- Get the hooners (racers) off the streets and have a safer road. But other than that what ever works for the town is appreciated .
- Safer community (more policing and security at community spaces
- More secure and family friendly.

- Safety
- Improve safety
- Better lighting for high alert streets such as ones in Highbury for people walking home at night.
- Security cameras
- Safety for kids, people around
- More safety
- Safety walking around

#### **Community health and wellbeing**

- Improve the condition for waiting too much time in emergency in hospital
- Improving stigma around mental health

#### **Education**

- Our schools

#### **Economic development, business and employment**

- Get more multinational brands to palmy
- Having more new shops and stores
- More shops more competition
- Encourage more investment in manufacturing in light industry. Educational growth more international students
- Support for hospitality. Family friendly bars
- Another mall
- More shopping centres and shopping and amusement parks
- Bigger Plaza with Mecca
- More shops
- Walking only street for cafes
- Family friendly bars/restaurants
- Small business hub and introduce innovation where students city is headed what to do with space people are leasing like UCOL how to use empty space
- Shopping complex
- more shops
- Bigger mall complex
- The Plaza needs better variety of shops, we could get more people into the city if we had a good shopping center.
- Job security more money for same roles in Wellington for example
- The Plaza
- Maintaining the city clean and tidy. Job opportunities for students as well as full time workers.
- A lot of restaurants closing
- Another mall or shopping centre

**Engagement and decision-making**

- More room for engagement - stalls at Plaza with council more development with downtown and urban areas.
- Communication of what's happening, continue to do more, PRG for example
- Communication is hit and miss- FB is not used by all, certainly not by me, the board at the Square is so fleeting... and since the free rag is a goner, notices and ads for events and such are so often missed. Put your thinking caps on, find a way to promote more events in novel ways!

**Funding and support**

- More funding for arts and culture, arts facilities, less sports more arts
- More funding into the community

## MEMORANDUM

**TO:** Council

**MEETING DATE:** 27 May 2026

**TITLE:** 2027-37 Long Term Plan: Our City Snapshot 2026 and Strategic Demographic and Household Projections

**PRESENTED BY:** Stacey Andrews, City Economist

**APPROVED BY:** David Murphy, General Manager Strategic Planning

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### RECOMMENDATION(S) TO COUNCIL

1. That Council endorse ‘Our City Snapshot – Palmerston North 2026’ (Attachment 1) as a key strategic overview of the city’s current demographic, social and economic profile to inform the preparation of the Draft 2027-37 Long Term Plan.
  2. That Council endorse the ‘Palmerston North Population, Household and Associated Projections’ (Attachment 2) as a basis for strategic planning for the city over the period 2027-2057 and to inform the preparation of the Draft 2027-37 Long Term Plan.
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#### 1. Purpose of Report

- 1.1 This report seeks Council endorsement of two strategic documents that together provide the demographic and contextual evidence base for the 2027–2037 Long-Term Plan (LTP), the Housing and Business Assessment (HBA), the Future Development Strategy (FDS), and associated infrastructure, strategic and financial planning processes.
- 1.2 A solid understanding of our community and how it is most likely to change over time is essential for effective strategic planning. Using the most up-to-date information ensures that all parts of our planning story align and support good decision-making. Our City Snapshot (City Snapshot) and the Palmerston North Population, Household and Associated Projections provide this foundation, outlining who we are today and how our community is expected to change over time.
- 1.3 The City Snapshot describes our community today and assesses progress against the goals in the current LTP, highlighting wider conditions influencing achievement of these goals.
- 1.4 The Palmerston North Population, Household and Associated Projections draw on the best available information including local knowledge, investment patterns and

demographic trends, to identify the most likely trajectory of change for our community over time.

- 1.5 The recommendations in this report seek endorsement of the two documents for the purpose of informing Council’s strategic planning processes. Endorsement at this stage enables staff to begin developing the LTP using a consistent and up-to-date evidence base. Final decisions on the overall LTP will occur following consultation and deliberations in 2027, at which point the population and household projections will be formally adopted as part of the Significant Forecasting Assumptions that underpin the 2027-2037 LTP.

**2. Our City Snapshot**

- 2.1 The City Snapshot is intended to provide a clear and accessible overview of Palmerston North today. Its purpose is to bring together the latest demographic, social, economic and environmental information so that Council has a shared understanding of the conditions shaping the wellbeing of our community.
- 2.2 The City Snapshot is designed to support strategic planning by outlining how the city is currently performing, how residents are experiencing Council services, and what wider trends and pressures are influencing progress toward the goals set in the 2024-2034 LTP. It highlights the strengths, challenges and emerging issues that form the backdrop to Council’s decision-making.
- 2.3 While the City Snapshot does not forecast future change, it provides the context needed to interpret the population and household projections. Together, the two documents offer a coherent picture of where the city is today and the factors likely to influence its future direction, helping ensure that planning and investment decisions are grounded in a consistent and up-to-date evidence base.

**How the City Snapshot was developed**

- 2.4 In preparing the City Snapshot, information was sourced from Statistics New Zealand, Infometrics, central government agencies, Council’s administrative datasets, and sector partners across education, research, health, transport and community services. These sources provide insights into population change, economic performance, employment, incomes, housing, community wellbeing, crime, environmental indicators and the use of Council services.
- 2.5 The City Snapshot also incorporates insights from recent Council strategies, investment programmes and community engagement, ensuring that the information reflects both quantitative evidence and local experience.
- 2.6 Together, these sources are intended to provide a coherent and up-to-date picture of the city’s current context, supporting Council’s strategic planning by offering a shared understanding of the environment in which decisions will be made.

**Summary of findings**

- 2.7 The City Snapshot highlights a city that is youthful, diverse and continuing to evolve, with strong anchors in tertiary education, defence activity and regional service provision. Economic conditions have softened in recent years, reflecting national and global pressures, but key sectors such as logistics, construction, research, defence and education continue to provide resilience and support future growth.
- 2.8 The City Snapshot shows that while progress is being made in several areas, wider conditions such as affordability pressures, reduced trust in institutions, volunteer burnout and constrained funding environments, are influencing community wellbeing and the achievement of some LTP goals. At the same time, the city continues to benefit from strong cultural diversity, high levels of educational attainment, and sustained investment in infrastructure and low-carbon initiatives.
- 2.9 Overall, the City Snapshot provides a clear picture of the strengths, challenges and emerging trends shaping Palmerston North today, forming the contextual foundation for the population and household projections and the wider strategic planning work that follows.
- 2.10 Attachment 1 contains the complete Our City Snapshot – Palmerston North 2026 document, outlining the city’s current demographic, social, economic and environmental profile.

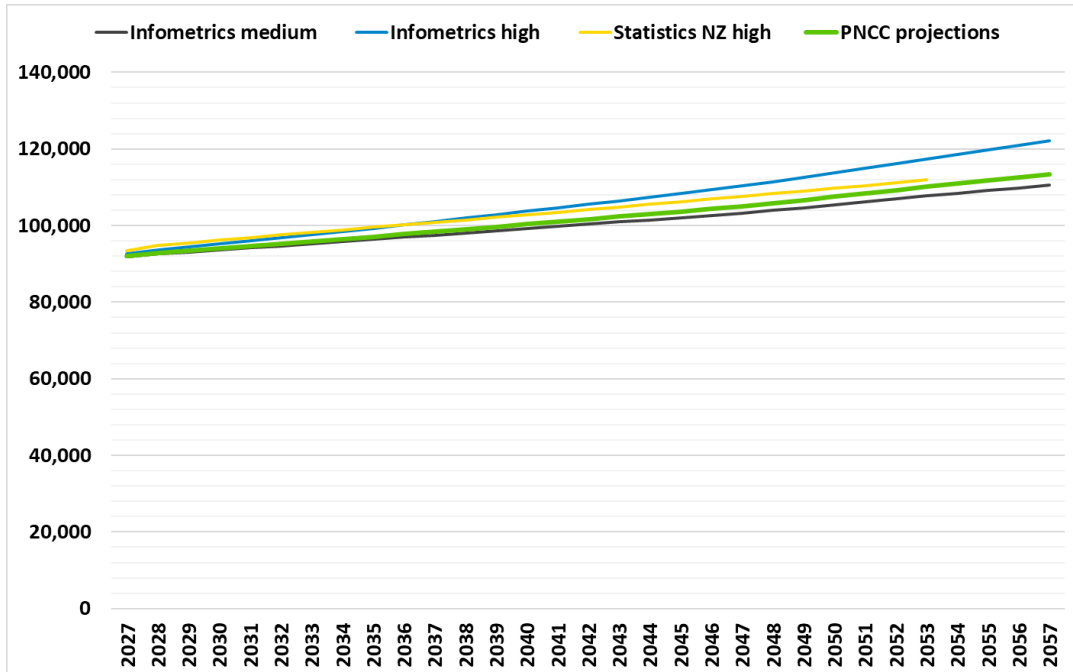
**3. Our Changing City – Palmerston North Population, Household and Associated Projections 2027-2057 (May 2026)**

- 3.1 The population, household and associated projections provide an informed view of how Palmerston North is most likely to change over the next 30 years. Their purpose is to support Council’s long-term planning by identifying expected population growth, shifts in age structure, changes in household composition and the implications for housing, infrastructure, services and investment.
- 3.2 These projections have been developed by Council’s City Economy team using source data from Statistics New Zealand and Infometrics. They are shaped by the unique characteristics of Palmerston North and the wider regional economy, where the city functions as the primary services hub. The projections reflect the influence of our younger population profile, supported by strong tertiary education and defence sectors, and consider the types of homes likely to be needed over time, from larger multigenerational households to the growing demand for smaller homes suited to older couples and one-person households as the population ages. They also account for the city’s increasing diversity, with Māori, Pacific Peoples and Asian communities making up a growing share of residents over time.
- 3.3 A draft of these projections was circulated to councillors for comment in March. The material has since been updated and is now presented in Attachment 2.

**How the projections were developed**

- 3.4 The projections draw on Statistics New Zealand and Infometrics modelling and have been refined in-house to ensure they reflect Palmerston North’s demographic profile, economic drivers and expected growth patterns. While the official models provide a strong foundation, several refinements were required to ensure internal consistency and alignment with well-established demographic trends.
- 3.5 During review, an anomaly was identified in the Infometrics household projections: the model showed a decline in one-person households despite projecting strong growth in residents aged 65+ and almost a doubling of those aged 80+. This is inconsistent with national and local evidence, where ageing populations reliably increase the number of one-person and couple-only households. The issue arose because only some household assumptions had been updated following the 2023 Census. To correct this, the projections revert to the more appropriate household formation assumptions used in previous modelling, ensuring realistic household patterns before further analysis was undertaken.
- 3.6 Following this adjustment, nine percentile-based growth scenarios were developed through iterative analysis of the Infometrics projections. These scenarios varied the scale of growth while maintaining the consistent demographic trends identified in the official models. Each scenario was then tested against known local drivers, including major current and committed investment, elevated industrial development around Te Utanganui, and Palmerston North’s strategic central location within the lower North Island. The city’s position within the Wellington Growth Corridor, together with the continued expansion of the logistics and distribution sector, provides strong long-term prospects for freight, warehousing and associated industrial activity. Defence consolidation and the strength of tertiary, vocational and research sectors were also important considerations, alongside wider infrastructure investment patterns and the city’s established role as the primary services hub for the region.
- 3.7 This ground-truthing recognises that national-level models do not always capture localised drivers particularly tertiary education and defence-related population movements and elevated industrial development signalling medium to long-term increases in production and workforce demand. The recommended projection reflects these local factors and sits just below the Statistics NZ high projection and between the Infometrics medium and high projections, providing a balanced and realistic growth pathway for the city.
- 3.8 Figure 1 shows how the recommended 2027 population projection compares with the Statistics NZ and Infometrics projections. Statistics NZ projections extend only to 2053 and reflect national-level assumptions, while Infometrics provides a longer horizon to 2057. The recommended projection sits between the Statistics NZ high series and the Infometrics medium–high range, reflecting both local drivers and updated demographic assumptions.

**Figure 1: Population projection comparison**



**How the 2027 projections differ from the 2024 model**

- 3.9 The updated projections also differ from those used in the 2024–2034 LTP and the 2020 and 2024 Infrastructure Strategies. Earlier projections reflected stronger short-term growth conditions, including record net migration following the reopening of New Zealand’s borders and pre-Covid population momentum. Since then, migration patterns have reversed, with more New Zealanders leaving and fewer migrants arriving, and economic conditions have softened nationally. These shifts have moderated the expected pace of growth in the near term.
- 3.10 However, the long-term trajectory for Palmerston North remains positive. Elevated levels of commercial and industrial construction, sustained investment across logistics and distribution, and continued expansion around Te Utanganui signal confidence in the city’s productive capacity over the coming decades.
- 3.11 These trends, combined with the city’s strategic central location and the resilience of sectors such as defence, tertiary education and critical public services, underpin the expectation that growth will remain steady over the 30-year planning horizon. While the timing of growth may shift in response to economic cycles, the underlying drivers of long-term expansion remain strong.
- 3.12 The 2024–2034 LTP projections cover the period 2024–2054, while the updated 2027–2037 LTP projections extend from 2027 to 2057, meaning the two sets of projections provide useful context but are not directly comparable as they reflect slightly different timeframes and underlying conditions. The population and household projections in Table 1 also incorporate the NPS-UD competitiveness

margins, ensuring Council plans for sufficient development capacity to support a well-functioning and competitive housing market.

**Table 1: Comparison of 2024 population and household projections and updated 2027 population and household projections**

Growth period	2024 growth projections		2027 growth projections	
	Population	Households	Population	Households
10-year growth	10,548	3,993	7,604	2,721
11-20-year growth	9,039	3,321	7,661	3,263
21-30-year growth	6,800	2,571	9,633	3,745
<b>Total 30-year growth</b>	<b>26,387</b>	<b>9,885</b>	<b>24,898</b>	<b>9,728</b>

3.13 The updated projections provide an up-to-date assessment of the city’s most likely growth path, but they are not predictions. Future outcomes may shift as underlying drivers change, including policy settings, global events, economic conditions and migration patterns. Council’s three-year review cycle ensures that any significant changes can be incorporated into future updates, keeping the strategic planning framework responsive and aligned with evolving conditions.

**Summary of key findings**

3.14 The projections indicate that Palmerston North is expected to continue growing steadily between 2027 and 2057, supported by strong tertiary, defence, research and service-sector activity. The city’s population is projected to become increasingly diverse, with Māori, Pacific Peoples and Asian communities making up a growing share of residents.

3.15 The age structure is expected to shift, with continued growth in younger adults linked to education and defence, alongside a significant increase in older residents. This will influence the types of homes needed, with demand expected to rise for both larger multigenerational households and smaller dwellings suited to older couples and one-person households.

3.16 Household numbers are projected to grow faster than the population, reflecting ongoing changes in household size and composition. Under the National Policy Statement on Urban Development (NPS-UD), Council is required to plan for a higher level of household growth than the projected baseline, ensuring sufficient development capacity is available to maintain a competitive housing market. This means the plan-enabled capacity Council must provide will exceed the number of households expected to form.

3.17 Please refer to Attachment 2 for the full set of projections including:

- Population projections
- Household projections

- Age-structure projections
- Components of population change
- Ethnic group projections
- Family type projections
- Household type and average household size

3.18 The population and household projections, together with the associated projections developed from the same modelling, provide a consistent and comprehensive evidence base for the LTP and wider strategic planning processes. Together they offer a clear picture of how the city’s demographic and household characteristics may evolve over time, supporting Council’s understanding of future service needs and potential resource pressures as it works toward achieving the goals and objectives adopted for the community.

#### **4. Conclusion**

4.1 This report presents the City Snapshot and the Palmerston North Population, Household and Associated Projections 2027–2057 for Council’s consideration. Endorsement of the City Snapshot, and of the population and household projections, will provide the strategic evidence base required to begin the next phase of the LTP process and to inform the HBA, the FDS, and the development of the Infrastructure and Financial Strategies.

4.2 The projections represent our best assessment of how the community is likely to change over time, based on the most up-to-date information available today. They are developed with a long-term view of Palmerston North’s future, as outlined in Section 3. However, the factors that shape medium- to long-term population and household change can shift as economic conditions, migration patterns, policy settings and global events evolve.

4.3 Council’s three-year planning cycle is designed to respond to these shifts. Through regular updates to the LTP and mechanisms such as the Annual Budget, Council can adjust the strategic basis for decision-making if major disruptions alter future expectations. This ensures that planning remains responsive, evidence-based and aligned with changing underlying drivers of population and household growth.

#### **5. Next actions**

5.1 Council’s endorsement of the City Snapshot and the Palmerston North Population, Households and Associated Projections will enable staff to use these documents to inform the development of the draft Strategic Plans. These plans outline levels of service, investment priorities and operational focus for each activity area, and rely on a clear understanding of how the community is expected to change over time.

Endorsement would also allow staff to progress the draft Infrastructure Strategy and Financial Strategy, using the projections to help identify the scale and timing of future demand for housing, infrastructure and community services.



- 5.2 Endorsement at this stage does not constitute adoption of the projections as Council’s formal forecasting assumptions. The population and household projections will be brought back to Council for adoption as part of the significant forecasting assumptions that accompany the final LTP, following public consultation. The associated projections included in Attachment 2 will continue to support planning by providing insight into how community characteristics may evolve, but only the population and household projections require formal adoption as part of the 2027-2037 LTP.
- 5.3 Timely endorsement will allow staff to begin the LTP development process at pace, ensuring that the Strategic Plans, Infrastructure Strategy and Financial Strategy are grounded in a consistent and up-to-date evidence base. Should major disruptions occur that materially alter future expectations, Council retains the ability to adjust its strategic settings through the three-year LTP review cycle and the Annual Budget process, ensuring planning remains responsive and evidence-based.
- 5.4 The draft Strategic Plans are scheduled to be presented to Council for consideration and endorsement in the coming months. These plans, together with the projections, will form the basis for the development of the full draft LTP.
- 5.5 Public consultation on the draft LTP will occur in early 2027, providing the community with an opportunity to comment on the proposed direction, priorities and investment programme prior to adoption of the 2027-2037 LTP and the significant forecasting assumptions in June 2027.

**6. COMPLIANCE AND ADMINISTRATION**

Does Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>Yes</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>Yes</b>
Does this decision require consultation through the Special Consultative procedure?	<b>Yes</b>
Is there funding in the current Annual Plan for these objectives?	<b>Yes</b>
Are the recommendations inconsistent with any of Council’s policies or plans?	<b>No</b>
The recommendations contribute to: Whāinga 1: He tāone auaha, he tāone tiputipu Goal 1: An innovative and growing city	
Whāinga 2: He tāone whakaihihi, tapatapahi ana Goal 2: A creative and exciting city	

<p>Whāinga 3: He hapori tūhonohono, he hapori haumaruru          Goal 3: A connected and safe community</p> <p>Whāinga 4: He tāone toitū, he tāone manawaroa          Goal 4: A sustainable and resilient city</p>	
<p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p>	<p>Decisions made by Council through the Long-Term Plan have long-term impacts on the City’s social, economic, environmental and cultural wellbeing.</p>

**ATTACHMENTS**

1. Our City Snapshot - Palmerston North 2026 [↓](#) 
2. Palmerston North Population, Household and Associated Projections [↓](#)  




# Our City Snapshot

Palmerston North 2026

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## Introduction

Palmerston North is a city with big ambitions and small-city advantages, navigating a period of both challenge and opportunity. With a city population of more than 90,000 people supporting a regional population of over 260,000 people, the city continues to evolve as a diverse, youthful, and globally connected community. Rangitāne o Manawatū, as mana whenua, provide enduring cultural leadership, while the city's long-standing partnerships and welcoming initiatives reinforce its reputation as inclusive and forward-looking.

This report has two main goals. It looks at who we are as a community, what makes us unique, and how things like our economy, culture, population, and social characteristics will influence the city's future. It also revisits the 2024–2034 Long-Term Plan, assessing progress toward four strategic goals: building an innovative and growing economy, fostering a creative and exciting city, strengthening connected and safe communities, and advancing sustainability and resilience. In doing so, it acknowledges the challenges that have shaped our progress such as affordability pressures and a growth of distrust in government and media, alongside changing government policy that creates uncertainty around funding, legislation, and the scope of council services.

While there are challenges, opportunities remain equally significant. Palmerston North serves as an important centre for the wider regional economy, providing logistics, research, higher education, and professional services that support both the highly productive rural sector and broader industries that drive growth across the central and lower North Island. International partnerships continue to open pathways for trade, investment, and cultural exchange, while advances in technology, including artificial intelligence, are lifting productivity and presenting new opportunities.

The city's geography and renewable energy infrastructure provide a foundation for sustainable development and new opportunities. The expansion of the distribution and logistics sector strengthens Palmerston North's role as a regional hub, while our high-quality education and research facilities, along with Crown Research Institutes, reinforce its reputation as a centre of knowledge and innovation. The growth of defence force investment and activities in the region, adds to our economic resilience and community identity. Together, these factors put Palmerston North in a good position to build resilience, draw in further investment, and offer an even better quality of life for its residents.

## The City Economy

GDP per capita \$87,889 vs national average of \$78,233 (MBIE Regional Economic Activity tool, 2024)

### At the centre

Serves as the primary service hub for the central to lower North Island

- >25% of all spending in the city comes from residents of the wider Horizons and Wellington regions (\$373 million in 2025)
- 1 in 5 workers commute from outside the city, reinforcing Palmerston North's role as the region's employment and services hub.

### Investment outlook supports growth trajectory

\$1.7 billion of investment delivered, \$8 billion more locked in, \$1.4-\$2 billion of defence contracts listed, and a further \$2 billion in investment on the table.

### Affordable

Average house prices are 4.6 times the average household income (6.4 times nationally).

### Connected

Strategically located hub, linking east, west, north and south by road, rail and air

Around **4,000**

**new jobs** are expected to be created in the city between 2027 and 2037

### Anchored

Government, Education, Healthcare and Social Assistance generate 35% of GDP and 38% of jobs in our city  
**47% of government sector GDP in the city is generated by the Defence force**

### Diverse

Well supported by private sector strengths in Distribution and Logistics, Construction, Retail and Hospitality, and Value-added Manufacturing.

### Advanced

Home to major national research institutes and a leading university at the heart of New Zealand's science and innovation ecosystem.

### Skilled

Highly skilled workforce, with 34% employed in knowledge-intensive industries and a PhD concentration of greater than twice the national average.

GDP **\$7.061** billion

### Lag effects of economic downturn continue

Unemployment rate 4.4% (5.2% NZ). 15–24-year-olds Not in Education, Employment or Training (NEET) rate 14.2% (13.3% NZ). Workready jobseekers increased 7.7% to 1,938 (September 2025).

## If Palmerston North were a village of 100 people

**Te Papaoeia Palmerston North**  
as a village of 100 people

### Our Ages

Of the 100 people in our village

**16** = 65 years and over

**43** = 30-64 years

**22** = 15-29 years

**19** = Under 15 years

The median age in our village is 36.1 years

**Aotearoa New Zealand**  
as a village of 100 people

### Our Ages

Of the 100 people in our village

**17** = 65 years and over

**45** = 30-64 years

**19** = 15-29 years

**19** = Under 15 years

The median age in this village is 38.2 years

## Our Population

Our population increased to

# 90,500

This is our estimated resident population as at 30 June 2025 (Stats NZ). In our village of 100, each person represents around 905 people.



### Growing

our population grew by an average of 520 people per year from 2015 to 2025

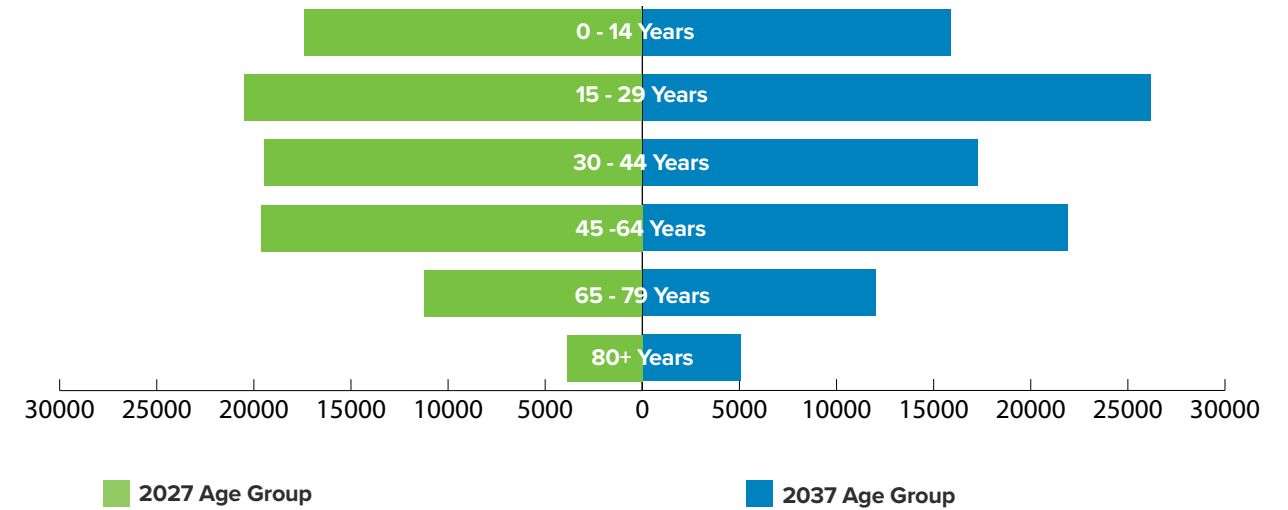
### Youthful

more of our community is aged 15-29 years, giving Palmy a median age of just 36.1.

## Significant urban centre

Palmerston North is the largest urban centre in the Manawatū-Whanganui Region, making up 34.7% of the total regional population.

### Age distribution graph



### Between 2027 and 2037...

Our population is expected to grow by 6,340 people

Births are expected to fall from 1,050 per year in 2027 to 950 in 2037

While births are expected to fall, our younger population will continue to support population growth with births expected to continue to exceed deaths

**Youthful** – we expect an extra 5,700 young people aged 15-29 years to live in our city but we will have fewer 0-14-year olds

Our population is not ageing as fast as in most other parts of New Zealand - Our over 65 population is expected to grow from 16.4% of the population in 2027 to 17.4% in 2037 (+2,000).<sup>1</sup>

An additional 2,270 houses will be needed with a mix of smaller and larger homes required to provide for the needs of our changing community

### Population confusion

The years 2020–2025 were highly disruptive, which caused big swings in population estimates and projections. The most recent estimate puts the city's population at 90,500 in June 2025. This follows estimates and projections in the city of between 90,500 and 94,400 between 2020 and 2025.

This volatility reflects large swings in net international migration, which surged to record highs and then fell sharply as COVID-19 border closures and the later economic downturn disrupted normal movement. These shocks produced atypical population patterns. Looking ahead, New Zealand's population will be shaped by lower birth rates and an ageing population. For Palmerston North, future growth will depend on migration from overseas and other parts of New Zealand, alongside natural increase.

<sup>1</sup>These projections are sourced from the recently updated population, household and associated projections for the city from 2025-2057.

As our population ages and the local labour pool tightens, a growing share of the workforce will come from overseas, bringing younger workers and families who will play an increasingly important role in sustaining our communities and economy.

### Our places of birth

Of the 100 people in our village...

**78** were born in New Zealand  
**22** were born overseas



**Te Papaoeia Palmerston North**  
as a village of 100 people

### Top 5 overseas birthplaces

- 10** = were born in Asia
- 4** = were born in the United Kingdom and Ireland
- 2** = were born in the Pacific Islands
- 3** = were born in the Middle East and Africa
- 1** = were born in Europe (Excl United Kingdom and Ireland)

**Aotearoa New Zealand**  
as a village of 100 people

### Top 5 overseas birthplaces

- 12** = were born in Asia
- 5** = were born in the United Kingdom and Ireland
- 4** = were born in the Pacific Islands
- 3** = were born in the Middle East and Africa
- 2** = were born in Europe (Excl United Kingdom and Ireland)

**Te Papaoeia Palmerston North**  
as a village of 100 people

### Our ethnic groups\*

For the census usually resident population count

- 74** = European
- 21** = Maori
- 14** = Asian
- 6** = Pacific peoples
- 2** = Middle Eastern/Latin American/African
- 1** = Other ethnicity

Note, ethnicity data comes to over 100% due to residents identifying with more than one ethnicity

**Aotearoa New Zealand**  
as a village of 100 people

### Our ethnic groups\*

For the census usually resident population count

- 68** = European
- 18** = Maori
- 17** = Asian
- 9** = Pacific peoples
- 2** = Middle Eastern/Latin American/African
- 1** = Other ethnicity



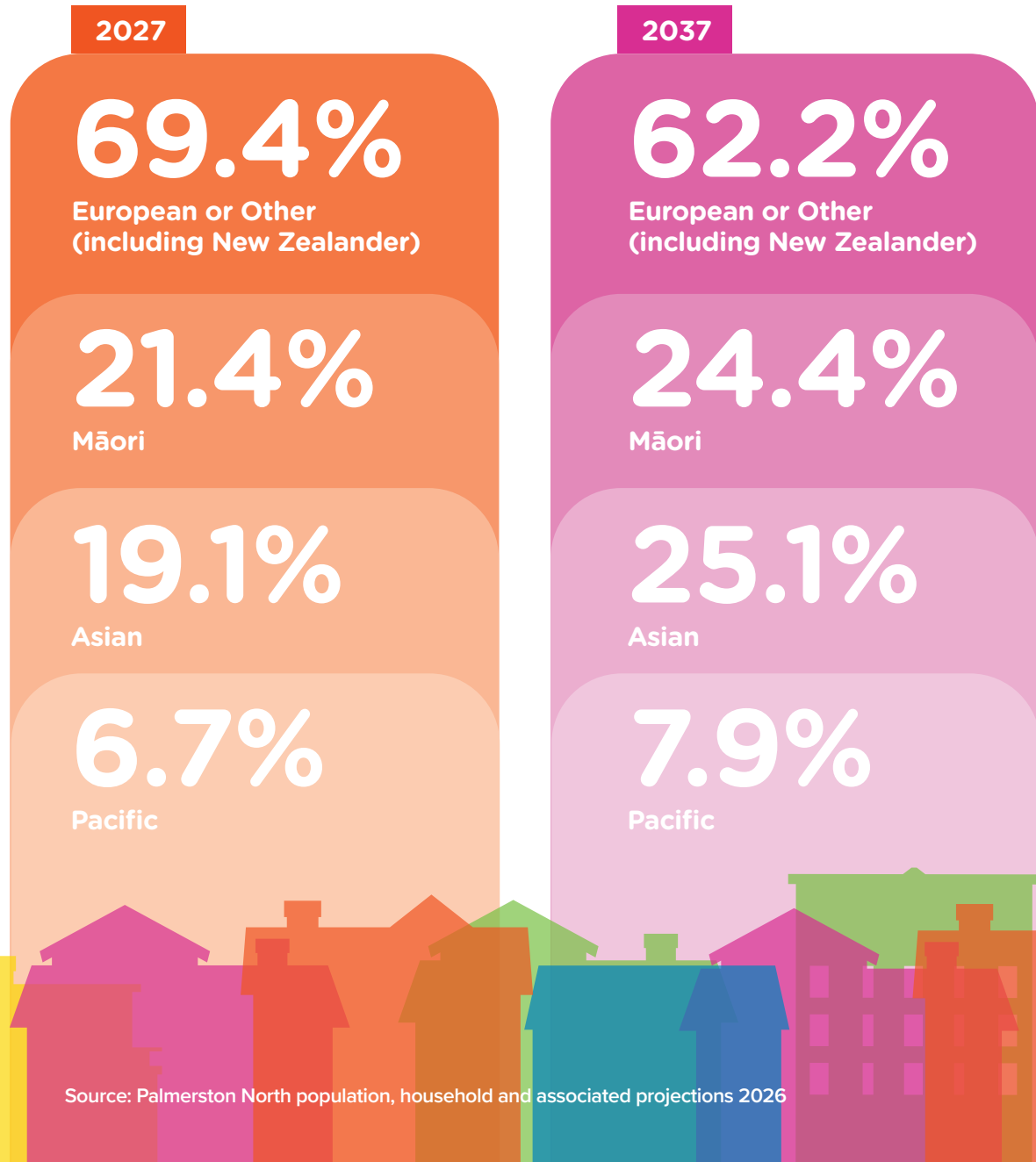
**Diverse**

Palmy is home to a number of small ethnic communities with over 130 languages spoken by residents of the city. Besides English, 28 of these languages had more than 200 speakers with some languages being spoken by as few as 3 people.

**Between 2027 and 2037...**

The city's ethnic profile will shift, with Māori, Pacific, and Asian communities growing as the proportion of European resident's declines.<sup>2</sup>

**Ethnicity as a percentage of total**



Source: Palmerston North population, household and associated projections 2026

Palmerston North stands out nationally with a younger median age, a strong Māori population, high levels of postgraduate education, and a diverse community enriched by overseas-born residents and former refugees. These features are reflected in vibrant cultural celebrations, strong professional employment, and a commitment to inclusivity, evidenced by the city's achievement of Stage 3 Advanced Welcoming Communities accreditation in 2024.



**Te Papaoeia Palmerston North**  
as a village of 100 people

**Aotearoa New Zealand**  
as a village of 100 people

**Qualification status of villagers**

Of the 81 people in our villages aged 15 years and over...

- 13 = No qualifications
- 29 = Levels 1,2,3 (Secondary school/basic trades)
- 15 = Levels 4,5,6 (Advanced trades/technical and business qualifications)
- 11 = Level 7 (Bachelors degrees and graduate diplomas)
- 10 = Post graduate qualification (Honours, Masters, Doctorate degrees)
- 3 = Overseas secondary school qualification

**Qualification status of villagers**

Of the 81 people in our villages aged 15 years and over...

- 12 = No qualifications
- 26 = Levels 1,2,3 (Secondary school/basic trades)
- 15 = Levels 4,5,6 (Advanced trades/technical and business qualifications)
- 12 = Level 7 (Bachelors degrees and graduate diplomas)
- 9 = Post graduate qualification (Honours, Masters, Doctorate degrees)
- 5 = Overseas secondary school qualification
- 2 = Others



**Te Papaoeia Palmerston North**  
as a village of 100 people

**Work status of our villages\***

Of the 81 people in our villages aged 15 years and over...

- 41** = people employed full-time
- 11** = people employed part-time
- 2** = people unemployed
- 26** = not in labour force  
(For example, retired)

\* Due to rounding does not add up to 81

**Occupation in our village**

Of our 81 villagers aged 15 years and over 52 villagers are employed, and their occupations are...

- 6** = Community and personal service workers
- 14** = Professionals
- 5** = Labourers
- 4** = Sales workers
- 3** = Machinery operators and drivers
- 6** = Clerical and administrative workers
- 7** = Managers
- 7** = Technicians and trades workers

**Aotearoa New Zealand**  
as a village of 100 people

**Work status of our villages**

Of the 81 people in our villages aged 15 years and over...

- 42** = people employed full-time
- 11** = people employed part-time
- 2** = people unemployed
- 26** = not in labour force

**Occupation in our village\***

Of our 81 villagers aged 15 years and over 53 people are employed, and their occupations are...

- 5** = Community and personal service workers
- 14** = Professionals
- 5** = Labourers
- 4** = Sales workers
- 3** = Machinery operators and drivers
- 6** = Clerical and administrative workers
- 10** = Managers
- 7** = Technicians and trades workers

\* Due to rounding does not add up to 53

81% of our population are over the age of 15 with 65% aged between 15-64 years (working age)  
A growing number of working age residents supports the prosperity of the city  
**Between 2027 and 2037...**  
The working age population is projected to increase by almost 6,000 with 4,100 of those adding to the work force

**Te Papaoeia Palmerston North**  
as a village of 100 people

**Personal income\***

The annual income of our villages aged 15 years and over...

- Median income  
**\$40,800**
- 32** = \$30,000 or less
- 29** = \$30,001 to \$70,000
- 11** = \$70,001 to \$100,000
- 8** = \$100,001 and more

\* Due to rounding, does not add up to 81

**Individual home ownership in our village**

Of our 81 villagers aged 15 years and over...

- 38** = own or partly own dwelling or hold it in a family trust
- 38** = do not own dwelling and do not hold in a family trust
- 5** = unknown

**Between 2027 and 2037...**  
One person households are projected to increase to almost **8,400 2037 (+452)**  
Families with children are projected to increase to **15,950 2037 (+973)**  
Families without children are projected to increase to **10,426 in 2037 (+656)**

**Aotearoa New Zealand**  
as a village of 100 people

**Personal income**

The annual income of our villages aged 15 years and over...

- Median income  
**\$41,500**
- 32** = \$30,000 or less
- 28** = \$30,001 to \$70,000
- 11** = \$70,001 to \$100,000
- 10** = \$100,001 and more

**Individual home ownership in our village**

Of our 81 villagers aged 15 years and over...

- 38** = own or partly own dwelling or hold it in a family trust
- 37** = do not own dwelling and do not hold in a family trust
- 6** = unknown

Median earnings from salary and wage earners was **\$70,970 in Palmerston North** versus \$71,700 New Zealand' (LEED, StatsNZ, Dec, 2024).

# Our performance against our strategic goals and objectives

## Goal One: An innovative and growing city

### Our Target

By 2034, there is at least 1.6% average annual increase in GDP per capita.

### Are we on track?

Not currently, but it is early days and there are signs of improvement afoot. Per capita GDP fell by 1.0% over the year to March 2025 alongside a 1.0% fall in GDP over the same timeframe. This compares with a 1.5% reduction in national per capita GDP over the same timeframe.



Source: Infometrics Regional Economic Profile

## GOAL 1 AN INNOVATIVE AND GROWING CITY

Total GDP  
**\$7.061 billion**  
(Year ended March 2025)

Household income Palmy  
**\$125,498** (March 2025) vs NZ \$135,266

Filled jobs Palmy  
**48,129** (June 2025) (+1.3%) vs NZ -1.7%

Non-residential construction Palmy  
**\$173.8m** (+76.1%) vs NZ -1.9%  
(Year ended September 2025)



### Factors that influenced performance

- Geopolitical uncertainty and policy instability reduced confidence and investment.
- High living costs constrained household spending and wellbeing.
- Tight fiscal and monetary policy settings suppressed demand and slowed business activity.
- Weak business and consumer confidence reduced investment and hiring.
- Loss of skills and talent and stagnant population growth limited growth and productivity
- Some job displacement occurred due to emerging AI automation.

### Local Impacts

- Reduced demand impacting on business sustainability.
- Weak population growth and skill shortages further constrained activity.
- Employers delayed hiring, scaled back expansion, and restructured, softening labour market conditions.
- Slower job creation increased competition for available roles and pressured household incomes.

### Offsetting Strengths

- Filled jobs grew by 1.3%, outperforming the national decline.
- Non-residential construction rose sharply, indicating strong sectoral investment.
- Completion of The Ahu a Turanga, restoring the vital west-east connection, reducing travel times and costs, and strengthening access for communities, businesses, and essential services across the region.

### Outlook

Palmerston North enters 2026 with the local economy showing steady signs of recovery. Cost pressures and affordability challenges remain, but the outlook is cautiously optimistic, underpinned by the city's diverse economic base and its pivotal role in supporting growth across the central and lower North Island.

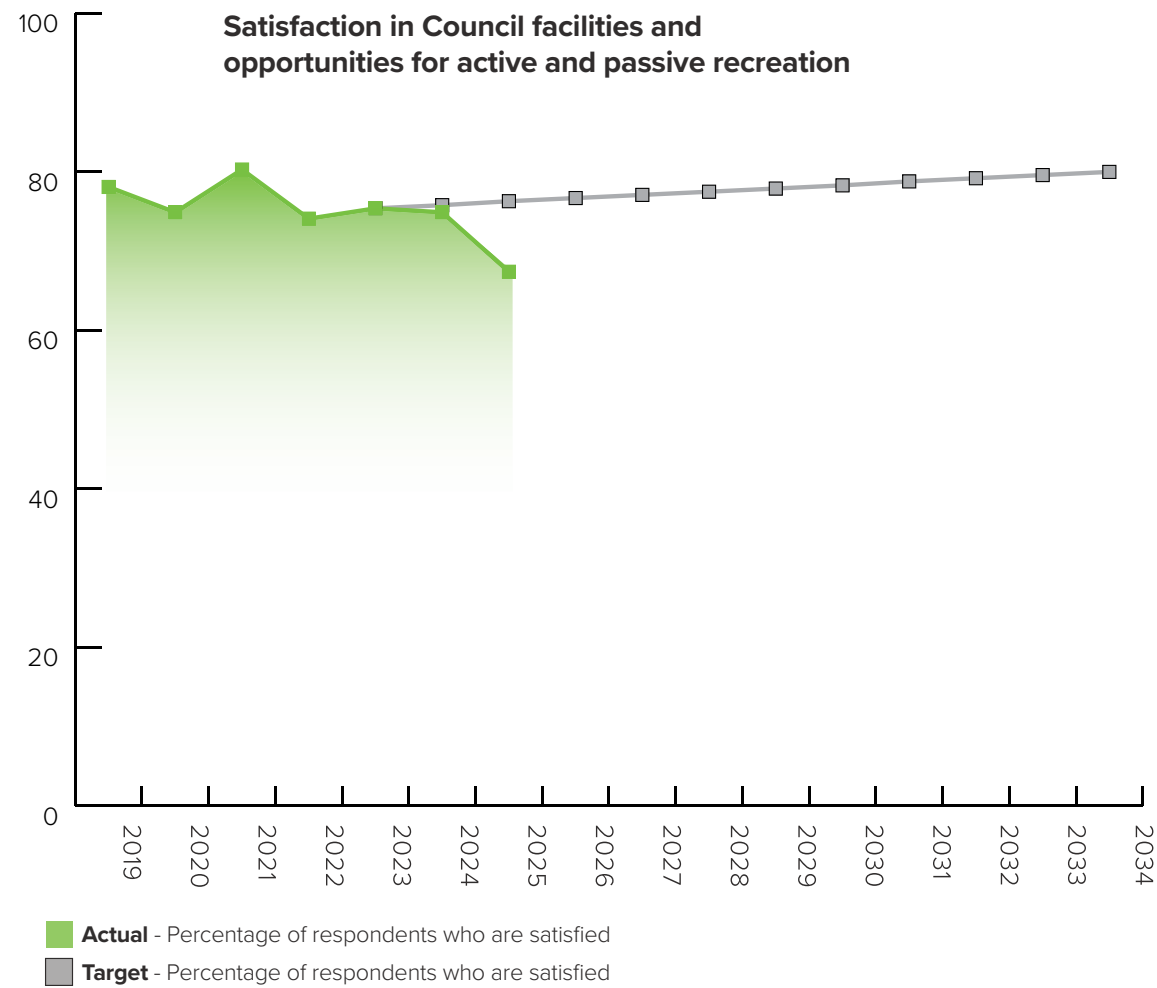
## Goal Two: A creative and exciting city

### Our Target

By 2034, at least 80% of people are satisfied with council facilities and opportunities for active and passive recreation

### Are we on track?

Not currently. Satisfaction fell to 67% in 2025



Source: Palmerston North City Annual Residents' Survey, Key Research

## GOAL 2

A CREATIVE AND EXCITING CITY

Conference, Function Centre and ARENA

**627** Events attended by 135,125 people (2024/25)

Parks and Reserves

**939** Bookings Hosted 122,521 people (2024/25)

Engagement in the Arts attended or participated in art (2023)

**76%**

Welcoming communities accreditation Stage 3 We are 1 of 3 in NZ

### Factors that influenced performance

- Greater scrutiny of Council decision-making due to national political shifts
- An uncertain policy environment followed by sharp changes in central government policy
- Roll back of central government and private sector investment for sports and community programmes shifting costs to council and community groups
- Volunteer burnout affecting contribution to sports and community programmes

### Growing distrust in government, institutions, and media

Globally and here at home, weaker economic conditions, high living costs, and the lingering social impacts of the post-Covid period have contributed to a sharp decline in trust in government, media, and public institutions. Global research shows that when people experience financial strain, uncertainty, and disruption to daily life, they become more sceptical of government and less confident in the information they receive. The post-Covid environment has amplified this trend, with many communities feeling fatigued, disconnected and dissatisfied after years of disruption and uneven economic recovery.

### Local impacts

- Increasing dissatisfaction with some Council services despite strong satisfaction scores for recreation opportunities and outdoor facilities.
- Heightened public sensitivity to rates rises due to sustained cost-of-living pressures, making residents more critical of Council spending and service levels.

### Offsetting strengths

- Gradual economic recovery boosting event attendance and community participation in 2025.
- High-quality parks, reserves, and event infrastructure providing strong foundations for recreation satisfaction.
- A vibrant creative sector helping maintain community connection, identity, and local pride.
- Strong cultural identity and diverse communities supporting resilience and social cohesion.
- International partnerships and Welcoming Communities accreditation strengthening the city's reputation and appeal

### Outlook

A steady improvement in economic conditions in 2026 is expected to support event attendance and lift the vibrancy of the city throughout the year. On the other hand, the constrained funding environment is expected to continue as Council and the community grapple with limited budgets and tough choices. Central government has confirmed their tight rein on spending will continue, putting paid to any relief from an increase in government support in the short term.

Our Target

By 2034, at least 70% of people feel that Palmerston North is a welcoming and friendly city

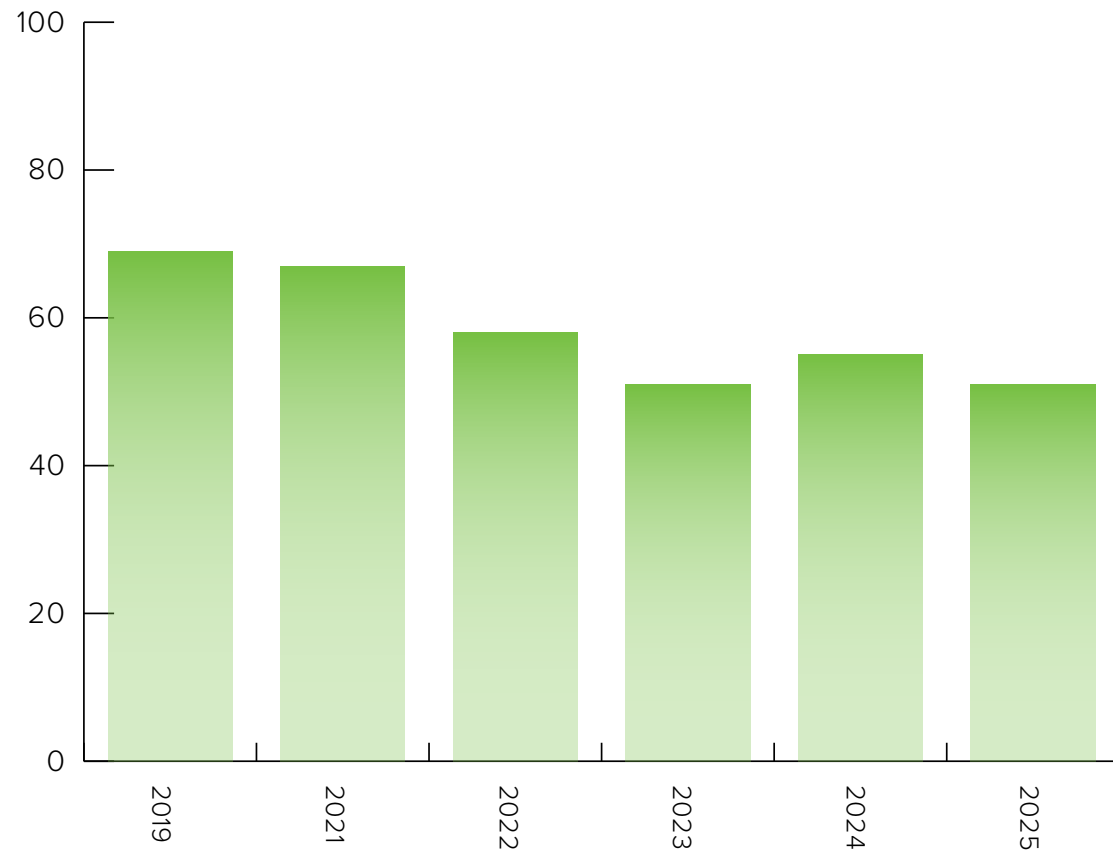
### Goal Three: A connected and safe community

**Are we on track?**

Not currently.

Perceptions of Palmerston North as a welcoming and friendly city fell to 51% in 2025.

**Satisfaction in Council facilities and opportunities for active and passive recreation**



■ Percentage of respondents who agree

Source: Palmerston North City Annual Residents' Survey, Key Research

## GOAL 3

A CONNECTED AND SAFE COMMUNITY



Access to Open Green Spaces (2025)

76.4%

volunteering  
**14%**  
(2023) vs 15.9% (2018)

Council Social housing

444

Units

(2025) Local election voter turnout

42.1%

vs NZ 39.4%

**Reported Crime**  
(Jan-Sept 2025)  
6,104  
+ 18% compared to same period last year



**Factors that influenced performance**

- Weak economic conditions
- Roll back of central government funding, shifting costs to local government and community groups
- Volunteer and for-purpose institutional burnout
- Growing distrust in government organisations and media

**Local Impacts**

- Weak job security and rising living costs are increasing financial stress for our households.
- Reduced central government funding putting pressure on local services and support systems.
- Overstretched community organisations limiting the support available to residents.
- An increase in offending due to growth in gang related activity and elevated hardship

**Offsetting strengths**

- Cost pressures easing, taking pressure off stretched business and household budgets
- Safe and accessible community places
- Continued council financial support for community organisations and social service groups

**Outlook**

Although economic conditions are gradually improving, funding constraints are expected to persist, with rate capping placing additional pressure on the operational budgets of councils. Funding for for-purpose community organisations is also likely to remain tight, as central government has signalled no short-term budget relief. At the same time, commercial sector pressures mean less philanthropic and sponsorship funding is flowing through to support community programmes. With indicators showing high levels of need and funding for social services already under strain, the expectation is that demand for support will continue to rise while the resources available to meet that need become increasingly stretched.

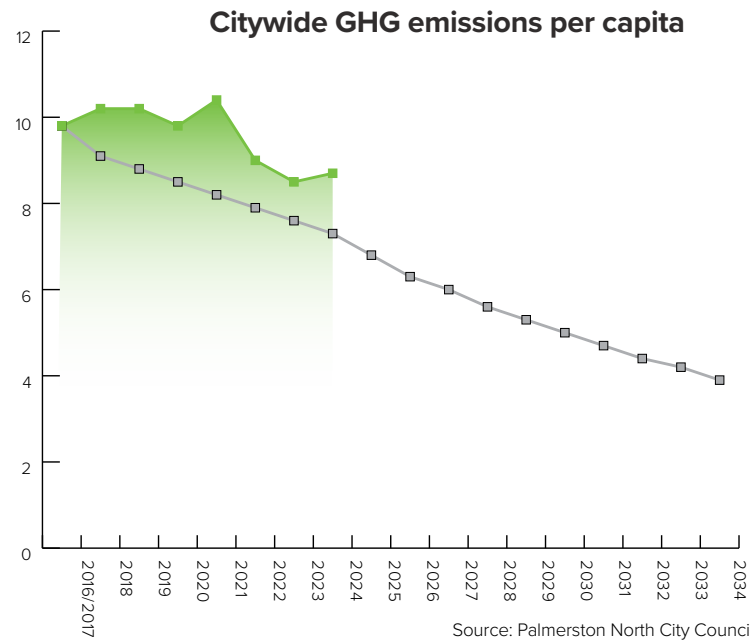
The shift to an administrative data driven census also risks leaving social organisations without reliable information about small and vulnerable communities for a number of years. Without this detailed information, it may be difficult to appropriately allocate resources to address needs in the community, risking the effectiveness of social spending across our communities.

**Our Target**  
 Per capita greenhouse gas (GHG) emissions will fall to or below 3.9 tCO<sub>2</sub>e by 2034 and, Council's organisational emissions will fall to or below 10,578 tCO<sub>2</sub>e by 2034

**Goal Four: A sustainable and resilient city**

**Are we on track?**

Yes



**Target 1**

**Per capita (GHG) emission will fall to or below 3.9 tonnes of carbon dioxide equivalent by 2034**

Palmerston North's per capita emissions have declined from 10.4 tonnes in 2021 to 8.7 tonnes in 2024, reflecting a general reduction in line with the city's long-term goal of reaching 3.9 tCO<sub>2</sub>e per person by 2034.

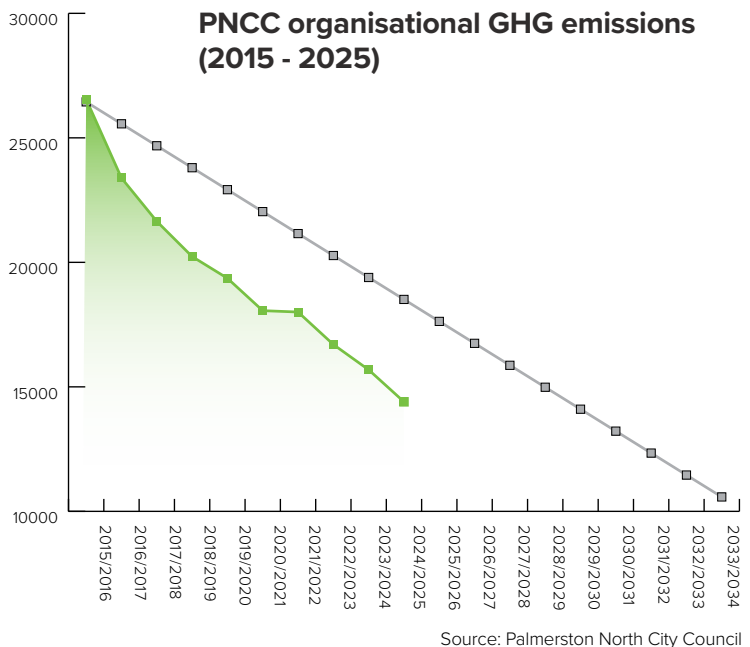
■ Actual  
 ■ Target

**Target 2**

**Council's organisational (GHG) emissions will be at least 10,578 tonnes of carbon dioxide equivalent by 2034**

Organisational GHG emissions have declined every year since 2016, falling from 26,552 tCO<sub>2</sub>e to 14,399 tCO<sub>2</sub>e in 2025. This sustained reduction has been supported by targeted investment through the Council's Low Carbon Fund, which has enabled projects such as solar generation, energy-efficiency upgrades, and fleet improvements. These initiatives have contributed to a significant drop in energy use and delivered net savings to Council between 2021 and 2025.

■ Actual  
 ■ Target



**GOAL 4**  
 A SUSTAINABLE AND RESILIENT CITY

(2024)  
 Supplying water to  
**75,927**  
 people

Low Carbon Fund Investment  
 CO<sub>2</sub> savings =

**\$1.6m**  
 (2021 - 2025 FY)

Waste Diversion (2024/25)

**3,052**  
 tonnes of recycling collected

Active and public transport (2023)



Bus  
**2.7%**



Bike, Walk or Jog  
**11.6%**

**Factors that influenced performance**

- International and domestic attention is shifting toward defence and other geopolitical priorities, slowing coordinated climate action.
- Low hydro lake levels reduced the supply of renewable electricity, forcing greater use of coal and gas generation. This shift toward higher emitting fuel sources increased national electricity sector emissions, which in turn pushed the city's GHG emissions upward.

**Local impacts**

- Upward pressure on organisational and citywide emissions due to greater use of coal and gas generation, nationally.
- Current emissions accounting methods are highly top down, making it difficult to quantify the contribution of local actions to mitigate GHG emissions.

**Offsetting strengths**

- The commitment to sustainability and low carbon initiatives.
- Targeted investment through the Low Carbon Fund enabling practical, high impact projects such as solar generation, energy efficiency upgrades, and fleet improvements.
- Financially disciplined approach ensuring all low carbon investments deliver a net financial gain, strengthening both environmental and fiscal performance.

**Outlook**

Palmerston North is well positioned to achieve its 2034 emissions targets, with strong foundations already in place and a proven track record of sustained reductions. Continued investment through the Low Carbon Fund, paired with a disciplined focus on projects that deliver both emissions cuts and financial returns, provides a clear pathway for further gains over the next decade.

Nevertheless, the path forward will involve managing a more complex operating environment. The escalating costs of climate adaptation, driven by increasingly severe weather events are exerting pressure on infrastructure budgets. At the same time, ongoing changes in national legislation are introducing additional complexity and financial burdens for local councils, particularly concerning adaptation efforts.



## Conclusion

Palmerston North's community will continue to grow and diversify over the coming decades, maintaining a younger age profile, more working age and older residents, and increasing cultural diversity shaping demand for housing, services, and infrastructure.

Natural increase and migration will remain key drivers of growth, while household structures shift toward more one-person households and more families.

Progress toward long-term goals is mixed. The broader economic slowdown has contributed to a decline in per-capita GDP in 2025, reflecting subdued confidence, persistent cost pressures, and tighter financial conditions for households, businesses, and government alike. Community indicators have also softened, with satisfaction in council facilities and perceptions of safety declining as households face financial strain, central government funding tightens, and volunteer capacity is stretched. Even so, the city continues to demonstrate resilience, supported by ongoing jobs growth, strong non-residential construction activity, a thriving cultural sector, and steady progress in reducing emissions.

Looking forward, the outlook is more optimistic, with gradual economic improvement expected to support employment, community wellbeing, and city vibrancy. However, the operating environment is tightening. Rates capping will constrain council revenues, central government funding reductions will increase pressure on local systems, and a large volume of legislative change is adding complexity and compliance demands. Climate adaptation costs and more frequent severe weather events create long-term financial strain, while gaps in national data make it harder to identify where needs are most acute.

These conditions will influence the council's ability to achieve its goals, requiring navigation of tighter budgets, shifting responsibilities between central and local government, and a more complex regulatory landscape. Even so, Palmerston North enters this period with strong foundations such as our diversity, a youthful population, and a resilient economic base. Together, these strengths provide a solid foundation for the council to continue supporting positive outcomes for the city and its communities.





# OUR CHANGING CITY



## PALMERSTON NORTH POPULATION, HOUSEHOLD AND ASSOCIATED PROJECTIONS 2027-2057

May 2026

## 1.0 Introduction

This document provides updated projections of population, households, ethnic groups, age structure, family types, and household types for Palmerston North through to 2057. These projections form the core evidence base for the Council's strategic planning and investment decisions. They ensure that all major planning processes are anchored in a consistent, up-to-date understanding of how our communities are expected to grow and change over time.

A wide range of Council strategies and statutory documents rely directly on these projections. They underpin the Housing Business Assessment and the Future Development Strategy, guide long-term infrastructure planning through the Infrastructure Strategy, influence financial planning and affordability settings in the Financial Strategy, and inform the development and renewal programmes set out in Asset Management Plans. They also provide the demographic foundation for the Long-Term Plan, ensuring that Council's investment programme reflects the scale, timing and location of future growth.

By describing how our population will evolve, including shifts in age composition, ethnic diversity, household formation patterns, and family structures, these projections help the Council understand how much land to rezone for business and housing development needs and to anticipate the services, infrastructure, and community facilities our residents will need in the decades ahead. They support decisions on where and when to invest in transport, water, housing-enabling infrastructure, parks, libraries, community services and regulatory functions. In short, they provide the demographic lens through which Council plans for growth, manages development pressures, and ensures that the city remains resilient, well-serviced and inclusive as it changes over time.

Over the next 30 years, these projections show a city that will become larger, more diverse and more varied in its household structures. A growing youth population alongside an expanding older population will change the mix of services our community needs, from education, recreation, and transport options to health, accessibility, and housing support. Shifts in ethnic diversity, family size and household types will influence the kinds of homes required, the location and scale of growth areas, and the timing of major infrastructure investments. Together, these projections outline the scale and nature of change the city must plan for, and the programmes and projects needed to support growth, maintain service levels and ensure our communities continue to thrive as the city evolves.

### 1.1 Methodology

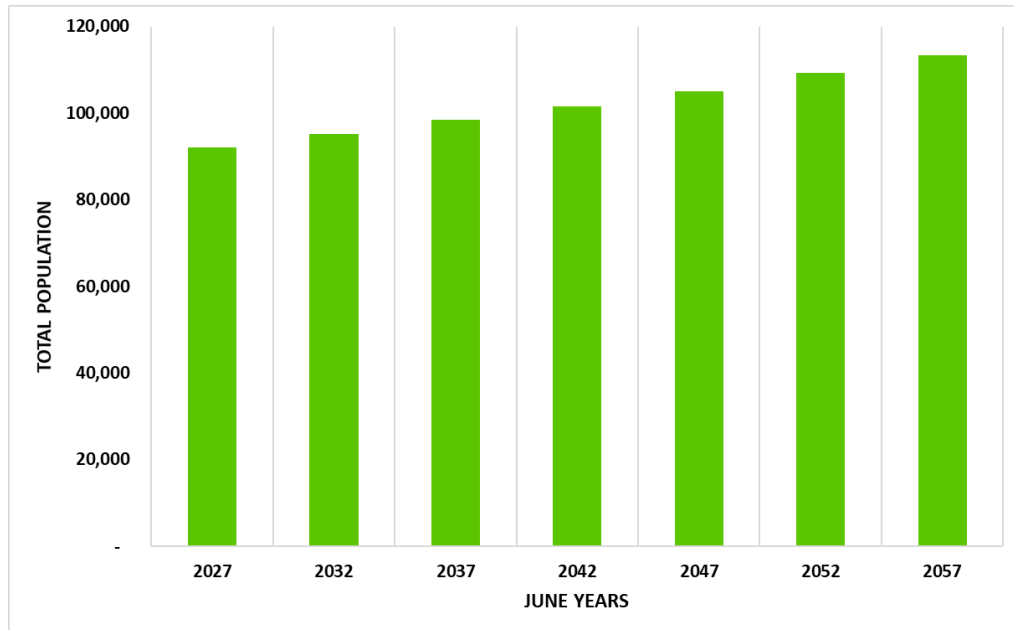
The 'Palmerston North population, household and associated projections 2027-2057' draw on modelling from Statistics New Zealand and Infometrics and have been refined in-house to incorporate local insights into demographic patterns, economic drivers, age structure, and community composition. This approach ensures the projections reflect both official

modelling and the unique characteristics of Palmerston North’s economy, population and growth dynamics.

## 2.0 Population outlook

Palmerston North is expected to grow steadily over the next three decades, with the population increasing by approximately 21,400 people. This represents a moderate but sustained rate of growth that will gradually reshape the size and composition of our community.

**1.1.1 Figure 1: Palmerston North projected population growth (2027-2057)**



### 2.1 Decade-by-decade population change trends

#### Between 2027–2037

- The population increases by more than 6,300 residents, reaching around 98,400 people by 2037.
- Average annual growth is approximately 630 residents per year, or 0.7% per year.
- Growth is supported by strong tertiary-related movement, defence activity, and steady natural increase.
- Under the National Policy Statement – Urban Development (NPS-UD), Council must ensure land and services are available to accommodate 7,604 additional residents<sup>1</sup>.

<sup>1</sup> The NPS-UD requires Council to plan for an additional 20% growth in the short to medium term (first 10 years) and 15% additional development over the long term (11-30 years) to maintain a competitive land market.

**Between 2037-2047**

- Population growth continues at a similar pace, increasing by around 6,662 residents, exceeding 105,000 by 2047.
- Average annual growth remains steady at around 665 residents per year, maintaining a growth rate of approximately 0.7% per year.
- Under the NPS-UD, the council must ensure land and services are available to accommodate an additional 7,661 residents.
- Migration becomes a more significant driver of growth, supported by ongoing tertiary and defence-related inflows.

**Between 2047-2057**

- Growth strengthens, with the population increasing by more than 8,300 residents, exceeding 113,000 residents by 2057.
- Average annual growth increases to around 750 residents per year, lifting the long-term growth rate to 0.8% per year.
- Under the NPS-UD, the council must ensure land and services are available to accommodate an additional 9,633 residents.
- Both natural increase and migration contribute to this higher level of growth, with migration remaining a key component.

**2.2 Overall population change trends**

Across the full 30-year period, Palmerston North is projected to grow by 21,375 residents, reflecting a steady and sustained population increase. Growth is moderate in the first two decades, then strengthens in the final decade as both migration and natural increase contribute more strongly. To meet NPS UD requirements, Council must plan for land supply and servicing capacity sufficient to support approximately 25,000 additional residents by 2057, ensuring the city can accommodate projected growth while maintaining a competitive and well-functioning housing market.

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Looking back, the city's population increased by just over 550 people per year on average over the 15 years to June 2025. With renewed investment activity and a strong rebound in tertiary-sector demand, growth is expected to lift slightly over the 2027-2037 period, with annual average increases rising to just over 630 residents per year.

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### 3.0 Age structure: A city growing at both ends

The city's age profile shifts in two clear directions over the 2027–2057 period, reflecting both its strong youth base and its gradually ageing population. Projections show consistent growth among young adults and older residents across all milestone years.

A key driver of growth in the younger population is the significant tertiary education sector located in the city and the expansion and consolidation of defence activities in the region, supported by the Defence Force Capability Plan. Defence investment strengthens the city's role as a centre for training, early-career development and specialist workforce activity, attracting young adults and families connected to defence employment.

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The working-age population is projected to grow by almost 19% between 2027 and 2057, increasing by just over 11,000 people. This works out to an average of around 370 additional working-age residents each year. Their share of the total population also rises slightly over time, from 64.8% in 2027 to 65.5% in 2057.

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#### 3.1 Decade-by-decade age structure trends

##### Between 2027-2037

- The 15–29 age group grows strongly, supported by tertiary education, the consolidation of defence personnel and training functions in the region and the demand for skilled professionals from overseas to serve our high-value service industries.
- The 0–14 population remains relatively stable, with only a modest decline.
- Older age groups, particularly 65–79, begin to expand as larger cohorts enter retirement years.

##### Between 2037-2047

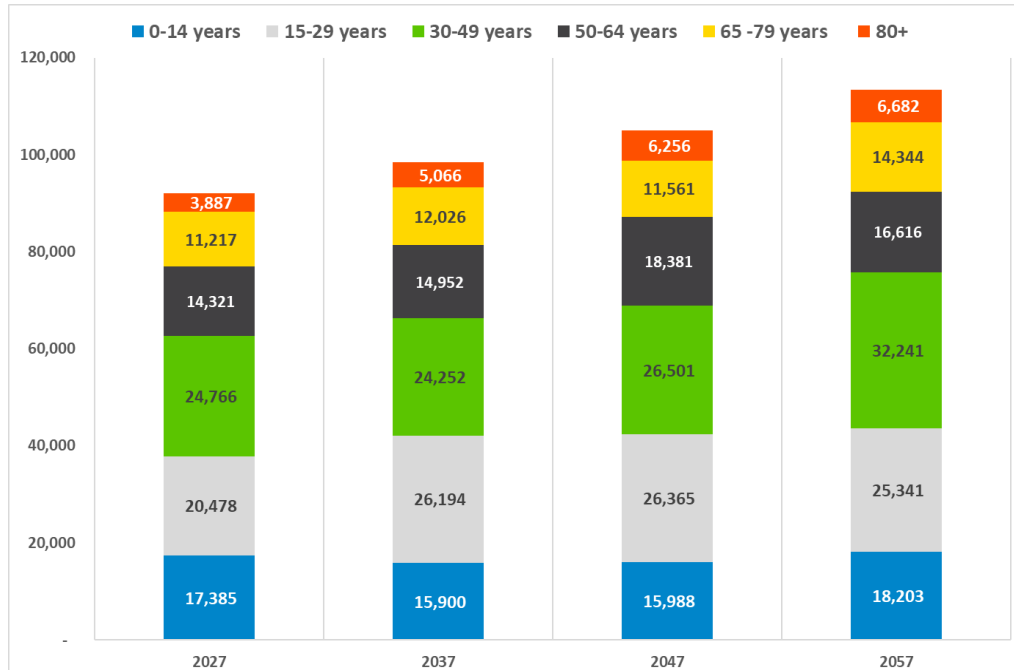
- Growth continues in the 20–29 age group, maintaining a large young-adult population.
- The 40–54 population increases as existing cohorts age into mid-life.
- The 80+ population grows more rapidly, reflecting longer life expectancy and ageing cohorts.

##### Between 2047-2057

- The 65+ population rises from around 15,100 in 2027 to more than 21,000 by 2057.
- The number of children (0–14) increases again by 2057, returning to a similar level as 2027 after earlier declines.
- The 30–49 population grows strongly, becoming one of the largest age groups by 2057.

- The city maintains a strong youth and young adult presence while also accommodating a much larger older population.

**Figure 2: Population change by age group – 2027-2057**



### 3.2 Overall age structure trends

The age structure shifts gradually over the next three decades, with growth occurring across most age groups but at different rates. The number of children (0–14) remains broadly stable, while the 15–29 population stays large and steady, reflecting the city’s strong tertiary and defence presence. The most pronounced increases occur in the 30–49 and 50–64 age groups as larger cohorts age through the structure. Growth is strongest among older residents: the 65–79 population expands steadily, and the 80+ population grows significantly over the period, increasing by around 70% by 2057. Overall, the city becomes one with a stable youth base, a growing mid-life population, and a rapidly expanding older population.

### 4.0 Drivers of population change

The shifts in Palmerston North’s age structure are shaped by two consistent sources of growth over the next three decades: more births than deaths and ongoing net migration. Both remain positive throughout the projection period and together underpin the city’s steady population increase.

Due to the region's younger age profile, our population is not ageing as quickly as in many parts of New Zealand. This means that the city is expected to remain in natural increase, an excess of births over deaths throughout the 30-year planning period, with an increase in both older households and families with children.

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Across 2027–2057, births are expected to consistently exceed deaths, averaging about 1.3 births for every death each year.

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The model also indicates that population growth will rely significantly on migrants to our city, with an average of 355 to 507 migrants expected to move to our city annually over the 30 years to June 2057. The following chart reflects how the components of population change are expected to change over time.

Defence-related investment strengthens this trend. The Defence Force Capability Plan and the consolidation of defence operations in the region attract personnel, trainees, civilian staff and their families, contributing to sustained migration inflows and reinforcing the city's youthful demographic profile.

#### 4.1 Decade-by-decade components of population change

##### Between 2027–2037

- Net migration adds 3,999, making up just over 63% of growth.
- Natural increase contributes 2,337 people or about 37%.
- Overall growth for the decade reaches 6,336.

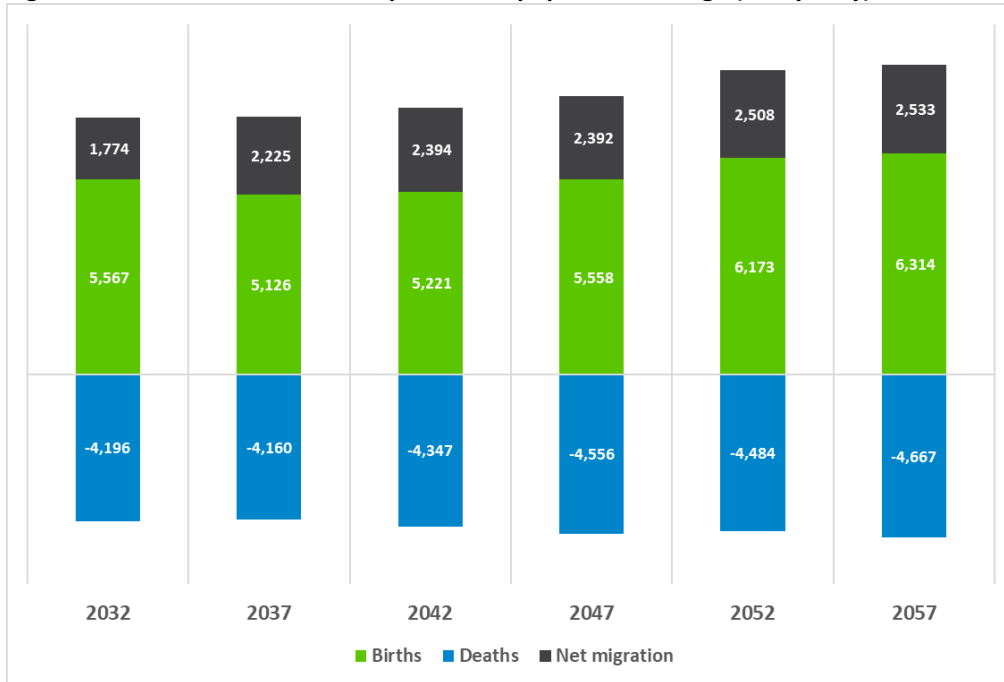
##### Between 2037–2047

- Net migration remains the main driver, adding 4,786 people (around 72%).
- Natural increase adds a further 1,876 people (around 28%)
- Total growth over the decade is 6,662

##### Between 2047–2057

- Net migration continues to play a strong role, adding 5,041 people (just over 60%)
- Natural increase strengthens, contributing 3,335 people (almost 40%)
- Total growth rises to 8,376

**Figure 3: Palmerston North - components of population change (five-yearly)**



### 4.2 Overall components of population change

Migration remains a consistently positive contributor to Palmerston North’s growth across the projection period, with tertiary-related movement and defence activity driving strong inflows among 15–39-year-olds. After 2037, migration accounts for an increasing share of total population change, supporting labour force renewal, tertiary enrolments and the city’s growing diversity. Together, natural increase, defence and tertiary-linked movements, and broader migration ensure that Palmerston North continues to grow steadily between 2027 and 2057.

### 5.0 Changing ethnic composition

Ethnic projections (available to 2043) show a city becoming more diverse, with faster growth among Māori, Pacific and Asian communities than among the European/Other population.

The number of residents identifying as Māori, Pacific and Asian is expected to rise steadily over the next two decades, while the European/Other population is projected to decline in both number and share. These shifts reflect the city’s younger age profile, strong tertiary sector, and ongoing migration from within New Zealand and overseas.

## 5.1 Decade-by-decade ethnicity trends

### Between 2023-2033

- The European/Other population decreases by around 3,200 people and falls from roughly 73% to 65% of the population.
- Māori population increases by around 3,700 people, rising to just over 23% of the population.
- Asian communities grow by more than 7,400 people, increasing their share to nearly 23%.
- Pacific Peoples increase by around 1,500 people, reaching just over 7% of the population.

### Between 2033-2043

- The European/Other population continues to decline, falling to around 59,000 and making up just under 58% of the population.
- The Māori population grows to nearly 27,000 people, increasing their share to around 26%.
- Asian communities grow most strongly, reaching almost 30,000 people and becoming the second-largest ethnic group at almost 29%.
- Pacific Peoples rise to nearly 9,000 people, increasing their share to almost 9%.

## 5.2 Overall ethnicity trends

Across the projection period, the European/Other population declines in both number and share, while Māori communities grow steadily, supported by a younger age profile and strong regional mobility. Asian communities experience the fastest proportional growth, driven by international migration and links to tertiary education, and Pacific Peoples also grow more quickly than the total population, contributing to a more multicultural city. By 2043, residents identifying with non-European ethnicities make up a larger share of the population than in 2023, and the number of ethnic responses increases faster than overall population growth. This means more people are expected to identify with multiple ethnicities over time, contributing to a more culturally diverse city.

Figure 4: Palmerston North ethnic projections to 2043 by number

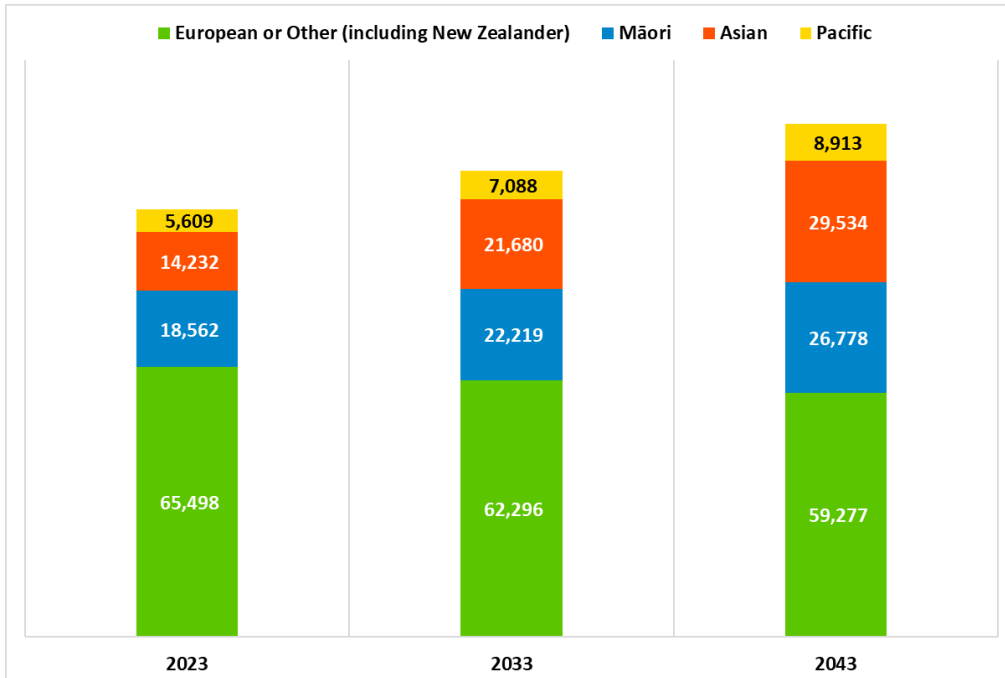
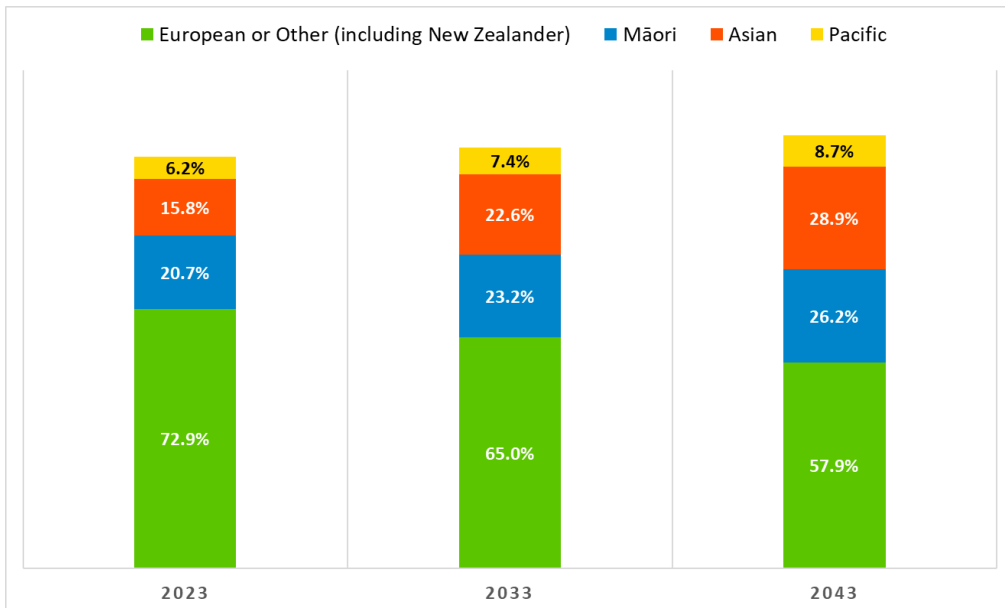


Figure 5: Palmerston North ethnic projections to 2043 by percentage<sup>2</sup>



<sup>2</sup> Please note, ethnicity percentages always add to greater than 100% due to individuals identifying with more than one ethnicity.

## 6.0 Family and household composition

Family and household structures change significantly over the 30 years, reflecting ageing, migration, defence- and tertiary-related movements, and evolving living patterns.

The projections highlight the growing demand for smaller homes suited to older couples and one-person households as the population ages, as well as the trend toward larger homes for multi-generational living.

### 6.1 Decade-by-decade family and household composition trends

#### Between 2027–2037

- Family households increase modestly, with two-parent families remaining the largest group but growing slowly.
- Couple-only families grow steadily as more mid-life households move into older age without children at home.
- One-parent families rise gradually.
- One-person households increase, reflecting ageing, greater longevity, and lifestyle choices among younger adults relocating for study or defence roles.
- Other multi-person households grow slightly, supported by cultural diversity, shared living among students, and multigenerational arrangements.

#### Between 2037–2047

- Family households continue to grow, but their share of total households begins to decline as smaller household types expand more quickly.
- Couple-only households accelerate in growth as the large mid-life cohort transitions into older adulthood.
- One-person households continue to rise, driven by both ageing and changing living preferences.
- Other multi-person households remain stable overall, with small shifts linked to migration and shared accommodation patterns.

#### Between 2047–2057

- Family households grow strongly in absolute terms, particularly two-parent families, but still form a smaller proportion of total households than in earlier decades.
- Couple-only households remain one of the fastest-growing types as the ageing population expands.
- One-person households continue their steady rise, becoming a larger share of all households by 2057.
- Other multi-person households increase again, reflecting multigenerational living and shared housing among younger adults.

Figure 6: Palmerston North household type projections – 2027-2057

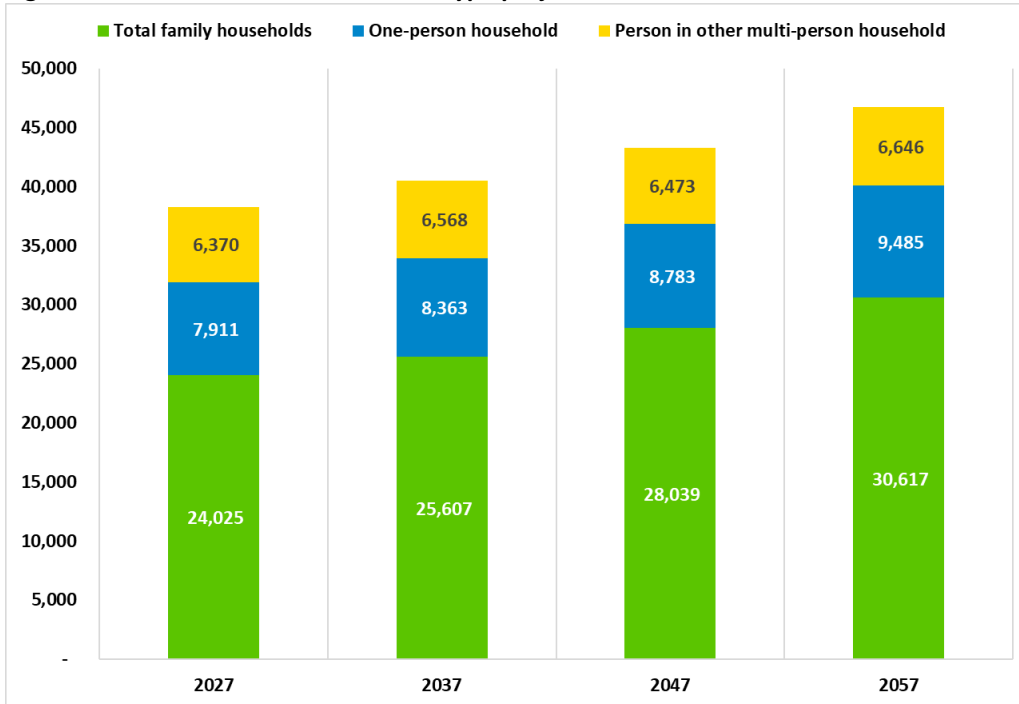
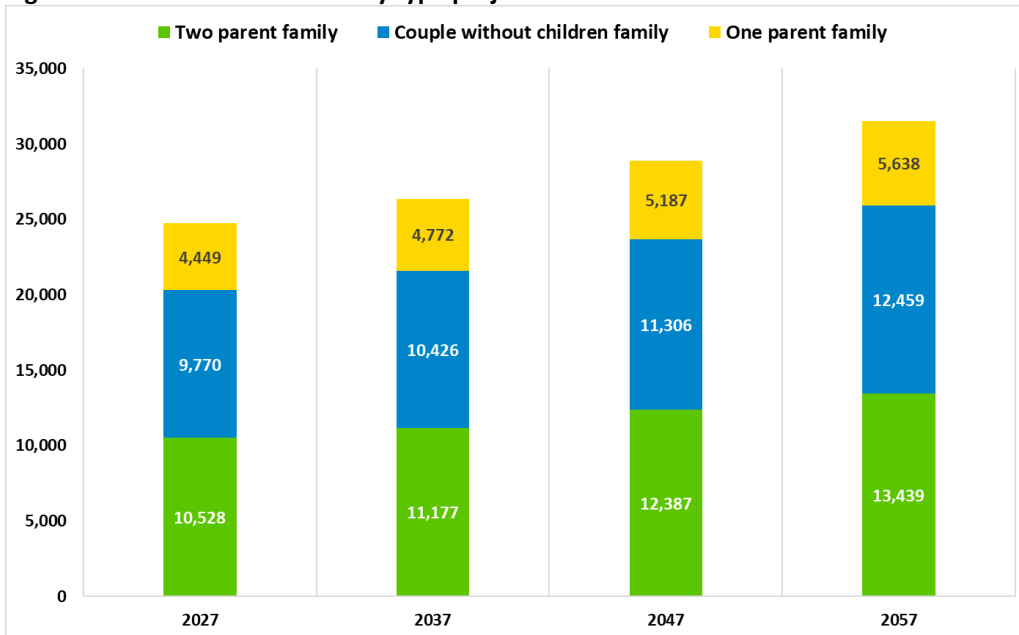


Figure 7: Palmerston North family type projections – 2027-2057



## 6.2 Overall family and household composition trends

Over the projection period, Palmerston North's household mix becomes more varied, with strong growth in smaller households, especially couple-only and one-person households, alongside steady increases in family households and gradual growth in multigenerational and shared living arrangements. The result is a city with a more diverse and flexible range of living patterns by 2057.

## 7.0 Household growth and average household size

Household growth continues across the projection period, shaped by population change, shifting living patterns and the city's evolving age structure. Growth is not uniform across the three decades, with different drivers influencing household formation at different points in time.

### 7.1 Decade-by-decade household growth and size trends

#### Between 2027–2037

- Household numbers increase by 227 per year, rising to 272 per year with the NPS-UD margin. This reflects an average annual growth rate of 0.8% and requires the Council to provide for an additional 2,722 households compared with 2027.
- Average household size increases slightly, reflecting more young adults moving to the city for tertiary study, defence activity and early career employment.
- Demand strengthens for shared accommodation, rental housing, group households and family homes, particularly those suited to younger residents and early career households.

#### Between 2037–2047

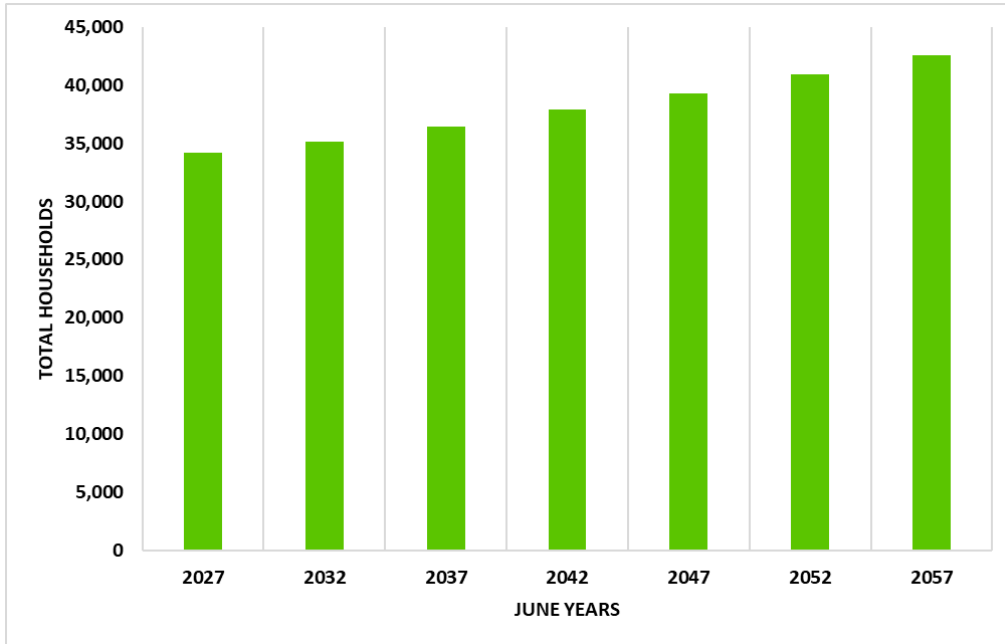
- Household growth increases to around 284 per year, or 326 per year with the NPS-UD margin. This reflects an average annual growth rate of 0.9% and requires the Council to provide capacity for an additional 3,263 households over the decade.
- Average household size begins to decline as ageing becomes a stronger influence.
- Demand shifts toward a broader mix of dwelling types, balancing family homes with smaller, accessible dwellings for older residents.
- Other multi-person households remain stable overall, with small shifts linked to migration and shared accommodation patterns.

#### Between 2047–2057

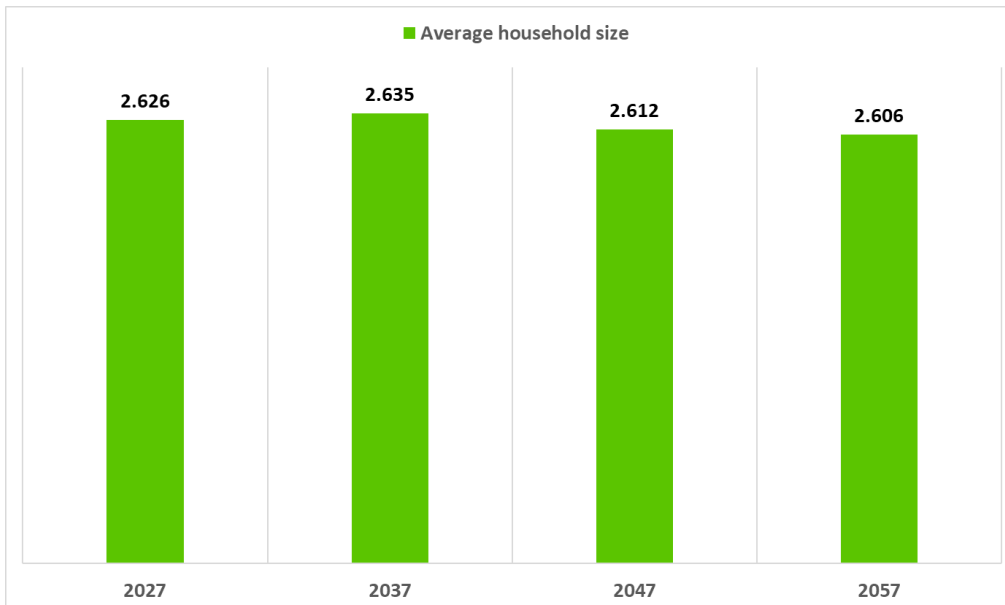
- Household growth increases to around 326 per year, or 375 per year with the NPS-UD margin. This maintains an average annual growth rate of 0.9% and requires the Council to provide for an additional 3,745 households compared with 2047.

- Average household size continues to decline, reflecting strong growth in the 65+ population and more people living alone.
- Demand increases for smaller homes, accessible housing, supported living options, and larger dwellings for multigenerational households.

**Figure 8: Palmerston North household growth**



**Figure 9: Palmerston North – Average Household Size (2027-2057)**



## 7.2 Overall housing growth and size trends

The overall direction of travel is therefore toward a more diverse housing market. Palmerston North will need to provide for younger households, students, defence personnel, skilled migrants, families and multigenerational households, while also planning for growth in smaller households, older residents, accessible homes and supported living options. This reinforces the need for a broader mix of housing types, including smaller dwellings, family homes, larger homes suitable for shared or intergenerational living, and housing that can support people to age in place.

## 8.0 Conclusion

Over the next 30 years, Palmerston North is projected to become a larger and more diverse city. Population growth will be steady, supported by both natural increase and migration, while the age structure shifts at both ends, with more young adults and significantly more older residents. Household and family patterns will continue to diversify, creating stronger demand for a wider range of housing types, from smaller homes and accessible dwellings through to larger homes for families and multigenerational living. At the same time, growing ethnic diversity will continue to shape the city's character and the needs of its communities. Palmerston North will need to provide for younger households, students, defence personnel, skilled migrants, families and multigenerational households, while also planning for growth in smaller households, older residents, accessible homes and supported living options.

## **MEMORANDUM**

**TO:** Council

**MEETING DATE:** 27 May 2026

**TITLE:** Adoption of the Delegations Manual 2026

**PRESENTED BY:** Sarah Claridge, Governance Advisor

**APPROVED BY:** Cameron McKay, General Manager Corporate Services

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### **RECOMMENDATION TO COUNCIL**

- 1. That Council adopt the Delegations Manual 2026 to replace the Delegations Manual 2023.**
- 

#### **1. ISSUE**

- 1.1 Delegations are the mechanism for which Council efficiently goes about its business within the authorities given it under the law.
- 1.2 This memorandum seeks Council's approval of the Delegation Manual 2026 (Attachment 1), specifically revisions to:
  - Part 1 (Definitions table), refreshed with simplified meaning and current usage of important terms.
  - Part 2 Delegations to Individual Members
  - Part 5 Delegations to the Chief Executive - to clarify delegations making them easier to understand to ensure accurate implementation.
- 1.3 Full details and explanations for recommended changes to Parts 1, 2 and 5 are provided in Section 3-5 below and recommended changes are noted as tracked changes in Attachment 1.

#### **2. BACKGROUND**

- 2.1 Over the last term, Council worked through a rolling review of its Delegation Manual, section by section, to improve functionality, remove overly legal language for plain language and keep it up to date. These reviews have included:

- October 2023 – rewrite and re-format of the 2018 version
- May 2024 – revision of Part 5 Financial Delegations section
- March 2025 – revision of Part I Principles and Purpose section
- November 2025 – new Part 4 Committee Terms of Reference

2.2 The Delegations Manual is a living document that has ongoing updates over time. Amendments, where added between versions, are identified with footnotes.

**3. REVIEW OF DEFINITIONS TABLE (PART 1)**

3.1 The Definitions table has been revised to:

- (1) remove terms that did not need defining, ie. when common usage is appropriate;
- (2) refer to terms ‘as defined by the relevant legislation’ to future-proof the Delegation Manual by allowing that terms do not become out of date if there is legislative change;
- (3) ensure financial terminology is more easily understood by non-financial experts;
- (4) ensure clarity where terms had been used interchangeably with differing nuance

**Defining “Council”**

3.2 Current organisational practice is to use the word ‘Council’ interchangeably to refer to both the elected body and organisation, and for the reader to rely on context to infer which body a delegation refers to. To avoid doubt, officers recommend the use of different words in the Delegations Manual to specify whether the reference is to the elected body or to the organisation.

3.3 Officers recommend continuing to use the word ‘Council’ to mean the elected body and have indicated references to the organisation using either the term ‘Palmerston North City Council’ or ‘organisation’.

3.4 A full review of the use of the word ‘Council’ throughout the Delegation Manual has occurred and all references have either been:

- retained to mean the elected body or
- amended to ‘Palmerston North City Council’ or ‘organisation’ when referring to the organisation, or otherwise deleted when not required

3.5 Table 1 sets out a summary of the changes proposed to definitions (clause 1.9 of the Manual).

**Table 1: Changes to Definitions Table (Part I)**

Change	Definitions affected	Reason for change
Terms removed	Claim Expenditure Manual Offset Relevant Council Budget Total Budget	Do not need to be defined, common usage or not found elsewhere in the Manual
Re-defined to match legislation	Activity	To ensure term does not become out of date.
Re-written	Budget Variation Council Emergency (now Major Incident) Fees and Charges Financial Year General Manager Infringement Fee Programme Relevant Activity Budget	Rephrased for understanding
No change or minor change	Annual Budget Capital New Capital Renewal Claim Commitment Delegation Delegate Delegator Minor Edits	N/A

#### 4. REVIEW OF PART 2: DELEGATIONS TO INDIVIDUAL MEMBERS

4.1 Council delegates a number of responsibilities to individual positions held by Elected Members, many of which are procedurally based to enable decision making of minor issues. Delegations to Members include:

- managing the Chief Executive's Performance
- acting as Council's shareholder or representative on various bodies
- approving Members' expenses, conferences and travel
- approving Members' leave of absence
- agreeing submissions to Parliamentary subcommittees
- signing documents and affixing the common seal
- receiving notifications from the Internal Auditor

4.2 Delegations have been reviewed to:

(1) reflect OAG practice on sensitive expenditure

(2) Elected Members expressed preference to share responsibilities, and alignment with committee and other roles

(3) Ensure efficiency

Proposed changes to Part 2: Delegations to Individual Members are summarised in Table 2 below.

**Table 2 Proposed Changes to Part 2 Delegations to Individual Members**

Clause	Proposed Delegation change	Rationale for change
2.1 Approve expenses of the Mayor, Deputy Mayor and Chief Executive.	<p>Delegation for approving the Mayor’s and Deputy Mayor’s expenses has been separated into two delegations and requires two roles to approve expenses.</p> <p>Delegations (2.1.1 - 2.1.3) extended to include the Mayor, Deputy Mayor, or chair of a Council committee.</p>	<p>Acknowledges what is already practice- that one cannot sign off their own expenses.</p> <p>Having two members sign off on expenses strengthens the ability of those members to have robust conversations, should any be needed, and increases oversight.</p> <p>Expanding the number of roles to whom this delegation applies ensures that despite now requiring an additional sign-off, expenses can still be approved in a timely manner.</p>
<b>2.2 Approve training, conferences or expenditure on Council Business. (for Members and Chief Executive)</b>		
2.2.1 Approving Elected Member attendance at training or conference.	<p>Separate cost of attendance from the travel expenses.</p> <p>Add sentence to note approval is sought before travel is taken.</p>	<p>Clarifies that the \$2k limit is for attendance.</p> <p>Acknowledges current practice that travel and training is approved by two of three delegates before registration or booking is made.</p>

Clause	Proposed Delegation change	Rationale for change
2.2.2 Approving Mayoral travel expenses for council business.	Inclusion of approving Partner's expenses when accompanying Mayor on Council Business in New Zealand or Australia.	This delegation was sitting with the Chief Executive in the Expenses Policy but was not referenced in the Delegation Manual.
2.2.3 Authorising the payment of reasonable travel expenses.	Current delegation to Manager – Governance to authorise expenses payments for Elected Member attendance at training/ conferences and for expenses accrued when councillors are representing the city on council business to be noted in Delegation Manual for completeness.	Delegation is in the Member's Expenses Policy but was missing from the Delegation Manual.  Having a separate delegation for paying expenses – clarifies the matter of the \$2k limit for training costs.
2.2.4 Approving Chief Executive travel	Delegation expanded to include Deputy Mayor.	Deputy Mayor has responsibility for Chief Executive professional development as part of CE performance review, so therefore should be involved in decisions over travel for training.
2.6 Local Government New Zealand (Zone 3)	Councillors appointed to represent Council at LGNZ Zone 3 meetings, updated in Manual.	Current term, minor change, applied as agreed in December 2025.

## 5. REVIEW OF PART 5: DELEGATIONS FROM COUNCIL TO THE CHIEF EXECUTIVE

5.1 Part 5 contains the financial and statutory delegations from Council to the Chief Executive. It is these delegations which the Chief Executive sub-delegates to officers to enable the day to day running of Palmerston North City Council. A full re-write of these delegations took place a year ago in June 2024, following a business assurance review of financial delegation. Officers therefore considered it timely to review how Part 5 was working in practice.

- 5.2 The review of this Part was conducted by officers from the finance, legal and governance teams. The focus of the review has been to address any issues experienced in the year since implementation by ensuring the wording is clear and precise to avoid misinterpretation. Alongside improving the clarity of Part 5, officers have made the following changes:

**Chief Executive Broad Delegations (5.1)**

- 5.3 Officers have rewritten clause 5.1.1 to improve readability. The content and purpose of the broad delegations to the Chief Executive has not changed.
- 5.4 Officers suggest that clauses 5.1.2 and 5.1.3 be removed from the Delegation Manual as they largely repeat either the law or delegations from Part 4 Terms of References. This has been incorporated into the draft attached.
- 5.5 Legal requirements always apply and as such do not need to be set out on the Delegations Manual to make it so. Table 3 below details where the content of clauses 5.1.2 and 5.1.3 is already found either in the law or in other sections of the Manual.
- 5.6 The one exception to the items listed in 5.1.3 that is not covered by legislation as something ‘Council must do’ nor has been captured in Council’s Terms of Reference is clause 5.1.3(d). In 5.1.3(d) Council has added an additional requirement for the Local Governance Statement, on top of s40 of the Local Government Act. If clause 5.1.3 were to be removed, the responsibility of publishing the Governance Statement would instead automatically be delegated to the Chief Executive under the broad delegation set out in 5.1.1. It should be noted that the content of the Governance Statement is a procedural mechanism that ensure councils set out what they have effectively already decided in a format that helps the community understand how to engage with their council. The Governance Statement gathers current processes of the Council and information directly updated as a consequence of the triennial election, eg. lists the new committee structure and names of elected members. The Chief Executive therefore does not see any particular risk in publishing material that already exists in another format.
- 5.7 If Council did wish to retain the power to approve the Local Governance Statement at the beginning of each triennium, an amendment to the drafted Delegation Manual 2026 would be needed either to (1) retain 5.1.3(d) as a sole clause or to (2) include it in Council’s Terms of Reference for the 2026 term. Officers would request any such direction be noted in the final resolution at the Council meeting. It should be noted that if information becomes out of date, officers would still update the content of the Governance Statement on the website under minor edits.

**Table 3: Repetition of content in clauses 5.1.2 and 5.1.3**

Clause from Delegation Manual	Already existing in Delegation Manual	Council requirement under legislation
5.1.2 – Sub delegation any function except sub delegation	Clause 1.6.3	Section 7 clause 32B (1) LGA
5.1.3 Council retains the authority to: a. make a rate b. make a bylaw c. adopt a LTP, Annual Budget (Plan) or Annual Report f. borrow money, purchase or dispose of assets h. make or alter council policies j. power to appoint a Chief Executive n. dispose of or sell of real property (same as f) p. adopt a remuneration and employment policy	Clause 4.1 Council's Terms of Reference	Schedule 7 clause 32 (1) LGA  Decisions under this section can only be made by Council
d. approve a Local Governance Statement (see 5.6 above)		S40 LGA - requires the preparation and publication of the Local Governance Statement, without requiring approval of the governing body.
d. approve a triennial agreement		S15 LGA  Council approval required
e. review the cost effectiveness of a council activity		S17A LGA  Council approval required
g. all significant decisions to be made by Council	Clause 4.1 Council's Terms of Reference	
i. authorise any contracting out of council's regulatory service.	5.3.1 Contracts over 3M go to council	S17 (LGA)  Transfer of services to another LA Council approval required

k. appoint Hearing Commissioners, members of the DLC to the relevant lists etc	Clause 4.1 - 7(c) Council's Terms of Reference	
l. appoint council representatives	Clause 4.1 - 7(b, d, e and f) Council's Terms of Reference	
m. promote proposed legislation	Clause 4.1 - 1(j) Council's Terms of Reference	
o. Approve a District Plan (or changes to)	Clause 4.1 - 1(d) Council's Terms of Reference	Schedule 1 clause 17 RMA  Council approval required

#### Interaction between value and time limits in clauses 5.3.1 and 5.3.2

5.8 There has been some confusion amongst officers when interpreting how clauses 5.3.1 and 5.3.2 interact.

Clause 5.3.1 allows the Chief Executive to “enter into ... any Commitment up to the total value of \$3M **for a term of not greater than three years**”

and clause 5.3.2 allows the Chief Executive to “enter into a Commitment **of a term greater than 3 years** provided that the value of the Commitment (including any right of renewal) is less than \$3M”.

This allows for the following situations to occur:

\$5M value Commitment over 2 Years	<b>X</b> Council approval required under 5.3.1
\$3M value Commitment over 4 Years	<b>X</b> Council approval required under 5.3.1
\$2.9M value Commitment over 4 Years	✓ CE can agree under 5.3.2
\$3M value Commitment over 1 Year	✓ CE can agree under 5.3.2

5.9 The separation of clauses raises a risk of the clauses being read in isolation and accordingly incorrectly applied. For example, this can lead to smaller value variations being thought of as ‘new’ commitments, and incorrectly managed by officers rather than seeking Council approval over the total value.

5.10 To avoid confusion and increase compliance, the draft attached has tightened phrasing to explicitly refer to variations and ensure these are captured in officer understanding of the total commitment. We will continue to monitor any

misinterpretation and report back if there are further improvements needed to ensure the intent of Council is accurately and consistently applied.

**Renaming Emergencies to Major Incidents**

- 5.11 Clause 5.9 Emergencies has been renamed Major Incidents to distinguish such events from civil defence emergencies that are declared under the Civil Defence Emergency Management Act 2002.
- 5.12 Officers have added a note in 5.9.4 that consultation will occur with the Mayor-elect, if a Major Incident occurs during the post-election period (between the declaration of the vote and inaugural Council meeting). This is to futureproof Council should anything happen before a new council is formally signed into office. There remains a spending cap of \$3M on all major incidents, so should a Chief Executive require more funding, elected members would have to be sworn into office and an emergency or extraordinary committee held.

**Reformatting of Roles - Resource Management Act 1991**

- 5.13 The 2026 review found a need to reformat this section to ensure clarity of which roles have particular powers.

**6. NEXT STEPS**


- 6.1 Review of the Chief Executive’s Delegations Manual is underway. When completed, we expect this will be integrated as Section 6 of the Delegations Manual, to include delegations from legislation, policies and bylaws.
- 6.2 A review of the fees and charges authorities set out in the Delegations Manual will occur alongside the Long-Term Plan 2027-37.

**7. COMPLIANCE AND ADMINISTRATION**

Does Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these actions?	<b>Yes</b>
The recommendations contribute to: All Goals	
The recommendations contribute to the achievement of objective/objectives in:	

<p>14. Mahere mana urungi, kirirautanga hihiri</p> <p>14. Governance and Active Citizenship Plan</p> <p>The objective is: Review governance systems and structures</p>	
<p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p>	<p>Clarifying lines of authority and ensuring consistency of application heightens trust in Council as an organisation led by an elected body.</p> <p>Use of simple language allows for understanding of the purpose of delegations and implementation of correct authorities.</p>

**ATTACHMENTS**

1. Delegation Manual 2026 with tracked changes [↓](#) 

ARATOHU TUKU MANA WHAKATAU | DELEGATIONS MANUAL

~~AS AMENDED NOVEMBER 2025~~

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## TE WHAKAMAHI I TĒNEI ARATOHU APATONO I HOW THIS DELEGATIONS MANUAL WORKS<sup>1</sup>

This Delegations Manual is divided into five parts:

**Part 1:** explains the Council's principles regarding delegations and the rules relating to the way in which delegations and sub-delegations apply and operate in the Council.

**Part 2** contains non-statutory delegations from the **Council to Individual Elected Members or Officers**.

**Part 3** contains delegations from the **Council to Subordinate Decision-making bodies**, most notably to Resource Management Act and Dog Control Hearing Panels, several trusts involved in distributing grants and the assignment of Hearing Commissioners.

**Part 4** contains delegations from the **Council to its Committees**.

**Part 5** contains all delegations (including financial delegations) from the **Council to the Chief Executive** and statutory delegations from **Council to other officers**, in particular under the Local Government (Rating) Act 2002 and the Resource Management Act 1991.

**Note:** Part 5 should be read alongside the Chief Executive's Delegations Manual which records the delegations from the Chief Executive to officers.

Each delegation to an officer in this Delegations Manual is to be exercised individually except where it is stated otherwise and requires officers to act in conjunction with two or more members / officers.

### Reviews of this Manual

The Delegations Manual is a living document and will be reviewed by Council at the start of a triennium.

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<sup>1</sup>-Part 1 was reviewed Council 5 March 2025

<b>WĀHANGA 1: NGĀ MĀTĀPONO ME TE PŪTAKE O NGĀ APATONO</b> <b>PART 1: PRINCIPLES AND PURPOSE OF DELEGATIONS</b>
---

**1.1 The Meaning of Delegation**

- 1.1.1 Delegation is the assignment of a function, power or duty to act to another person or body, including the authority to carry out that function or duty, exercise the power or complete the action.
- 1.1.2 The functions, powers and duties of the Council are prescribed by central government either expressly or implicitly by statute and any associated regulations. The legislative framework sets out various powers, functions and duties to the Council or the Chief Executive.
- 1.1.3 Unless expressly provided otherwise in the Local Government Act 2002, or in any other Act, the Council can delegate any of its responsibilities, duties or powers to a committee, subordinate decision-making body, member or officer, except the powers to:
- a. make a rate;
  - b. make a bylaw;
  - c. borrow money, or purchase or dispose of assets, other than in accordance with the Long-Term Plan;
  - d. adopt a Long-Term Plan, Annual Budget (Plan) or Annual Report;
  - e. appoint a Chief Executive;
  - f. adopt policies required to be adopted and consulted on under the Local Government Act 2002 in association with the Long-Term Plan or developed for the purpose of the local governance statement; or
  - g. adopt a remuneration and employment policy.

~~1.4.3~~ Council has retained other powers and responsibilities which are set out in Council's Terms of Reference in Part 4.

**1.2 Role of the elected Council**

- 1.2.1 One of the Council's statutory functions is to lead and guide the management of the City by determining primary goals and objectives, setting strategies and policies, and encouraging their achievement through the considered use of committees and the appointment of the Chief Executive. These governance activities are the remit of elected members.

**1.3 Role of the Chief Executive**

- 1.3.1 The management of the Council is the responsibility of the Chief Executive. The Chief Executive leads the staff to achieve the statutory responsibilities of the Council, provide policy advice, implement governance decisions and deliver and manage infrastructure and services for the City.
- 1.3.2 The Chief Executive is the Council's principal administrative officer and is the only officer appointed by the Council. They are responsible for appointing staff and ensuring that all responsibilities, duties and powers delegated to them, or to any person employed by the Council, are properly performed or exercised. This includes powers imposed or conferred by an Act, regulation or bylaw.

#### 1.4 The Principle of Delegation & Purpose

- 1.4.1 The Council supports the principle of delegating decision-making to the lowest competent level. This makes best use of the abilities of elected members and officers, ensuring the cost-effective use of resources and promoting the development of efficient and effective management. This principle has been applied to the preparation of this Delegations Manual.
- 1.4.2 Delegation focuses and sharpens the relationship between the Council and the Chief Executive and assists in the achievement of the respective functions of elected members and officers.

#### 1.5 Characteristics of Delegation

- 1.5.1 It is important to understand the following characteristics of delegation:
- a. Delegators do not lose the authority to exercise the function, power or duty and may exercise this concurrently with the Delegate.
  - b. No delegation relieves the body or person making the delegation of the liability or legal responsibility to perform or ensure performance of the function or duty being delegated.
  - c. Delegations are always to positions rather than individuals, however delegates act in their own names on behalf of the Council when exercising delegated authority and should exercise the delegated authority wisely and responsibly.
  - d. An officer or body to whom any responsibilities, duties or powers are delegated may exercise them in the same way and with the same effect as the Delegator could have done.
  - e. Any officer or body exercising a delegation must:
    - (i) apply the decision-making requirements of the Local Government Act or any other relevant legislation; and
    - (ii) comply with all relevant policies, financial limits and reporting or other procedural requirements.
  - f. Subject to any legislative restrictions, a responsibility, duty or power delegated to an officer is also delegated to all officers in a direct line of authority above that officer.
  - g. Where an officer is operating in an acting capacity, the officer may exercise the full delegations of that role.
  - h. It is not compulsory to exercise a delegation (either at all or in a particular case). Whether or not to exercise a delegated authority may depend on the circumstances of a particular matter. If a delegate, is unable to make a decision, the correct action is to refer the matter to the delegator.
  - i. Unless a delegation has been made and included in the Delegations Manual, any decision required in respect of that matter can only be made by the Council.

- j. Unless specifically time-limited, a delegation will continue in force until specifically revoked, or varied by the Delegator or the Council. A delegation may be revoked at any time without notice.
- k. Where there is any ambiguity between the wording of a legislative function and the delegation of that function, the wording of the legislation will prevail.
- l. Unless otherwise expressly stated, all financial values in this Delegations Manual are GST exclusive.

1.5.2 All committees, sub-committees and officers have authority to hear any matter within their jurisdiction and submit a report or recommendation to a higher authority.

### 1.6 Sub-Delegation

1.6.1 Delegations may be sub-delegated to another officer or body under the Local Government Act 2002 (or other permitting Acts). Sub-delegation can only occur once. Sub-delegated authority is subject to any conditions, limitations, or prohibitions imposed by the Delegator.

1.6.2 **Sub-delegation is not allowed** to delegations made under the Local Government (Rating) Act 2002 (clause 5.11) or Resource Management Act 1991 (clause 5.13). This means a delegation to an officer or body under either of these statutes cannot be sub-delegated to another to fulfil.

1.6.3 The **Chief Executive and other specified officers** can sub-delegate their delegation to any officer except:

- a. the power to delegate; or
- b. any power delegated to the officer that is subject to a prohibition on delegation; or
- c. any power under an enactment where the enactment expressly prohibits the delegation of the power.

1.6.4 An officer to whom any responsibilities, duties or powers are sub-delegated may exercise them in the same way and with the same effect as the delegating officer could have done.

1.6.5 **A committee** may delegate any of their responsibilities, duties or powers to a sub-committee (see reference to establishing sub-committee) or person, subject to any limitations imposed by the original delegation. The Delegate may exercise those delegations in the same way as the committee could have done but may not sub-delegate.

### 1.7 Review of Decisions made under Delegation

1.7.1 The Council or a committee cannot rescind or amend a decision made under delegation by a committee, sub-committee, officer, or another subordinate decision-making body, except where:

- a. The decision has not become legally binding or operative;
- b. It is manifestly wrong e.g. breaches legislation, regulations, code of conduct, policy; or
- c. It is contrary to a decision of the Delegator of which the Delegate was unaware; or
- d. It contains serious implications for the organisation of which the Delegate was unaware.

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1.7.2 Where a delegation is made under legislation that is subsequently repealed, the delegation will be extinguished on the date of repeal of the relevant legislation. Should a new delegation be required as a consequence of legislative change, this will be brought to Council for decision.

### 1.8 Legal Basis

1.8.1 The delegations in this Manual are made in accordance with the Local Government Act 2002 and any other legislation permitting delegation.

### 1.9 Definitions

1.9.1 For the purposes of this Delegations Manual the words and phrases set out below have the following meanings:

<b>Activity</b>	<del>a body of work as described in a Long-Term Plan (or its equivalent – 10 Year Plan) or Annual Budget.</del> <u>As defined by section 5(1) of the Local Government Act 2002 and identified in the Long Term Plan.</u>
<b>Annual Budget</b>	<del>an Annual annual Plan-plan or Annual Budget</del> adopted by Council pursuant to the Local Government Act 2002.
<b>Budget Variation</b>	<del>an approval by the Council (or committee with delegation) or the Chief Executive, according to delegation set out in Section 5.4 to incur Expenditure in excess of budgets.</del> <u>A change in a Relevant Activity Budget.</u>
<b>Capital New</b>	<del>Capital expenditure to increase the value of improve</del> an asset or create a new asset, that <u>Palmerston North City Council</u> owns and maintains.
<b>Capital Renewal</b>	<del>Capital expenditure to renew or replace an existing Council asset that Palmerston North City Council owns and maintains.</del>
<b>Claim</b>	<del>Any amount of money sought for any claim for</del> compensation either by or against the <u>Palmerston North City Council</u>
<b>Claim Expenditure</b>	<del>the net amount of Expenditure by the Council on settling a Claim including legal costs but after taking into account contributions from insurance and third parties.</del>
<b>Commitment</b>	<del>Any arrangement between the Palmerston North City Council and any third party which is binding on Council, made by an officer under delegation.</del>
<b>Council</b>	<del>the Palmerston North City Council howsoever referenced or described in each relevant statute.</del> <u>The elected governing body of Palmerston North City.</u>

<b>Delegation</b>	The assignment of a function, power or duty to act to another person or body, including the authority to carry out that function or exercise that power.
<b>Delegate</b>	The person or body that has a delegation.
<b>Delegator</b>	The person or body that has granted a delegation.
<b><u>Emergency Major Incident</u></b>	<p><del>an</del> <u>An event:</u></p> <p>(a) <u>is unexpected and causes major damage to the organisation's or others' property; that is unforeseen and causes major damage to Council or other property; and</u></p> <p>(b) <u>requires immediate action to fix or prevent any damage; and for which there is a need for remedial action to be taken without delay; and</u></p> <p>(c) <u>it is impracticable to convene a meeting of Council or Committee with delegation to approve the proposed expenditure;</u></p> <p>but <del>which</del> <u>is not a declared state of local or national emergency under the Civil Defence Emergency Management Act 2002, in which case authority passes to the Civil Defence Emergency Management Local Controller.</u></p>
<b>Fees and Charges</b>	<p><del>amounts charged or imposed by the Council on third parties for the provision of goods or services (including use of facilities), the standard amount of which is set (whether in absolute terms or by reference to a formula or rate) in advance of any arrangement with a particular person or group for the provision by the Council of goods or services in consideration for payment of the relevant amount (and "Fee" and "Charge" have the corollary meaning).</del></p> <p><u>The amounts of money that Palmerston North City Council imposes for the provision of goods or services (such as the cost of a consent application or dog registration), the standard amount of which is set (whether in absolute terms or by reference to a formula or rate).</u></p>
<b>Financial Year</b>	<p><del>a financial year (1 July–30 June) of Council as established under the Local Government Act 2002.</del></p> <p><u>A period of 12-months ending on 30 June.</u></p>
<b>General Manager</b>	<p><del>Second tier manager</del></p> <p><u>The most senior officer in each operational Group who reports directly to the Chief Executive, and may also be referred to as a second-tier manager.</u></p>
<b>Infringement Fee</b>	<p><del>an amount imposed by the Council for failure to comply with a requirement of a statute, legislative instrument, bylaw or other rule or regulation, and set by law or by resolution of Council.</del></p> <p><u>The amount of money imposed for failure to comply or breaches of a statute, legislative instrument, bylaw or other rule or regulation, and set by law or by resolution of Council.</u></p>

<b>Manual</b>	<del>this document which sets out delegations; related conditions, limits and curtailments; and related provisions, as adopted by the Council and as varied or amended from time to time either by resolution of Council or otherwise in accordance with the provisions of this document.</del>
<b>Minor Edits</b>	<del>Edits that consist of one of the following: Changes, amendments or corrections where:</del> <ol style="list-style-type: none"> <li><del>a. The law requires that it be changed in a specified way;</del></li> <li><del>b. The Council resolves that the document be revised or added to in a specified way;</del></li> <li><del>c. A clause becomes redundant;</del></li> <li><del>d. A decision of the Council requires a modification to an existing clause; or</del></li> <li><del>e. A typographical, grammatical or other minor amendment is necessary.</del></li> </ol>
<b>Offset</b>	<del>A balancing financial adjustment can be made within the Relevant Council Budget, and in the officer's judgement the Activity outcome set out in the Long-Term Plan can still be achieved.</del>
<b>Programme</b>	<del>A detailed financial action (capital or operating) to achieve particular outcomes of Council, as described in a Long-Term Plan or Annual Budget.</del>  <del>A planned series of related tasks, project(s) and / or detailed financial actions (capital or operating) to achieve particular outcomes as described in a Long-Term Plan or an Annual Budget.</del>
<b>Relevant Activity Budget</b>	<del>Total Budget (see definition below) for the Activity under which the commitment falls, in any one financial year, as approved in the Long-Term Plan or Annual Budget, together with any changes agreed by resolution in the subsequent financial years and any subsequent budget variations agreed under delegation.</del>  <del>Means, in relation to an Activity, either: (i) the net operating cost less depreciation (where applicable), or (ii) Capital new expenditure less capital new revenue, or (iii) Capital renewal expenditure less capital renewal revenue as applicable, for a Financial Year, as approved in the Long-Term Plan or Annual Budget. This includes any changes agreed by resolution in any Financial Year or Budget Variations agreed under delegation.</del>
<b>Relevant Council Budget</b>	<del>Total Capital New, Capital Renewal or Operating Budget. Not limited by Activity area. Relevant refers to matching type of budget, eg. where commitment is Capital New in nature, then the relevant Council Budget is also Capital New.</del>
<b>Total Budget</b>	<del>EITHER</del>

	<p>Net operating cost of the activity or appropriate sub activity, less depreciation (where applicable)</p> <p>OR</p> <p>Capital new expenditure, less capital new revenue</p> <p>OR</p> <p>Capital renewal expenditure, less capital renewal revenue</p> <p>whichever is relevant to the nature of the expenditure.</p>
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**WĀHANGA 2: TE TUKU MANA KI TE MEMA TAKITAHĪ  
PART 2: DELEGATIONS TO INDIVIDUAL MEMBERS**

**2. GENERAL**

**2.1. Approve Expenses**

Delegation	Delegated to
2.1.1. To approve the expenses incurred by the Mayor <del>and Deputy Mayor</del> , including credit card expenses.	<u>Any two of the following roles:</u> <u>Deputy Mayor</u> <u>Chair of any Council committee.</u> <u>Chair of Strategy &amp; Finance; or</u> <u>Chair of Risk &amp; Assurance</u>
<u>2.1.2. To approve the expenses incurred by the Deputy Mayor, including credit card expenses.</u>	<u>Any two of the following roles:</u> <u>Mayor</u> <u>Chair of any Council Committee.</u>
<u>2.1.2.2.1.3.</u> To approve the expenses incurred by the Chief Executive, including credit card expenses.	<u>Any two of the following roles:</u> <u>Mayor</u> <u>Deputy Mayor</u> <u>Chair of any Council Committee.</u>

**2.2. Approve ~~Members' Training, or Conferences~~ or expenditure on Council Business**

Delegation	Delegated to
<u>2.2.1. To approve Elected Members' attendance at conferences or training courses and travel up to the total value of less than \$2000 (+GST) within New Zealand, in line with the Elected Member Training and Development Policy.</u>  <u>Approval must be provided prior to travel.</u>	Conjointly either Mayor with the Deputy Mayor and/or Manager - Governance  <u>Note: The Mayor or Deputy Mayor cannot approve their own attendance.</u>
<u>2.2.1.2.2. To approve expenses for the Mayor and the Mayor's Partner (when accompanying the Mayor) to represent the city on Council Business's travel within New Zealand &amp; or Australia, in line with the Elected and Appointed Members' Expenses and Allowances Policy.</u>	Chief Executive
<u>2.2.3. To approve expenses by Elected Members for training (clause 2.2.1) or for councillors' attendance on Council</u>	<u>Manager- Governance.</u>

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<a href="#">Business in line with the Elected and Appointed Members' Expenses and Allowances Policy.</a>	
<a href="#">2.2.4.</a> To approve Chief Executive's travel within New Zealand & Australia	Mayor <a href="#">Deputy Mayor</a>

**2.3. Authority to Act as Council's Shareholder or Representative**

Delegation	Delegated to
<a href="#">2.3.1.</a> To act as the Council's shareholder representative on the Palmerston North Airport Limited to vote on behalf of Council or appoint a proxy, subject to any instructions from the Council.	Mayor
<a href="#">2.3.2.</a> To act as the Council's shareholder representative on the Local Government Funding Agency to vote on behalf of Council or appoint a proxy.	Mayor
<a href="#">2.3.3.</a> To act as the Council's shareholder representative on the Civic Financial Services Limited to vote on behalf of Council or appoint a proxy.	Mayor
<a href="#">2.3.4.</a> To act as the Council's shareholder representative on Central Economic Development Agency (CEDA) to vote on behalf of Council or appoint a proxy.	Mayor

**2.4. Chief Executive's Performance Review**

Delegation	Delegated to
<a href="#">2.4.1.</a> To meet at least quarterly with the Chief Executive for the purpose of undertaking performance appraisal and regular feedback and to ensure the Chief Executive has access to relevant training and development opportunities.	Mayor Deputy Mayor
<a href="#">2.4.2.</a> To make a recommendation to the Council having carried out an annual performance review and remuneration review.	Mayor Deputy Mayor
<a href="#">2.4.3.</a> To direct the General Manager People and Capability or Manager People Operations to engage external support for the purpose of supporting the performance appraisal and review process within operational budgets.	Mayor Deputy Mayor

To agree consultancy contracts within current budget to the value of \$2000.	
<u>2.4.4.</u> The authority to receive notification of suspected or actual behaviour or actions that could amount to a serious wrongdoing by the Chief Executive, according to the Fraud and Whistleblowing Policy. And in such cases to implement the policy and/or direct the Manager Legal, Risk and Assurance to engage external support for the purpose of implementing the policy.	Mayor Deputy Mayor

**2.5. Leave of Absence**

Delegation	Delegated to
<u>2.5.1.</u> To agree a leave of absence for an elected member. Following this approval, the Mayor must inform the Council that a leave of absence has been granted or refused.	Mayor
<u>2.5.2.</u> To agree a leave of absence for the Mayor. Following this approval, the Deputy Mayor must inform the Council that a leave of absence has been granted or refused.	Deputy Mayor

**2.6. Local Government New Zealand (Zone 3)**

Delegation	Delegated to
<u>2.6.1.</u> To appoint the presiding delegate and/or proxy and/or other delegates as appropriate to the Local Government New Zealand meetings.	Mayor
<u>2.6.2.</u> To decide in consultation amongst themselves who the Council will support for Zone 3 Executive.	Mayor Deputy Mayor (as proxy for the Mayor as necessary) Councillors Rachel Bowen, Vaughan Dennison, Orphee Mickalad and Karen Naylor

**2.7. Notifications from the Manager Legal, Risk and Assurance <sup>3</sup>**

Delegation	Delegated to
<u>2.7.1.</u> Authority to receive notification directly from the Manager Legal, Risk and Assurance where the Manager Legal, Risk	<del>Chair of Risk and Assurance;</del>

<sup>2</sup> Council 5 March 2025

<sup>3</sup> Council 5 March 2025

<p>and Assurance deems any matter the responsibility of or relevant to the Council, and vice-versa.</p>	<p><u>Deputy Chair of Risk and Assurance</u> <u>Chair of Finance, Performance &amp; Audit;</u> <u>Deputy Chair of Finance, Performance &amp; Audit</u></p>
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**2.8. Signing Documents and Affixing Common Seal**

Delegation	Delegate to
<p><u>2.8.1.</u> To approve the affixing of the common seal to any document and to sign every document to which the common seal is affixed.</p>	<p>Mayor, Deputy Mayor Chief Executive or Legal Counsel.</p>
<p><u>2.8.2.</u> To sign any document on behalf of the organisation where approval for the subject-matter of the document has been given by the Council or any Committee or officer acting under delegated authority</p>	<p>Mayor, Deputy Mayor, Chief Executive, Legal Counsel or councillor(s).</p>
<p><u>2.8.3.</u> To sign any documents associated with participation in Local Government Funding Agency.<sup>4</sup></p>	<p>Chief Executive or two elected members.</p>
<p><u>2.8.4.</u> A list of documents to which the common seal is affixed, or documents signed (as above) shall be reported for information to Elected Members from time to time.</p>	

**2.9. Submissions and Remits**

Delegation	Delegated to
<p><u>2.9.1.</u> To approve submissions to a Parliamentary Select Committee where there has been insufficient time to gain Council’s approval. Where this Delegation is used, the submission must be subsequently reported to the next available Council meeting held in public; and the manner of this approval must be stated in the submission.</p>	<p>Mayor</p>
<p><u>2.9.2.</u> To endorse LGNZ remits from other local authorities when there is insufficient time to gain Council’s approval. Elected members to be informed as soon as practicable.</p>	<p>Mayor</p>

<sup>4</sup> Council 13 November 2019 Clause 151-19

<b>WĀHANGA 3: TE TUKU MANA KI NGĀ RANGA WHAKATAU TAKE MĀTĀMURI</b> <b>PART 3: DELEGATIONS TO SUB-ORDINATE DECISION-MAKING BODIES</b>
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### 3. GROUPS FORMED OUTSIDE OF THE LOCAL GOVERNMENT ACT 2002

#### 3.1. Jaycee Trust Assessment Committee

Chair	Councillor <del>Lorna Johnson, Chair of Community Committee</del> <u>Billy Meehan</u>
Membership (3) (1 councillor & 2 community representative)	<i>Community representatives</i> <del>Joanne Hazlitt</del> <del>Manumea Durie</del> <sup>5</sup> <u>vacancies (2)</u>
Quorum	3
Meeting schedule	As required
Venue	Online

#### Responsibilities

The Council is responsible for administering the Palmerston North Jaycee Trust. Every triennium, Council appoints the Jaycee Trust Assessment Committee to award travelling grants to enable people to study, travel or engage in special projects abroad.

Grants awarded by the Assessment Committee will be reported for information to the Community Committee.

#### Delegation

3.1.1. To assess applications to the scheme and approve up to two travelling fellowships of not more than \$5,000 (including GST) each year, with discretion to grant more than two fellowships as long as the total amount of funding does not exceed \$10,000 per year.

**Note:** The process to appoint community representatives is outlined in the Appointment of Directors and Trustee Policy 2022.

#### 3.2. Creative Communities New Zealand/ Arts & Culture Fund Assessment Committee

Chair	Councillor <del>Rachel Bowen, Chair of Culture and Sport</del> <u>William Wood</u>
Membership (2 councillor & community representatives)	<i>PNCC Elected Member</i> Councillor <u>Bonnie Kuru</u>  <i>Community Representatives</i> Bernadette Peters Ebele Ezepue Sasi Chinta M A Lobb

<sup>5</sup> Council 28 June 2023 (clause 119-23)

	Justin Ngai Mafa Tuisaua Muhammad Huzaifa
Quorum	TBD
Meeting schedule	As required
Venue	Online

#### Responsibilities

On behalf of Creative New Zealand, Palmerston North City Council is responsible for administering the Creative Communities Grant.

Council sets up the CCNZ/ Arts & Cultural Fund Assessment Committee as a community-led body. The Assessment Committee is responsible for determining applications for the CCNZ/ Arts & Culture Fund annually.

#### Delegations

3.2.1. Determine applications provided Creative Communities New Zealand criteria are met.

3.2.2. Approve, administer and monitor such tasks as are integral to the allocation of funds under the combined Arts and Culture Fund and the Creative Communities New Zealand's Local Authorities Arts Scheme.

**Note:** Community representatives will be selected by following the appointment process set out by Creative Communities New Zealand.

### **3.3. Manawatū-Whanganui Region Civil Defence Emergency Management Group Committee**

3.3.1. The Manawatū-Whanganui Civil Defence Emergency Management Group Committee, which is a Joint Committee of eight local authorities in the Manawatū-Whanganui Region, has the following powers under the Civil Defence Emergency Management Act 2002 (CDEMA 2002):

- a. To set, through the Civil Defence Emergency Management Group (CDEMG) Plan, the five-year strategic direction of the CDEMG.
- b. To agree the annual work programme of the CDEMG, consistent with the strategic direction in the Plan.
- c. To monitor progress towards meeting the strategic objectives in the Plan.
- d. To agree to modify the draft CDEMG Plan for the Group for public consultation.
- e. To establish, if necessary, a Hearing Committee (which may constitute members of the Committee, or outside appointments as appropriate) to hear (if necessary), consider and decide submissions on the CDEMG Plan for the Group.
- f. To approve the CDEMG Plan for the Group following decisions on submissions.
- g. Subject to the powers under section 57 of the CDEMA 2002, to make minor amendments to the Plan from time to time as necessary.
- h. Subject to the powers under section 26 of the CDEMA 2002, to appoint a Group Controller, and one or more Local Controllers for the Group as appropriate.
- i. Subject to the powers under section 25 of the CDEMA 2002, to appoint persons with the delegated authority to declare local or group emergencies.

- j. To appoint, as necessary, a Group Recovery Manager and Local Recovery Managers for the CDEMG.

**NOTE:** The above Delegations were originally ratified by the Council on 27 May 2002. At that time, the Council also approved the proposed composition and procedures for the Joint Committee.

### 3.4. Delegations to and Assignment of Commissioners

#### Powers of Commissioner

- 3.4.1. Individuals appointed by the Council as Hearings Commissioners have the power to either individually or jointly with any other hearings commissioner to hear and determine any matter raised under:
- a. Resource Management Act 1991, including such matters as resource consents, variations, plan changes and designations, except those functions, powers and duties expressly excluded by section 34A of the Resource Management Act 1991
  - b. Dog Control Act 1996
- 3.4.2. This includes the power to decide whether to require any further information not already requested by staff and whether the application is to be notified or non-notified.
- 3.4.3. Elected Members that have completed the Ministry for the Environment’s Making Good Decisions Programme are considered accredited under the Resource Management Act 1991 and deemed for the purposes of this Delegation to be a Hearings Commissioner.
- 3.4.4. Notwithstanding clause 3.4.1 the decision as to which person or persons are affected is to be made by appropriate officer acting under delegated authority.
- 3.4.5. Hearings Commissioners responsibilities and powers shall commence immediately upon assignment by the Legal Counsel to a Hearings Panel.

#### Assignment of Commissioners

Commissioners shall be assigned as follows:

- 3.4.7-3.4.6. The Legal Counsel (in liaison with the General Manager – Development & Regulatory, General Manager – Strategic Planning, Manager- Planning Services, Team Leader – Planning Services<sup>6</sup> and/or the Principal Planner- Strategic Planning) with input from the Chair and/or Deputy Chair of the Hearings Committee<sup>7</sup> may assign Hearings Commissioners to conduct, consider and determine any matter that requires a hearing or related decision under any of the following acts:
- a. Resource Management Act 1991; and
  - b. Dog Control Act 1996

<sup>6</sup> Council 5 March 2025

<sup>7</sup> Council 12 November 2025

~~3.4.8.3.4.7.~~ External commissioner(s) from the Council's approved schedule of Resource Management Act Commissioners must be assigned to consider any matter or to exercise the functions, powers and duties of Palmerston North City Council under the Resource Management Act 1991 in accordance with section 34A of this Act, when one or more of the following applies:

- a. Palmerston North City Council is the applicant.
- b. The organisation (applicant) is one in which Palmerston North City Council has a significant and/or pecuniary interest.
- c. The project (application) is one in which Palmerston North City Council has a significant and/or pecuniary interest.
- d. A valid request has been made under the Resource Management Act 1991 for an external Commissioner to hear and determine the matter.
- e. The subject of the hearing is highly political and elected members' objectivity in hearing or determining the matter would be compromised due to previous political and community debate.
- f. The subject of the hearing is highly complex and the technical nature of the issues to be addressed in the hearing requires specific expertise. (Care is needed in this regard, as technical issues should always be discussed at the hearing in a manner that is understandable to the layperson.)
- g. In the view of the Legal Counsel it is reasonable or desirable that an external Commissioner is appointed.

~~3.4.9.3.4.8.~~ Notwithstanding the criteria set out in clause 3.4.7, no Hearings Commissioner is required to be assigned to consider any matter where:

- a. The application is minor in scale and effect; and
- b. The written consent of all affected parties, as determined by appropriate staff acting under delegated authority, has been provided.

~~3.4.10.3.4.9.~~ Where elected members are assigned, an elected member may only consider a matter in conjunction with at least one external commissioner from the Council's approved schedule of Resource Management Act Commissioners, or another elected member appointed as Commissioner.

#### Report of Commissioner

~~3.4.11.3.4.10.~~ Each report or decision made by a Commissioner or Commissioners shall be reported to the Council for information.

#### Appointment and Assignment of Non-Listed Commissioner

~~3.4.12.3.4.11.~~ In the event a Commissioner is sought, who is not referred to in the schedule of Council appointed external Hearings Commissioners, the appointment and assignment will be made by the Council.

### **3.5. Joint Hearing Panel with the Manawatū-Whanganui Regional Council (Horizons Regional Council)**

~~3.5.1.~~ Where a joint hearing is necessary, and independent Commissioners have not been appointed Palmerston North City Council shall unite with the Manawatū-Whanganui

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Regional Council to form a Joint Hearing Panel to hear and decide, under section 102 of the Resource Management Act 1991, applications for resource consents.

3.5.2. When a request for a joint hearing has been agreed under section 102(1) of the Resource Management Act 1991, appropriate numbers of up to three members from both the Manawatū-Whanganui Regional Council's Environment Committee and the Council's Hearings Commissioners List (0) shall be appointed to the Joint Hearing Panel.

3.5.3. The Joint Hearing Panel shall determine its own chairperson.

**3.6. Quasi-Judicial Bodies**

Hearings Commissioners List:

Commissioners (External) <sup>8</sup>	Justine Bray David Caldwell Dean Crystal Asher Davidson Stephanie Daysh Colin Dryland Ken Fletcher Jason Jones Peter Kensington Heike Lutz Judith Makinson Alan Matheson David McMahon Dhilum Nightingale Michael Parsonson Miria Pomare Justine Quinn Robert Schofield Mark St Clair Gina Sweetman Baden Vertongen Eileen von Dadelszen Sue Wells James Whetu Alan Withy
Commissioners (Elected Members)	Councillor Brent Barrett Councillor Lorna Johnson (chair's endorsement) Councillor Leonie Hapeta Councillor Orphée Mickalad Councillor Karen Naylor Councillor William Wood
Panel Schedule	As and when required

<sup>8</sup> Council 6 December 2023

District Licensing Committee

Commissioners	Vicki Beagley <sup>9</sup> <a href="#">Alistair Hall</a> <a href="#">Emma Pedder</a> <a href="#">Aleisha Rutherford</a>
List Members	<a href="#">Councillor Orphée Mickalad</a> <a href="#">Councillor Kaydee Zabelin</a> Stewart Davies Antonia Crisford <a href="#">Steven Raaymakers</a>
Meeting Schedule	As and when required

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<sup>9</sup>Council 7 August 2024

**WĀHANGA 4: TE TUKU MANA KI NGĀ KŌMITI  
PART 4: DELEGATIONS TO COMMITTEES**

**4. TERMS OF REFERENCE AND DELEGATIONS FOR THE 2025-28 TERM<sup>10</sup>**

**4.1. Council**

Chair	Mayor Grant Smith
Deputy Chair	Deputy Mayor Debi Marshall- Lobb
Membership (16)	All Elected Members
Quorum	8
Meeting schedule	Monthly

**Objectives:**

1. To consider matters that cannot be delegated under law (as set out in Local Government Act 2002 Schedule 7, cl 32) and that have not otherwise been delegated to Committees.
2. To govern matters of strategic importance to City operations and growth.

**Terms of Reference:**

1. To agree:
  - a. Strategic Direction, community outcomes and priorities through the Long-Term Plan (10 Year Plan)
  - b. Annual Plan (Budget)
  - c. Rates
  - d. District Plan<sup>11</sup>
  - e. Bylaws and Policies
  - f. Borrowing or loan guarantees
  - g. Disposal of assets other than in accordance with the Long-Term Plan
  - h. Elected Member remuneration
  - i. Terms of Reference of committees and steering groups
  - j. Submissions to Select Committee and any proposal to promote legislation in the name of Palmerston North City Council
  - k. Any financial commitment above the Chief Executive’s delegation
2. To have oversight of development and progress of:
  - a. Partnership with Rangitāne o Manawatū
  - b. Central Government advocacy

<sup>10</sup> Council 12 November 2025 (clause 175-25)

<sup>11</sup> The power to approve the District Plan or any change to the District Plan refers especially to clause 17 of the First Schedule of the Resource Management Act 1991 and is the final step in the Plan preparation/change process. It does not prevent Hearings Panels from making decisions on the hearing of submissions or further submissions.

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3. To monitor:
    - a. Civic and Cultural precinct planning, including earthquake prone buildings
    - b. Water Services Council-Controlled Organisation establishment processes
    - c. Nature Calls Wastewater Plant
    - d. Te Utanganui Central NZ Distribution Hub and rail investment
    - e. Manawatū Regional Ring Road
    - f. Arena 5 redevelopment
    - g. Resident Survey results
  
  4. To consider and adopt, amend, receive, note or not adopt:
    - a. Annual Report
    - b. Future Development Strategy
    - c. Committee recommendations
    - d. Chief Executive performance review
    - e. Travel of Elected Members or Chief Executive outside of New Zealand and Australia
  
  5. To monitor, review, agree for consultation, hear submissions and approve the following policies:
    - a. Significance and Engagement Policy, Financial Strategy, Infrastructure Strategy, Asset Management Plan, Revenue and Financing Policy, Treasury Policy
    - b. Long Term Plan and subsequent Annual Plans (Budgets)
    - c. Representation Review
    - d. Fees and charges not otherwise delegated
  
  6. To monitor, review, consider and approve the following Governance Policies:
    - a. Delegations Manual
    - b. Appointment of Directors
    - c. Code of Conduct; Elected and Appointed Member Development and Training Policy; Expenses and Allowances Policy
  
  7. To appoint:
    - a. Chief Executive
    - b. Appointed Members to Standing Committees
    - c. District Licensing Commissioners, Resource Management Act Commissioners; Panel of Independent Complaints Investigators
    - d. Council representatives to external bodies, except where those bodies have granted authority to appoint to the Mayor or Chief Executive
    - e. Trustees and Directors to Council Controlled Organisations and Shareholder Committees
    - f. Civic Honours awardees
    - g. Establish and appoint members of any working group.

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**4.2. Community Resilience & Sustainability Committee**

Chair	Councillor Lorna Johnson
Deputy Chair	Councillor Brent Barrett
Membership (16)	All Elected Members
Quorum	8
Meeting schedule	Monthly

**Objectives**

1. To consider matters relating to local public services: libraries, civil defence emergency management; and local infrastructure: waste management.
2. To have oversight of performance of regulatory functions.
3. To monitor Goal 3: A connected and safe community and Goal 4: A sustainable and resilient city.
4. To consider matters relating to community resilience and sustainability.

**Terms of Reference:**

1. To monitor:
  - a. Civil Defence
  - b. City Safety
  - c. Age Friendly activity
  - d. Strategic Grant funding for community and environment groups
  - e. Animal Management
  - f. Homelessness
  - g. Cemeteries
  - h. Libraries
  - i. PNCC and City Emissions Inventory
  - j. Waste Management and Minimisation Plan progress
  - k. Reserves and pathways management plan: Turitea Reserve Management Plan
  - l. Low Carbon Fund allocation
2. To have oversight of development and progress of:
  - a. Social Housing and Property Review
  - b. Bunnythope Community Strategy
  - c. Multi-Cultural Centre re-development
  - d. Pasifika Centre
  - e. MRF replacement at Resource Recovery Centre
3. To consider (agree for public notification, consultation and agree) any leases entered into by Council under the Support and Funding Policy or where the lease relates to a reserve under the Reserves Act 1977.

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4. To monitor, review, agree for consultation, hear submissions and make recommendations to Council on relevant bylaws, policies, strategies and plans, including but not limited to:
  - a. Dog Control, Food Security, Gambling, Health, Support & Funding policies
  - b. Public Places, Alcohol, Animals & Bees, Dogs, Cemeteries bylaws
  - c. Water supply, Wastewater, Trade Waste, Waste Management & Minimisation bylaws
5. To receive:
  - a. Related annual Sector Lead reports from organisations associated with the terms of reference- Te Pu Harakeke Community Services Council, Ora Kconnect, Manawatū Multicultural Council, Niuvaka Trust, Mash Trust, Environment Network Manawatū
  - b. Memoranda on city sustainability; biodiversity activity
  - c. Presentations from Disability Reference Group, Pasifika Reference Group, Seniors Reference Group and Youth Council
  - d. Presentations from related strategic and city partners and external bodies

### Delegations

The Community Resilience & Sustainability Committee has been delegated the following responsibilities by Council. Within its Terms of Reference and complying with the purpose of the Local Government Act 2002, to:

- Make any determination required under s155 of the Local Government Act 2002.
- Develop and approve for consultation relevant bylaws, strategies, plans and policies.
- Agree for notification, accept or decline any lease agreement entered into under the Support and Funding Policy or that relate to a lease of a Reserve
- Agree the Annual Dog Control Report under s10 of the Dog Control Act 1996
- Refer items to the Long-Term Plan or Annual Plan (Budget) process
- Receive or note any report or memorandum or other information submitted to the Committee.
- Instruct the Chief Executive to report back to the Committee or to Council.
- Refer any report or memorandum to any other Committee or Council for consideration.

**4.3. Finance, Performance & Audit Committee**

Chair	Councillor Vaughan Dennison
Deputy Chair	Councillor Karen Naylor
Membership (15)	Mayor Grant Smith Councillor Mark Arnott Councillor Brent Barrett Councillor Lew Findlay Councillor Hayden Fitzgerald Councillor Leonie Hapeta Councillor Lorna Johnson Councillor Bonnie Kuru Councillor Debi Marshall-Lobb Councillor Billy Meehan Councillor Orphée Mickalad Councillor William Wood Councillor Kaydee Zabelin
Quorum	8
Meeting schedule	Monthly

**Objectives:**

1. To consider matters relating to local infrastructure: city network infrastructure and economic activity.
2. To monitor Goal 1: An innovative and growing city.
3. To monitor organisational performance for cost-effectiveness, quality of service provision and the meeting of regulation upon Council, including regular financial and non-financial reporting.
4. To exercise due care and diligence to manage risk robustly and appropriately.
5. To consider matters relating to finance, performance and audit.

**Terms of Reference:****Performance**

1. To agree:
  - a. Schedule of Fees and Charges (see Table 1)
  - b. Rates remission and postponement where officers delegated this authority seek the Committee's guidance.
2. To monitor, review, agree for consultation, hear submissions and make recommendations to Council on relevant bylaws, policies, strategies and plans, including but not limited to:
  - a. District Plan Changes
  - b. Development Contributions, Procurement, Naming Rights, Speed, Parking, Street Naming & Numbering, International Relations, Earthquake-prone Buildings, Dangerous & Insanitary Buildings, BID policies
  - c. Traffic & Parking, Speed Limits bylaws

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3. To monitor:
- a. Council's financial and non-financial performance against the Long-Term Plan or subsequent Annual Plans (Budgets).
  - b. Treasury activity
  - c. Housing development (except social housing)
  - d. Council Controlled (trading) Organisations: Central Economic Development Agency, in collaboration with Manawatū District Council; and Palmerston North Airport Limited.
  - e. To have oversight of development and progress of:
    - City Centre Transformation
    - International relations work plan
4. To receive:
- a. Memoranda: transport network safety; transport maintenance report; city economic performance data
  - b. Presentations from related strategic and city partners and external bodies

**Audit**

5. To agree:
- a. Internal and External Audit/ Internal Business Assurance forward work programme.
6. To monitor the effectiveness of risk identification and mitigation measures and assess the impact of emerging risks by overseeing risk management activities, including but not limited to receiving:
- a. Health and Safety reporting
  - b. Business Continuity planning
  - c. Audit/ Business Assurance reviews
  - d. Strategic risk reporting
  - e. Audit NZ annual management report
  - f. Lessons Learned project reporting
7. To assess the effectiveness of Council's work programme by considering accountability reporting, including but not limited to monitoring progress against recommendations in:
- a. Business Assurance accountability reporting
  - b. External review action plans

**Delegations**

The Finance, Performance & Audit Committee has been delegated the following responsibilities by Council, within its Terms of Reference and complying with the purpose of the Local Government Act 2002, to:

- Make any determination required under s155 of the Local Government Act 2002.
- Develop and agree for consultation, hear submissions and make recommendations to Council on relevant bylaws, policies, strategies and plans
- Agree for notification proposed changes to the District Plan.
- Agree the Statement of Expectation for the relevant Council Controlled (Trading) Organisations.

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- Monitor and agree the performance of the relevant Council Controlled (Trading) Organisations, including the Statement of Intent, six monthly and annual reporting.
- Refer items to the Long-Term Plan or Annual Plan (Budget) process
- Receive or note any report or memorandum or other information submitted to the Committee.
- Instruct the Chief Executive to report back to the Committee or to Council.
- Refer any report or memorandum to any other Committee or Council for consideration

**Financial**

- Accept, decline or vary any contract for the purchase or supply of goods, services, plant, capital works, etc. to the value of the \$3M that are otherwise outside of the Chief Executive’s delegation, as long as it has been agreed in the Council’s Long-Term Plan or subsequent Annual Plans (Budgets).
- Agree the schedule of Fees & Charges as set out in Table 1:

Table 1 – Delegated Fees & Charges

Fees and Charges	Legislation, Regulation or Bylaw allowing Council to set fee or charge
Animal Management	s37(1) Dog Control Act 1996 s68 Dog Control Act 1996 s14 Impounding Act 1955
Backflow Preventer	s12 Local Government Act 2002
Building Services	s219 Building Act 2004
Burial & Cremation	Cemeteries and Crematorium Bylaw 2018 Burial and Cremation Act 1964.
Corridor Access Request	s12 Local Government Act 2002
Environmental Health Services	Regulation 7 of the Health (Registration of Premises) Regulations 1966 Sale and Supply of Alcohol (Fees) Regulations 2013.
Parking	Traffic and Parking Bylaw 2018 s12 Local Government Act 2002 Land Transport (Offences and Penalties) Regulations 1999 (amended 2024)
Parks and Reserves, including swimming pool entry	s12 Local Government Act 2002
Resource Recovery	s12 Local Government Act 2002
Service Connection	s12 Local Government Act 2002

- Agree the fees and charges in Table 2 for consultation:

Table 2: Fees and Charges that require consultation

Fees and Charges	Requirement for consultation
Planning Services	s36 Resource Management Act 1991
Miscellaneous Services	s205 Food Act 2014 s150 Local Government Act 2002
Trade Waste	Trade Waste Bylaw 2022 s150 Local Government Act 2002

**4.4. Arts, Culture and Heritage Committee**

Chair	Councillor Rachel Bowen
Deputy Chair	Councillor Kaydee Zabelin
Membership (10)	Mayor Grant Smith Councillor Mark Arnott Councillor Brent Barrett Councillor Lew Findlay Councillor Leonie Hapeta Councillor Lorna Johnson Councillor Bonnie Kuru Councillor Debi Marshall-Lobb
Quorum	5
Meeting schedule	Quarterly

**Objectives**

1. To consider matters relating to local public services: museums and associated heritage facilities.
2. To monitor Goal 2: A creative and exciting city.
3. To consider matters relating to arts, culture and heritage.

**Terms of Reference:**

1. To monitor the performance of Cultural Council Controlled Organisations: Globe Theatre Trust, Palmerston North Performing Arts Trust, Regent Theatre Trust and Te Manawa Museums Trust.
2. To oversee the creation of the Te Motu o Poutoa – Anzac Park Council Controlled Organisation.
3. To have oversight of development and progress of:
  - a. Masterplans: Caccia Birch
4. To monitor Strategic Grant funding for arts, culture and heritage groups
5. To monitor, review, agree for consultation, hear submissions and make recommendations to Council on relevant bylaws, policies, strategies and plans.
6. To receive:
  - a. Related annual Sector Lead reports from organisations associated with the terms of reference- Creative Sounds, Community Arts Palmerston North
  - b. Presentations from Heritage Reference Group, related strategic and city partners and external bodies
  - c. Memorandum – Creative NZ, Cultural facilities maintenance; Heritage themes in Council programmes.

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### Delegations

The Arts, Culture & Heritage Committee has been delegated the following responsibilities by Council. Within its Terms of Reference and complying with the purpose of the Local Government Act 2002, to:

- Make any determination required under s155 of the Local Government Act 2002.
- Develop and approve for consultation relevant bylaws, strategies, plans and policies.
- Agree the Statement of Expectation for the relevant Council Controlled Organisations.
- Monitor and agree the performance of the relevant Council Controlled Organisations, including the Statement of Intent, six monthly and annual reporting.
- Receive the Palmerston North Performing Arts Trust annual reporting (as exempt CCO).
- Refer items to the Long-Term Plan or Annual Plan (Budget) process
- Receive or note any report or memorandum or other information submitted to the Committee.
- Instruct the Chief Executive to report back to the Committee or to Council.
- Refer any report or memorandum to any other Committee or Council for consideration.

**4.5. Sport & Recreation Committee**

Chair	Councillor William Wood
Deputy Chair	Councillor Leonie Hapeta
Membership (12)	Mayor Grant Smith Councillor Mark Arnott Councillor Brent Barrett Councillor Vaughan Dennison Councillor Lew Findlay Councillor Hayden Fitzgerald Councillor Bonnie Kuru Councillor Debi Marshall-Lobb Councillor Billy Meehan Councillor Orphée Mickalad
Quorum	6
Meeting schedule	Quarterly

**Objectives**

1. To consider matters relating to local infrastructure: reserves and other recreational facilities.
2. To monitor Goal 2: A creative and exciting city (play and recreation).
3. To consider matters relating to sport and recreation.

**Terms of Reference:**

1. To monitor:
  - a. Contractual Arrangement – Sport Manawatū
  - b. Strategic Grant funding for sports and recreation groups
2. To have oversight of development and progress of
  - a. Masterplans: Central Energy Trust Arena
  - b. Reserves and pathways management plans (except Te Motu o Poutoa – Anzac Park)
3. To consider (agree for public notification, consultation and agree) any leases entered into by Council under the Support and Funding Policy or where the lease relates to a reserve under the Reserves Act 1977.
4. To receive:
  - a. Memorandum – Venues and Events funding, Play Policy Implementation
  - b. Annual Reports – Hockey Turf, Athletics Track, Football
  - c. Presentations from related strategic and city partners and external bodies, including Regional Sports Facilities progress

**Delegations**

The Sport & Recreation Committee has been delegated the following responsibilities by Council. Within its Terms of Reference and complying with the purpose of the Local Government Act 2002, to:

- Make any determination required under s155 of the Local Government Act 2002.
- Develop and approve for consultation relevant bylaws, strategies, plans and policies.
- Agree for notification, accept or decline any lease agreement entered into under the Support and Funding Policy or that relate to a lease of a Reserve
- Refer items to the Long-Term Plan or Annual Plan (Budget) process
- Receive or note any report or memorandum or other information submitted to the Committee.
- Instruct the Chief Executive to report back to the Committee or to Council.
- Refer any report or memorandum to any other Committee or Council for consideration.

**4.6. Hearings Committee**

Chair	Councillor Lorna Johnson
Deputy Chair	Councillor William Wood
Membership (7)	<u>Hearing Commissioners</u> <sup>12</sup> Councillor Brent Barrett Councillor Leonie Hapeta Councillor Orphée Mickalad Councillor Karen Naylor Councillor Kaydee Zabelin
Quorum	4
Meeting schedule	As required

**Objectives**

1. To have oversight of performance of regulatory and planning functions under the Resource Management Act 1991 (and future related legislation), and the Dog Control Act 1996.
2. To hear matters under the Local Government Act 1974.

**Terms of Reference**

1. To receive:
  - a. Updates on matters likely to be heard
  - b. Updates on progress on District Plan matters
  - c. Updates on legal proceedings related to decisions by commissioners
2. To provide a list of elected members from which Hearings Panels may be assigned for particular matters where appropriate, noting Panel members must have current Making Good Decisions certification.

<sup>12</sup> Any member who holds a current Making Good Decisions accreditation from the Ministry for the Environment is a member of the Hearings Committee.

- 3. To hear and agree matters related to bus shelter location.

**Delegations**

- 1. To decide matters related to bus shelter location.

**4.7. Delegations to Sub-Committees**

Sub-Committees

- 4.7.1. A Sub-Committee may exercise only such delegated authority as is granted to it from time to time by the Council or, with prior Council approval, the relevant Committee. Sub-Committees may not exercise any of the powers listed in clause 1.1.3

The primary purposes of Sub-Committees are:

- a. To dispose of matters which have been delegated to them.
- b. To investigate and report, with recommendations if appropriate, on matters referred from the delegator.
- c. To act as a forum for communication between elected representatives, officers, and interested parties.

<b>WĀHANGA 5: TE TUKU MANA A TE KAUNIHERA KI TE TUMUAKI</b> <b>PART 5: DELEGATIONS FROM COUNCIL TO CHIEF EXECUTIVE</b>
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**5. DELEGATIONS FROM COUNCIL TO THE CHIEF EXECUTIVE****5.1. Broad Delegation to the Chief Executive**

~~5.1.1. Subject to any financial limitations to the Chief Executive,~~ The Chief Executive is delegated all functions, powers and duties of ~~the Palmerston North City Council:~~

- a. except those retained by the Council (clause 1.1.3), or delegated to a committee (Part 4) or other subordinate decision-making body (Part 3) of the Council; and
- b. subject to any ~~financial limitation set by the Council; and~~
- ~~b.c. subject to any~~ legal limits on the Council to do so, and any conditions or limits imposed by the Council from time to time ~~(including financial limits); and~~
- c.d. does not involve the revocation or alteration of any decision previously made by the Council unless expressly permitted; and
- e. provided the Chief Executive exercises such delegated authorities consistently with ~~Council's any adopted strategies strategy and policies policy~~ (including the Long Term Plan, Annual Budgets and District Plan.) ~~and any Council approved guidelines regarding those strategies and policies.~~

~~The Chief Executive may sub-delegate any functions, powers and duties delegated to them by the Council (except the power to sub-delegate).~~

~~Council retains the authority to:~~

~~make a rate;~~

~~make, amend or revoke a bylaw;~~

~~adopt a Long Term Plan, Annual Budget (Plan) or Annual Report, or any amendment or variation to them;~~

~~approve any local governance statement, and a triennial agreement with other local authorities within the same region as the Council;~~

~~review the cost effectiveness of arrangements for meeting the needs of communities within the district for good quality local infrastructure, service, or regulatory function;~~

~~borrow money, or purchase or dispose of assets, other than in accordance with the Long Term Plan;~~

~~do anything which, in accordance with the Council's Significance and Engagement Policy, requires consultation with affected and interested persons;~~

~~make or alter Council policy (except for minor edits);~~

~~authorise and approve any contracting out of any of the Council's regulatory functions;~~

~~appoint a Chief Executive;~~

~~appoint:~~

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~~independent Hearings Commissioners to the Schedule of Hearing Commissioners;~~

~~members of the District Licencing Committee pursuant to the Sale and Supply of Alcohol Act 2012; and~~

~~ad hoc appointments of independent Commissioners required under any other statute, legislative instrument, bylaw, or policy of the Council;~~

~~appoint Council representation on a body including any Committee;~~

~~promote proposed legislation;~~

~~dispose of or sell any real property;~~

~~approve the District Plan or any change to the District Plan; and~~

~~adopt a remuneration and employment policy.~~

## 5.2. Deputy Chief Executive

5.2.1. The Deputy Chief Executive is delegated all functions, powers and duties of the Palmerston North City Council that are delegated to the Chief Executive, when the Chief Executive is temporarily absent, ~~prevented by illness~~ or when the Chief Executive has authorised it in writing.

5.2.2. In the absence of the Deputy Chief Executive, the Chief Executive will appoint in writing an Acting Deputy Chief Executive.

## FINANCIAL DELEGATIONS TO THE CHIEF EXECUTIVE

Unless otherwise expressly stated, all financial values stated in this document are GST exclusive.

### 5.3. Financial Commitments<sup>13</sup>

5.3.1. The Chief Executive may enter into, approve, execute, vary, complete or otherwise authorise, any Commitment up to the total value of \$3M for a term of not greater than three years, including any right of renewal or similar rights of the parties to extend the term of the Commitment at the time of entering into variations for the life of the Commitment, provided that:

a. The action does not contradict Council's position on the matter (ie. no current decision to the contrary);

and

b. the Commitment ~~and/or Budget Variation~~ (at the date Council the organisation is obliged to incur the expenditure) does not exceed, ~~either alone or in in combination~~

<sup>13</sup> Council 5 June 2024 (clause 104-24)

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~~with any other Commitments Council has made, the total amount of the Relevant Activity Budget, with alone or in combination with any other Commitment(s), in each Financial Year.~~

~~and~~

~~c. the original Commitment plus the variation is not greater than \$3M~~

5.3.2. The Chief Executive's authority to enter into a Commitment includes those which have a term greater than 3 years (including any rights of renewal or proposed variation), provided that the total financial value of each Commitment is less than \$3M.

~~5.3.3.~~ The Chief Executive may enter into a Commitment(s) for an unplanned Capital Programme(s) that was not provided for in an Annual Budget or Long Term Plan process, provided that the total of those Commitments does not exceed \$50,000 in any Financial Year.

~~5.3.4.~~ As an exception to 5.3.1, the Chief Executive may enter into a Commitment for:

~~5.3.5.~~ a. utility services,<sup>14</sup> provided that the action is consistent with the Procurement Policy, Long-Term Plan and subsequent Annual Budgets.<sup>15</sup>

~~5.3.6.b.~~ for services with the Central Economic Development Agency, provided that the action is consistent with the Long-Term Plan and subsequent Annual Budgets.

~~5.3.7-5.3.5.~~ The Chief Executive must ensure that in projects where partner funding is required, Council undertakes no physical works until external funding is committed unless ~~the~~ Council determines otherwise (excluding NZTA).<sup>16</sup>

#### 5.4. Budget Variations

~~5.4.1.~~ The Chief Executive may at any time authorise ~~a Budget Variation an expense above the Relevant Activity Budget agreed by Council,~~ provided that:

- a. Council (or committee with Delegation) has not previously declined to approve excess expenditure for that Activity; ~~Budget~~
- and
- b. the Chief Executive is of the opinion that the Budget Variation ~~of Relevant Activity Budget~~ is necessary to achieve the outcome intended from the Activity;
- and

<sup>14</sup> ~~Utility services refers to electricity, gas or water charges.~~

<sup>15</sup> Council 13 August 2025 (clause ss-25)

<sup>16</sup> Council 29 May 2024 (clause 95.38-24)

- c. the Budget Variation amount is offset by an equivalent total value in one or more Activity Budgets, while still maintaining the outcomes Council sought from those Activity Budgets;
- and
- d. any ~~Relevant Activity~~ Budget Variation, ~~in any financial year~~, does not exceed, either alone or in total: more than \$1M or 30% of the Relevant Activity budget (whichever is the lesser)

5.4.2. ~~Clause~~ 5.4.1 (d) applies except for the Low Carbon fund, where<sup>17</sup>

- e. the Chief Executive may allocate up to 100% of the Low Carbon Fund programme budget in any financial year, either alone or in total: to any Activity, whether Capital New or Capital Renewal.

5.4.3. The Chief Executive may at any time authorise ~~a total combined increase of up to \$500,000 in a Financial Year over the an increase in~~ Capital Renewal ~~or and~~ Capital New budgets, provided:

- a. ~~there is a 100% capital revenue offset; and~~
- b. ~~the outcomes the Council sought from that Activity are maintained.~~

~~5.5. of no more than \$500,000 total increase in a financial year where there is a 100% capital revenue offset.~~

5.6.5.5. Reporting obligations

5.5.1. The Chief Executive will ~~retrospectively~~ report to the appropriate Committee or Council the following:

- a. ~~all Activity Budget Variations approved under Delegation;~~
- b. ~~all sub-Activity Budget Variations within the same Activity, if they are greater than \$100,000;~~
- c. ~~actual financial performance against Activity budgets quarterly, noting reasons and any Council decisions needed in response.~~

<sup>17</sup> Council 4 September 2024 (clause 151-24)

~~5.7.~~~~5.8. The Chief Executive will report actual financial performance against Activity Budgets quarterly, retrospectively to the appropriate Committee or Council, noting reasons and any decisions needed (if any) of Council in response.~~~~5.9. The Chief Executive will report other Budget Variations that have been made between Sub-Activity budgets of the same Activity if they are greater than \$100,000, retrospectively to the appropriate Committee or Council.~~**5.10.5.6. Fees and Charges, and Infringement Fees**~~5.10.1.5.6.1.~~ The Chief Executive may set, vary, waive, remit or refund any class or category of Fees and Charges, by no more than \$20,000, provided it is subsequently reported for information to the appropriate Committee, except for:

- (a) Fees and Charges adopted by resolution of the Council or a Committee; and
- (b) Fees and Charges adopted pursuant to a bylaw,

~~5.10.2.5.6.2.~~ The Chief Executive may vary, waive, remit or refund any Fee or Charge, by no more than \$20,000 per case.~~5.10.3.5.6.3.~~ The Chief Executive may vary, waive, remit or refund any Infringement Fee, by no more than \$20,000 per case.**5.11.5.7. Borrowing, Investments and Bad Debts**~~5.11.1.5.7.1.~~ The Chief Executive may:

- (a) enter into any arrangement for the borrowing of money, provided it is in accordance with the ~~Council's~~ Treasury Policy, the Long-Term Plan and any subsequent Annual Budget or agreement by resolution of the Council;
- (b) manage ~~the Council's~~ investments in accordance with the ~~Council's~~ Treasury Policy;
- (c) write off bad debts for up to \$10,000 per debtor provided such debtor accounts have been outstanding for more than six months.

**5.12.5.8. Claims**~~5.12.1.5.8.1.~~ The Chief Executive may negotiate, settle, approve and sign ~~on behalf of Council~~ any Claim ~~settlement agreement~~ provided the Claim ~~Expenditure settlement~~ is:

- (a) No more than \$100,000 where there is no budget provision, provided that the Claim ~~Expenditure settlement~~ can be offset by an equivalent total value in one or more Activity Budgets while still maintaining the outcomes Council sought from that Activity; or within the Chief Executive's delegation; and
- (b) ~~No more than \$200,000. Where~~ there is budget provision for settlement of such Claims, no more than \$200,000

**~~5.13.5.9. Emergencies~~Major Incident**

~~5.13.1.5.9.1.~~ In an ~~Emergency~~ Major Incident, and only for the purposes of responding to or recovering from the ~~Emergency~~Major Incident, the Chief Executive may take all steps necessary to enter into, approve, execute, complete or otherwise authorise any action or expenditure (whether or not any provision has been made) except where the total expenditure in response to the Mayor Incident is above \$3M, financial Commitment except where the Commitment is above \$3M, regardless of whether or not any provision has been made in the Relevant Council Budget.

~~5.13.2.5.9.2.~~ In the absence of the Chief Executive, this authority will pass to the Deputy Chief Executive, and in the absence or unavailability of both those officeholders any General Manager, and in the absence of all the preceding officers the Manager- Emergency Services.

~~5.13.3.5.9.3.~~ The authority delegated in clause 5.9.2 above may not be sub-delegated further.

~~5.13.4.5.9.4.~~ In an ~~Emergency~~ Major Incident the Chief Executive or any General Manager may, in consultation with the Mayor (or Mayor-elect), or the Chairperson of the committee with appropriate terms of reference, take action which may subsequently require settlement of a Claim of any value.

**~~STATUTORY OFFICER APPOINTMENTS AND POLICY DELEGATIONS FROM COUNCIL TO OFFICERS~~**

Council has ~~delegated the following statutory functions to specific officers~~ made the following appointments.

**~~5.14.5.10.~~ Local Government Act 2002**

~~5.14.1.5.10.1.~~ Delegations under the Local Government Act 2002 can be sub-delegated.

Section	Description	Delegated to
54G	Act as Registrar to exercise the functions, powers and duties under section 54G(1)	Legal Counsel

**~~STATUTORY AND POLICY DELEGATIONS FROM COUNCIL TO OFFICERS~~**

**~~5.15.5.11.~~ Local Government (Rating) Act 2002**

~~5.15.1.5.11.1.~~ Delegations under the Local Government (Rating) Act 2002 cannot be sub-delegated.

Section	Description	Delegated to
<del>132</del>	Exercise the functions, powers and duties of the <u>Palmerston North City</u> Council under the Local Government (Rating) Act 2002, <u>unless explicitly delegated in this table or otherwise retained by Council (clause 5.1.1)</u>	Chief Executive Chief Financial Officer Manager - Finance Manager – Financial Strategy Accounting Services Team Leader Senior Rates Officer

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Section	Description	Delegated to
	<del>except for: those conferred by Subpart 2 of Part 1; or Subpart 1 of Part 5 (i.e. setting rates and setting replacement rates) (clause 1.1.3).</del>	Rates Officer Credit Controller

**5.16.5.12. Rating Valuation Act 1998**

~~5.16.1-5.12.1.~~ Delegations under the Rating Valuation Act 1998 cannot be sub-delegated.

Section	Description	Delegated to
<del>50</del>	Exercise the functions, powers and duties of the Council under the Rating Valuations Act 1998 <del>unless explicitly delegated in this table or otherwise retained by Council (clause 5.1.1):</del>	Chief Executive Chief Financial Officer Manager - Finance Manager – Financial Strategy Accounting Services Team Leader Senior Rates Officer Rates Officer Credit Controller

**5.17.5.13. Resource Management Act 1991**

~~5.17.1-5.13.1.~~ Delegations under the Resource Management Act 1991 cannot be sub-delegated.

Section	Description	Delegated to
	Exercise the functions, powers and duties of the <del>Palmerston North City</del> Council under the Resource Management Act 1991 and regulations made thereunder for matters within their jurisdiction, <del>unless explicitly delegated in this table or otherwise retained by Council (clause 5.1.1)</del>  <del>except Approve any proposed policy statement or plan under schedule 1 clause 17. The power to delegate Matter in respect of which one or more Hearing Commissioners has been appointed The appointment and assignment of Hearings Commissioners (clause 3.4.5);</del>	Chief Executive General Manager – Strategic Planning Manager - City Planning General Manager – Development & Regulatory Principal Planner – Strategic Planning Senior Planner –Strategic Planning Planner –Strategic Planning Manager -Environmental Protection Environmental Protection Services Team Leader Environmental Health Officer Environmental Health Technical Officer Environmental Technical Officer Manager - Planning Services Team Leader – Planning Services Senior Planner – Development & Regulatory Monitoring & Enforcement Officer – Planning Officer – Development & Regulatory
39 (B)	Appointment and assignment of Hearings Commissioners, from the Council list maintained under section 34A, see clause 3.4.5	Legal Counsel  (in liaison with either Manager - Planning Services or Team Leader – Planning Services and/or the Principal

		Planner- Strategic Planning) with input from the Chair and/or Deputy Chair of the Hearings Committee.
36	Remittance – Refer to Fees and Charges (clause 5.6)	Chief Executive General Manager -Development & Regulatory General Manager – Strategic Planning Manager - City Planning
37	To waive compliance and to extend time limits	<u>Chief Executive</u> <u>General Manager – Strategic Planning</u> <u>Manager - City Planning</u> <u>General Manager – Development &amp; Regulatory</u> <u>Principal Planner – Strategic Planning</u> <u>Senior Planner –Strategic Planning</u> <u>Planner –Strategic Planning</u> <u>Manager -Environmental Protection</u> <u>Environmental Protection Services</u> <u>Team Leader</u> <u>Environmental Health Officer</u> <u>Environmental Health Technical Officer</u> <u>Environmental Technical Officer</u> <u>Manager - Planning Services</u> <u>Team Leader – Planning Services</u> <u>Senior Planner – Development &amp; Regulatory</u> <u>Monitoring &amp; Enforcement Officer – Planning Officer – Development &amp; Regulatory</u> Manager - Governance
38 (1, 2)	Authorise enforcement officer	Chief Executive General Manager Strategic Planning General Manager – Development & Regulatory
38 (5)	Issue warrant to enforcement officers	Legal Counsel
Sch 1 Cl 29(4)	Power to hear and make recommendations on plan change request	RMA Hearings Commissioner(s)

**5.18.5.14. Sale and Supply of Alcohol Act 2012**

5.18.1.5.14.1. Delegations under the Sale and Supply of Alcohol Act 2012 cannot be sub-delegated.

Section	Description	Delegated to
192	Assign <del>two-three</del> of the District Licensing Committee members, <u>one with the authority to Chair from the approved Council list</u> maintained under section 192 of the Sale and Supply of Alcohol Act 2012. <del>It</del> <u>to</u> comprise the members, <u>along with the Chairperson and Deputy Chairperson of the</u>	Legal Counsel (in liaison with General Manager – Development & Regulatory) <u>with input from the Chair of the District Licencing Committee, or their nominee)</u>

	<p><del>Committee</del>, to carry out any function given to the Committee by that Act.</p> <p><del>Before making any such assignment, input from the Chairperson and/or Deputy Chairperson of the District Licensing Committee shall be sought.</del></p> <p>Any Assignments made under this section may be amended <u>at any time up to or during a hearing, until the commencement time of a particular hearing.</u></p>	
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**COUNCIL POLICIES**

5.19.5.15. Elected Members’ Code of Conduct

Section	Description	Delegated to
n/a	Appoint <u>an</u> independent investigator <u>s for code of conduct complaints,</u> from <u>the</u> approved Council list <u>of independent investigators.</u>	Legal Counsel

5.20.5.16. Rates Remission and Postponement Policies

Section	Description	Delegated to
	Exercise the granting of rates remissions and postponements pursuant to the Rates Remission and Postponement Policies.	<p><u>Any two of the following officers:</u></p> <ul style="list-style-type: none"> <li>Chief Executive</li> <li>Chief Financial Officer</li> <li>Manager - Finance</li> <li>Manager – Financial Strategy</li> <li>Accounting Services Team Leader</li> <li>Senior Rates Officer</li> <li>Rates Officer</li> <li>Credit Controller</li> </ul> <p><u>In consultation with Manager – Community Development and Councillor Lorna Johnson</u></p>

5.21.5.17. Minor Edits of Council approved documents

Section	Description	Delegated to
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n/a	Authority to make minor edits to any Council approved documents, including bylaws, strategies, policies, plans or any other consultation document.	Chief Executive General Manager (relevant to the document)
	Authority to make minor edits to the Council's Delegation Manual.	Manager - Governance

## **MEMORANDUM**

**TO:** Council

**MEETING DATE:** 27 May 2026

**TITLE:** Nature Calls - Wastewater Treatment Plant Upgrade Project - Quarterly Report

**PRESENTED BY:** Mike Monaghan - Manager - 3 Waters

**APPROVED BY:** Glen O'Connor, Acting General Manager Infrastructure

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### **RECOMMENDATION(S) TO COUNCIL**

- 1. That Council receive the report titled 'Nature Calls - Wastewater Treatment Plant Upgrade Project - Quarterly Report,' presented on 27 May 2026.**
- 

#### **1. ISSUE**

- 1.1 The Nature Calls Project Team completed the concept design and development of the resource consent application to Horizons Regional Council (Horizons) in late 2022. This was the culmination of four years of work developing the Best Practicable Option (BPO), which comprises highly treated wastewater being discharged to the Manawatū River or to land.
- 1.2 Due to public feedback at the last LTP regarding affordability, and the changing compliance environment, the consent application was placed on hold, and the CE was instructed to carry out a review of the BPO options.
- 1.3 Quarterly updates for the project were requested by Council. This report provides an update on the project for the period from January to April 2026.

#### **2. BPO OPTIONS PROGRESS**

- 2.1 Following the release of the Wastewater Environmental Protection Standards (WEPS) the project team have applied these standards to remaining options, and an update was provided to Council in the previous quarterly update on 11 February 2025.
- 2.2 Updated options were presented to the Council for traffic light screening on 25 March 2026. Council resolved to continue development on Options

B and C only, discarding options A and E. This decision ruled out option E, the final land-based discharge option, all remaining options are now discharging to the Manawatū River. Council also decided to continue the existing Adaptive Management approach determined during the previous consent application, and apply this to both options B and C.

- 2.3 The project team are continuing to work on options B and C to progress them to the BPO selection stage.

#### **Technical Work progressing in the next phase of the project**

- 2.4 Finalisation of the assessment criteria and methodology, compilation of the assessment materials and securing subject matter experts' input. This work prepares a clear framework for how the options will be assessed, who is involved and how the scoring is completed. The aim is a clear assessment output that can be reviewed by Council, facilitating their decision on a final option selection. A workshop will be scheduled with elected members to seek feedback on the assessment methodology.
- 2.5 Technical work on the conceptual conveyance route and discharge structure for option C including preliminary effects identification. This work defines the conveyance route sufficiently for option C cost estimation. Ecology and archaeology risks are identified to ensure no fatal flaws and to inform risk level in the cost estimation for option C.
- 2.6 Technical work on discharge of treated wastewater contaminants not explicitly regulated under the WEPS, but likely to be addressed through consent conditions. The work aims to further the understanding of the contaminants which will need to be included in the discharge consent application that are not covered by the WEPS. These other contaminants may include emerging organic contaminants, heavy metals, and microplastics.
- 2.7 Technical work on the preliminary periphyton risk assessment. This work applies the guidance from the WEPS to complete the risk assessment to determine required treatment levels for options B and C when discharging at Totara Road to the hard-bottomed section of the Manawatū River.
- 2.8 Compilation of cost estimates for options B and C. Updates the cost estimates based on the development of options since the previous 2024 estimate. Costs will be used in the options assessment process. Cost estimates will be provided in P50 and P95 confidence levels.

### 3. PUBLIC ENGAGEMENT

- 3.1 The public engagement period will run from 28 April to 31 May 2026. Public information drop-in sessions will be held on:
- 2 May 2026 - Wastewater Plant Tours
  - 11 May 2026 - Shannon
  - 18 May 2026 - Foxton
  - 22 May 2026 - Council Front of House
  - 23 May 2026 - City Library
- 3.2 Engagement material is being released through the following channels:
- Palmerston North city-wide mail drop
  - Social Media
  - Newspapers
  - Digital Advertising
  - Radio advertisements
- 3.3 Feedback will be collated and be used as part of the options assessment.

### 4. IWI ENGAGEMENT

- 4.1 The project team have been working with iwi technical teams to look at river discharge and mixing concepts at Totara Road (Options B and C). Iwi have provided scoring for these concepts, and the project team are integrating this feedback into the BPO options.
- 4.2 Engagement continues with iwi leaders following the 25 March 2026 council meeting where our options have been now reduced to river-based discharges. Iwi have subsequently held a hui and agreed to formulate a response to the options. Which will feed into the options assessment and further discussion with the PNCC leadership team.

### 5. ADAPTIVE MANAGEMENT

- 5.1 An Adaptive Management approach, similar to what was proposed originally by Council, has been reconfirmed to apply to both options B and C by Council at the 25 March 2026 Council meeting.
- 5.2 The team will work with mana whenua to review the Adaptive Management Framework previously submitted to Horizons. This will likely be amended to reflect all iwi groups and consider the formation of Central Districts Water.

**6. PROJECT COSTS**

6.1 At the end of March 2026, a total of \$762,955 has been spent year to date from the \$1.3M FY25/26 adjusted budget.

**7. NEXT STEPS**

7.1 Once the technical work, engagement and options assessment are completed the results will be discussed with elected members in a workshop, then after feedback is received the options will be presented to Council to assist on a decision on a BPO.

7.2 On finalisation of the BPO selection, the planning alternatives report will be completed, and the project will move into consent application preparation.

**8. COMPLIANCE AND ADMINISTRATION**

Does the Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these objectives?	<b>Yes</b>
Are the recommendations inconsistent with any of Council’s policies or plans?	<b>No</b>
The recommendations contribute to: Whāinga 4: He tāone toitū, he tāone manawaroa Goal 4: A sustainable and resilient city	
The recommendations contribute to this plan: 13. Mahere wai 13. Water Plan	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	The Nature Calls project will ensure the strategic direction of Council is maintained, which is to have a resource consent application lodged to replace the current consent, which expires in 2028.

**ATTACHMENTS**

Nil

## **REPORT**

**TO:** Council

**MEETING DATE:** 27 May 2026

**TITLE:** Arena 5 Development Six Monthly Update and Recommendation

**PRESENTED BY:** Glenn Bunny, Manager Property & Project Management, and Anna Saunders, Senior Project Manager

**APPROVED BY:** Glen O'Connor, Acting General Manager Infrastructure

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### **RECOMMENDATIONS TO COUNCIL**

- 1. That the Council receive the report titled 'Arena 5 Development Six Monthly Update', presented to Council on 27 May 2026.**
- 2. That the Council agree:**

#### **EITHER**

- a. To proceed with the procurement of a main contractor to design and construct an Air Dome building for the new Arena 5 facility (Option 1)**

**OR**

- b. To proceed with the procurement of a main contractor to design and construct a Traditional building for the new Arena 5 facility (Option 2)**

**OR**

- c. To not proceed to procurement of a main contractor to design and construct a new Arena 5 facility and give further direction to the Chief Executive (Option 3).**

**SUMMARY OF OPTIONS ANALYSIS FOR THE NEW ARENA 5 BUILDING TYPE**

<b>Problem or Opportunity</b>	The Arena Masterplan Steering Group (AMSG) is in place to lead and govern the continued development of the complex. The AMSG recommends that an Air Dome structure be procured for the current development stage – Arena 5 facility.
<b>OPTION 1:</b>	<b>Proceed to procurement of a main contractor to design and construct an Air Dome building for the new Arena 5 facility.</b>  - <b>As endorsed by the Arena Masterplan Steering Group</b>
Community Views	<ul style="list-style-type: none"> <li>Community views would not be sought in relation to the procurement phase of the project, but extensive end user group consultation has occurred throughout the option investigation phase.</li> </ul>
Benefits	<ul style="list-style-type: none"> <li>The existing Arena 5 complex is at end of life and the new proposed facility will address this, in addition to adding additional courts and usable space to the Arena complex.</li> <li>The proposed Air Dome solution has also been modelled to show significant capital and operational savings as opposed to a traditional build methodology.</li> <li>As one of the first structures of its kind in New Zealand it will be a new and exciting addition to the facilities in the city.</li> <li>The Air Dome can meet the requirements within budget.</li> </ul>
Risks	<ul style="list-style-type: none"> <li>It is a new type of building structure for the city and to the country.</li> <li>Air Dome technology is successfully used in many locations around the globe and will be one of the first in New Zealand.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>The upfront capital investment is lower, compared to a traditional build. Latest project cost estimate indicates circa \$13.5M required to deliver the project.</li> <li>Square metre rate = \$3,068/m<sup>2</sup></li> <li>Cost savings from the project could either be redirected to other projects or returned as a saving.</li> <li>WOLC costs are similar to a traditional build over time.</li> </ul>
<b>OPTION 2:</b>	<b>Proceed to procurement of a main contractor to design and construct a traditional building for the new Arena 5 facility.</b>
Community Views	<ul style="list-style-type: none"> <li>Community views would not be sought in relation to the procurement phase of the project, but extensive end user group consultation has occurred throughout the investigation phase.</li> </ul>

Benefits	<ul style="list-style-type: none"> <li>This technology is more familiar to officers and therefore may pose less concern regarding construction.</li> </ul>
Risks	<ul style="list-style-type: none"> <li>Not able to deliver the stakeholder requirements within the allocated budget i.e. 4-court sized facility.</li> <li>Construction timeframe may extend into the 2027/28 FY, whereby the next Arena Masterplan project was due to start then.</li> <li>The condition of the existing Arena 5 building is not addressed, and therefore may reach the end of its useful life, before the new facility is built, leaving the Arena complex with a shortfall in shelter facilities.</li> <li>Less certainty of capital expenditure in the 2027/28 FY, due to project delays.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>The upfront capital investment is higher, compared to an Air Dome option. Latest project cost estimate indicates a circa \$18.4M required to deliver the project, which exceeds the allocated budget.</li> <li>Square metre rate = \$4,556/m<sup>2</sup></li> </ul>
<b>OPTION 3:</b>	<b>Not proceed to procurement of a main contractor to design and construct a new Arena 5 facility and give further direction</b>
Community Views	<ul style="list-style-type: none"> <li>Community views would not be sought in relation to the procurement phase of the project, but extensive end user group consultation has occurred throughout the option investigation phase.</li> </ul>
Benefits	<ul style="list-style-type: none"> <li>Capital funds not spent for the time being.</li> </ul>
Risks	<ul style="list-style-type: none"> <li>Does not deliver benefits.</li> <li>Does not deliver on requirements.</li> <li>Under-expenditure in the 2026/27, forcing project funds to be carried forward into the 2027/28 FY, potentially delaying the next Arena Masterplan project/s.</li> <li>Officers uncertainty on how to proceed leading to poor progress.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>Unlikely to spend full sum of the 2026/27 FY funds due to delays.</li> </ul>

**RATIONALE FOR THE RECOMMENDATIONS**

**1. OVERVIEW OF THE PROBLEM OR OPPORTUNITY**

1.1 Council approved the appointment of Council representatives for the AMSG to oversee the new Arena 5 Development project at the 3 December 2025 Council meeting for the 2025-28 term.

- 1.2 The Terms of Reference were agreed on that day, which included providing six-monthly updates to the relevant Committee. This report is the update for the six-month period ending 30 April 2026.
- 1.3 At the 14 May 2026 Arena Masterplan Steering Group meeting, the AMMSG provided endorsement to proceed with the procurement of an Air Dome building for the new Arena 5 facility.
- 1.4 This report also provides a summary analysis of the two building options and seeks agreement from Council to proceed to the procurement of a main contractor to design and construct an Air Dome building.

**2. BACKGROUND AND PREVIOUS COUNCIL DECISIONS**

- 2.1 In 2014 a high-level study of Arena Manawatū was undertaken resulting in a framework plan and a range of projects to deliver a higher quality destination with improved usability, street presence and visibility of sport and events.
- 2.2 In 2015, the framework plan was embedded into the Palmerston North District Plan (Planning Map 15.2), and preliminary feasibility was identified for the Long-Term Plan (LTP).
- 2.3 An Arena Masterplan was prepared in 2017 to inform a programme of projects across the site and allocate LTP funding for the initial stages of redevelopment.
- 2.4 The first stages of the Masterplan redevelopment were completed between 2018-2022, including:
  - A new artificial turf and lighting for Arena 6,
  - A new entrance plaza and pedestrian overbridge to Arena 1 from Cuba St,
  - Foundation, seating, and ablutions for a new Arena 1 south stand,
  - Relocation of speedway pits and pre-race starting grid along the south edge of Cuba Street.
- 2.5 A review of the Arena Masterplan was carried out in 2023 to update progress made and confirm all existing and new priorities. This Masterplan was adopted by the Council, and \$36 million was allocated into the 2024-2034 LTP for the next phase of development, including:
  - Replacement of Arena 5
  - Continued investment in Arena 6 outdoor playing surfaces and rear fields.
- 2.6 The existing Arena 5 building, including Waldegrave, Bell, and Barber Halls, was confirmed as earthquake-prone in 2023, with strengthening work required to be completed by 2039. The buildings are also coming to the end of their useful life. In September 2025, Central Government announced a review and upcoming reform of the earthquake-prone buildings (EPB) system, with new legislation expected to be in

effect mid-2027. Under the proposed EPB system, the existing Arena 5 building may remain earthquake-prone but may fall into Risk Category only, meaning it will remain on the EPB Register, but no or reduced strengthening would be required legislatively.

2.7 An indoor courts and outdoor covered courts study were conducted in 2024, which confirmed the need for more indoor court space in the Manawatū region. The results of this report were presented to the Culture and Sport Committee on September 2024, and the results of the indoor court study were noted to be considered during the planning and design of the new Arena 5 facility.

2.8 The new Arena 5 development project is budgeted to occur over years 1 to 3 of the 2024-34 LTP, to be completed and commissioned by June 2027. It is proposed to be developed on the green space on the corner of Pascal and Cuba Streets, in anticipation of the future decommissioning of the existing Arena 5 facility. The replacement facility is intended to serve community and recreational user needs.

**3. ARENA MASTERPLAN STEERING GROUP**

Purpose

3.1 The AMSG is in place to provide strategic and leadership oversight to ensure projects identified within the Arena Masterplan and Council’s LTP are delivered. The AMSG is a key stakeholder governance group led by the Mayor.

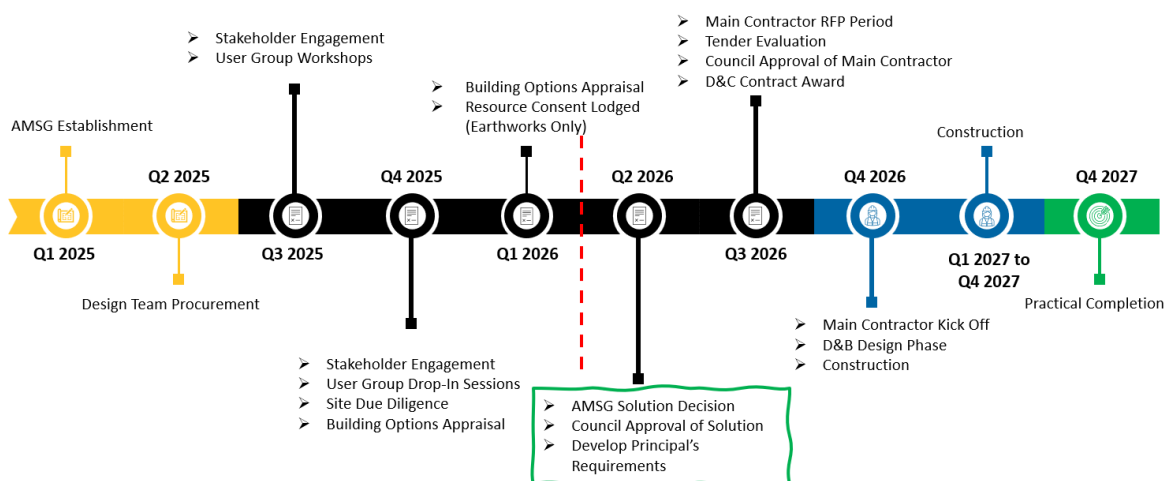
AMSG Recommendation

3.2 The last AMSG meeting was held on 14 May 2026. At this meeting, the AMSG resolved to recommend to Council to proceed with the procurement of a main contractor to design and construct an Air Dome building for the new Arena 5 facility.

**4. ARENA 5 DEVELOPMENT PROJECT UPDATE – APRIL 2026**

Key Programme Dates

4.1 A high-level delivery timeline has been provided with the following figure, signalling key programme dates for this project:



*Note: Quarters are by calendar year as opposed to financial year.*

Figure 1: Project Timeline as at April 2026

Programme Update

4.2 Key programme items undertaken since 31 August 2025 are:

- Procurement and engagement of supporting technical design consultants, such as Planning Services and Urban Design Advisory Services.
- Facilitated User Group workshops to share concept design work completed to date and seek feedback.
- Site investigations including; geotechnical, contamination, and civil engineering, as well as topographical, CCTV, and cadastral surveying.
- RMA planning consent preparation including; detailed site investigation, erosion sediment control plan, environmental management plan, site management plan, and remedial action plan (DSI, ESCP, EMP, SMP, and RAP). The RAP is required as asbestos contamination was identified in areas of the site. As supported by the AMMSG, the earthworks only resource consent application was lodged with the Regional Council in February 2026.
- Building assessment of the existing Arena 5 including Bell, Barber, and Waldegrave halls to determine options and level of investment required to renew the asset’s life.

Budget Overview

4.3 The total project budget is \$17,538,000 through Programme 1194 – CET Arena – Masterplan Redevelopment.

4.4 The 2024-34 LTP approved the following annual budget allocations for this project:

\$000’s	2024/25 Year 1	2025/26 Year 2	2026/27 Year 3	<b>Total</b>
2024-34 LTP	500	8,168	8,870	<b>17,538</b>

Financial Progress and Performance

4.6 The 2024/25 FY expenditure was \$102k.

4.7 The 2025/26 FY budget is \$5,566,102 as approved through the annual plan. The YTD expenditure for the 2025/26 FY is \$399k.

4.8 A summary table of the project figures are provided below:

Total Project Budget	Spend to Date	Project Budget Remaining
\$17,538,000	\$500,907	\$17,037,093

4.9 The draft budget for the 2026/27 FY is \$6M, noting that this budget is subject to the annual budget approval by Council at the 3 June 2026 Council meeting.

4.10 Note that from 2027/28 FY onwards, the next Arena Masterplan project (rear fields reconfiguration in years 4 to 6) was planned, as per the 2024-34 LTP.

## 5. CONSULTATION AND DESIGN

### Stakeholder Engagement

5.1 User Groups of the new Arena 5 facility were identified as an important group of key contributors to help to shape the Principal’s Requirements for the new building.

5.2 Workshops and drop-in sessions have been held with these User Groups to:

- Present test-fits of the two building options of a traditional building and an air supported structure;
- Share the findings to date on the comparison of the two;
- Summarise the User Group requirements to confirm these have been recorded correctly;
- Seek feedback on all the above items for consideration.

5.3 A summary of the key requirements collected is given below:

- Timber sprung flooring preferred.
- Dimensions of the facility to include correct heights for each sport code and correct run-offs distances between and at the ends of the courts.
- 4 court sized facility preferred.
- Lighting requirements for each code. Often to be fixed on the ceiling.
- Sufficient space for spectator seating, toilets, storage, and foyer for marshalling groups of people into and out of the facility.

- Pricing of hirage of the new facility to not increase beyond the current community rate of other Arena buildings.

5.4 The Seniors' and Disability Reference Groups have both been approached regarding this project.

5.5 Engagement with Arena staff has been undertaken with an iterative approach to capture the operational requirements of the new facility that fit within the Arena precinct and that the site is being considered in its entirety.

Rangitāne o Manawatū Partnership

5.6 Additional project-specific hui has been held with Toi Warbrick to provide project updates such as; presenting the test-fits of the traditional building and the air dome, as well as sharing the findings to date regarding the comparison of each. The project-specific hui has provided opportunities for cultural design and input at the very early stages of concept inception and will continue as the design matures.

Design

5.7 Test fits have been created for both traditional and air dome structures which has:

- Identified site capacity, including sizing constraints of each model;
- Determined high-level ability to meet the spatial requirements of the User Groups and the types of spaces that can be offered within the building and surrounds;
- Considered the flow into and around the Arena precinct, the relationships with each building, and what each building on the site offers; and
- Informed the resource consent application documentation.

5.8 Please refer to Attachment 1 providing insight as to the indoor sports court sizing and run-off requirements that both the portal frame traditional build (outlined and shaded grey) and air dome (outlined in solid blue) can accommodate.

5.9 As this is a Design and Build project, the project team will only produce a concept design, and the selected main contractor will then continue the remaining stages of the design process (preliminary, developed, and detailed design).

5.10 If an Air Dome is supported this would automatically be the project methodology.

Design Options Appraisal

5.11 A recent focus of the project was to determine the feasibility of an air supported structure for the new Arena 5 facility. An options appraisal was undertaken for this purpose which compares a traditional portal frame building to that of an air dome.

- 5.12 Meetings with suppliers of air supported structures were held to determine the technical abilities of the structures. A site visit to a local and recently installed air supported structure in Hamilton was undertaken to confirm these queries.
- 5.13 At the February steering group meeting, the AMMSG requested further information and a comparative analysis from the project team relating to operating costs (energy consumption more specifically) and maintenance, and at a high level the predicted WOLC across both the Air Dome and Traditional build options. Further investigation into the feasibility of a timber sprung floor was also directed at this meeting.
- 5.14 Officers received actual energy data of a similar sized facility in a similar climate to Palmerston North, New Zealand, direct from an Air Dome supplier, in order to more confidently model the energy consumption projection of the new Arena 5 facility, for the case of an Air Dome being selected. This data was combined with our new agreed contract rate for electricity (starting 1 July 2026) to determine the annual cost and compared with our existing Arena facilities. A visual representation of this outcome is provided below:

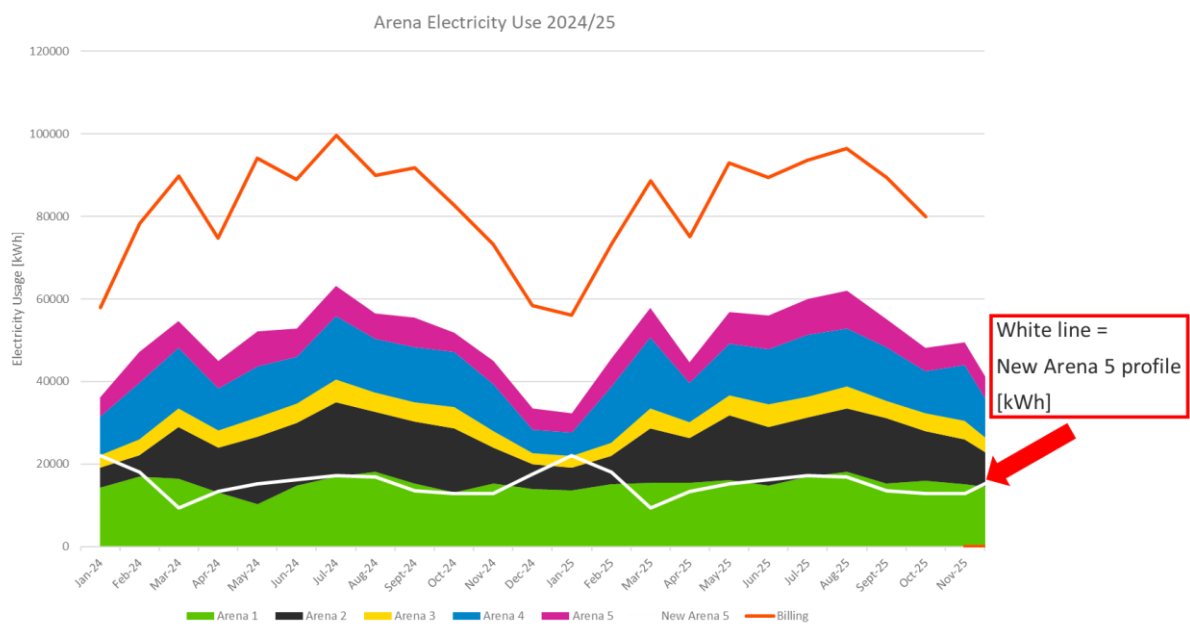


Figure 2: Comparison of Arena Electricity Use 2024/25 and Project new Arena 5 Energy Consumption

5.15 Further key findings included:

- Energy consumption is comparable to other Arena buildings. Note that there is a solar project running concurrently which expects to deliver solar panels onto Arena 4 by December 2026. Early modelling indicates that excess generation stored in the batteries could be utilised for the new Arena 5 energy usage as opposed to purchasing electricity 100% from the grid, and projects a circa \$22k saving per annum from the new Arena 5 power bill.

- WOLC for the Air Dome and Portal Frame options are comparable at circa \$12M across a 50-year lifespan. This includes operations, maintenance, renewals & and replacement costs of key building components.
- There is little risk with the combination of timber sprung flooring and an Air Dome. A supplier assured Officers that timber sprung floors have been widely installed with Air Dome facilities overseas and no issues have arisen.
- Deflation and vandalism risks were also investigated with Air Dome suppliers advising of little to no risk of either occurrence.

5.16 Further design details will be confirmed through the upcoming procurement process and the progression into later design phases.

## 6. DESCRIPTION OF OPTIONS

6.1 The project team has explored different building structures that could be delivered for the new Arena 5 facility – a traditional portal frame building, or an Air Dome.

### Air Dome Building

6.2 The Air Dome is an innovative building structure which is relatively new to New Zealand but has been utilised widely across the world more commonly in the last 2-3 decades. It is essentially an air-supported structure that is inflated to form the ceiling and walls or “skin” to create an enclosed building and commonly used for sporting and community uses. An example is provided below of an air dome sports facility.



Figure 3: Air-Supported Structure Example (Exterior) – Watford Football Club, London



Figure 4: Air-Supported Structure Example (Interior) - Watford Football Club, London

### Traditional Building

6.3 A traditional building referred to here is a standard portal frame structure, that is commonly used as sports facilities and other community uses. Our existing buildings at the Arena complex are based on the portal frame structure. Please refer to the image below of Arena 4, noting the framing of the roof and walls forming the “portal” standard building design and methodology for such buildings.



Figure 5: Portal Frame Structure Example - Arena 4 B&M Centre

## 7. ANALYSIS OF OPTIONS

### Selection of a Building Solution

7.1 Now is a very sensible time in the project to decide on a building type to continue with. It is recommended to make the refinement now, ahead of the main contractor procurement process, for the following reasons:

- Given the building methodologies are vastly different, it would be extremely difficult to compare an Air Dome with a Traditional Build on an even basis.
- A more targeted approach to the market provides more certainty of the product and outcomes that we are seeking, and therefore will eliminate the unsuitable applicants, saving tendering costs and time for both the unsuitable parties and internal project resourcing.
- In consideration of the project timeline, the selection now will allow the preparation and lodgement of a resource consent with PNCC, to occur concurrently with the procurement process, with the intention to receive draft conditions to inform the preferred design and build partner. Amendments could be made through upcoming design process. Construction works cannot commence without the consent in place.

7.2 Noting that going to the market with both building types, or accepting “alternative” solutions will likely flood the procurement with suppliers, and will create greater administration, lengthen the procurement phase to evaluate, interview, and moderate a higher number of submissions, increase tendering costs for suppliers of which a much larger number will be unsuccessful, and increase internal resourcing time and therefore costs to the project.

7.3 Therefore, it is preferable to make the distinction now, and have a focused procurement process.

### Option 1 – Proceed with the procurement of a main contractor to design and construct an Air Dome building for the new Arena 5 facility

7.4 This option is recommended and endorsed by the AMSG.

#### **Benefits**

7.5 The Air Dome option prompts a variety of benefits, as summarised below:

Benefit	Description
Meets requirements	The Air Dome can meet the stakeholder requirements.
Addresses Arena complex capacity	Alleviate pressure and usage on existing facilities. Provides the ability to host larger events across the Arena complex due to increase indoor capacity of the site.
Faster construction timeframe	The Air Dome can be erected in a much shorter timeframe than a traditional building.
Cost effective solution	The proposed Air Dome solution has also been modelled to show significant capital and operational savings as opposed to a traditional build methodology. The capital savings could be redirected or confirmed as savings.
Address existing Arena 5 condition	The existing Arena 5 building is at the end of its life and the new facility will address this, in addition to increasing court capacity and usable space to the Arena complex. Unutilised funds from the new build may choose to be redirected to the existing Arena 5 building for renovations.
Innovative and exciting	As one of the first structures of its kind in New Zealand it will be a new and exciting addition to the sports and events facilities in the city.
Certainty of 4 courts	The Air Dome can supply a minimum of a 4-court sized facility within the budget provision.
Aligns with Arena Masterplan	Project L in the 2023 Arena Masterplan illustrates this sort of technology and suggests that further investigations should be made into “membrane structure minimising cost”.
Funding opportunities	The uniqueness of this build may entice and strengthen funding opportunities.
Events opportunities	The uniqueness of this facility may attract exciting and new events to host in the New Arena 5. This can generate new revenue in addition to protecting existing business.
Certainty of expenditure in the 2026/27 FY.	With the potential purchase of an Air Dome skin, and the speed of construction of an Air Dome, there is higher certainty of utilising the (current but not yet approved) funding allocation of \$6M in the 2026/27 FY.

**Risks**

7.6 Air Dome technology is successfully used in many locations around the globe, but since it will be one of the first in New Zealand, there are a handful of risks, or unknowns, associated. These are captured in the table below:

Risk	Comment & Action
Vandalism or weather damage causing deflation	<p>The dual skin technology is extremely hard wearing and not easily penetrable. Supplier has confirmed there have not been issues with this for other facilities.</p> <p>Action: Include ground level protections in scope if desired.</p>
Noise for adjacent residents	<p>The decibel level is unlikely to exceed the allowable range for resource consent.</p> <p>Action: Ensure compliance through design process, including appropriate levels of insulation.</p>
Compliance / regulatory risk	<p>The Air Dome building option appears reasonably consentable. The Air Dome option may experience some complexities during the process, as it will require an Alternative Solution to a range of compliance standards.</p> <p>Action: Lodge resource and building consents at the earliest.</p>
Different construction methodology	<p>Air Dome technology has been successfully installed in many locations and it will be one of the first in New Zealand.</p> <p>Action: Ensure subject matter experts are part of the design and installation aspects of the project.</p>

**Scope – Air Dome**

7.7 The scope outline for the Air Dome is provided below, which corresponds to the Air Dome project cost estimate:

Inclusions	Exclusions
<ul style="list-style-type: none"> <li>• Area = 4,400m<sup>2</sup></li> <li>• 4x basketball court area provision</li> <li>• Timber sprung floor</li> <li>• Space allocations for toilets and foyer. Storage space to be allocated.</li> <li>• Lighting and fittings</li> <li>• Glazing on Pascal and Cuba Streets</li> <li>• Curtains/area dividers.</li> </ul>	<ul style="list-style-type: none"> <li>• Design fees</li> <li>• Supply and construction of toilets, foyer, and storage.</li> <li>• Electrical and plumbing works</li> <li>• Fit out and equipment;</li> <li>• Infrastructure upgrades and connections</li> <li>• Landscaping.</li> </ul>

7.8 Please refer to the visual representation of the space below:

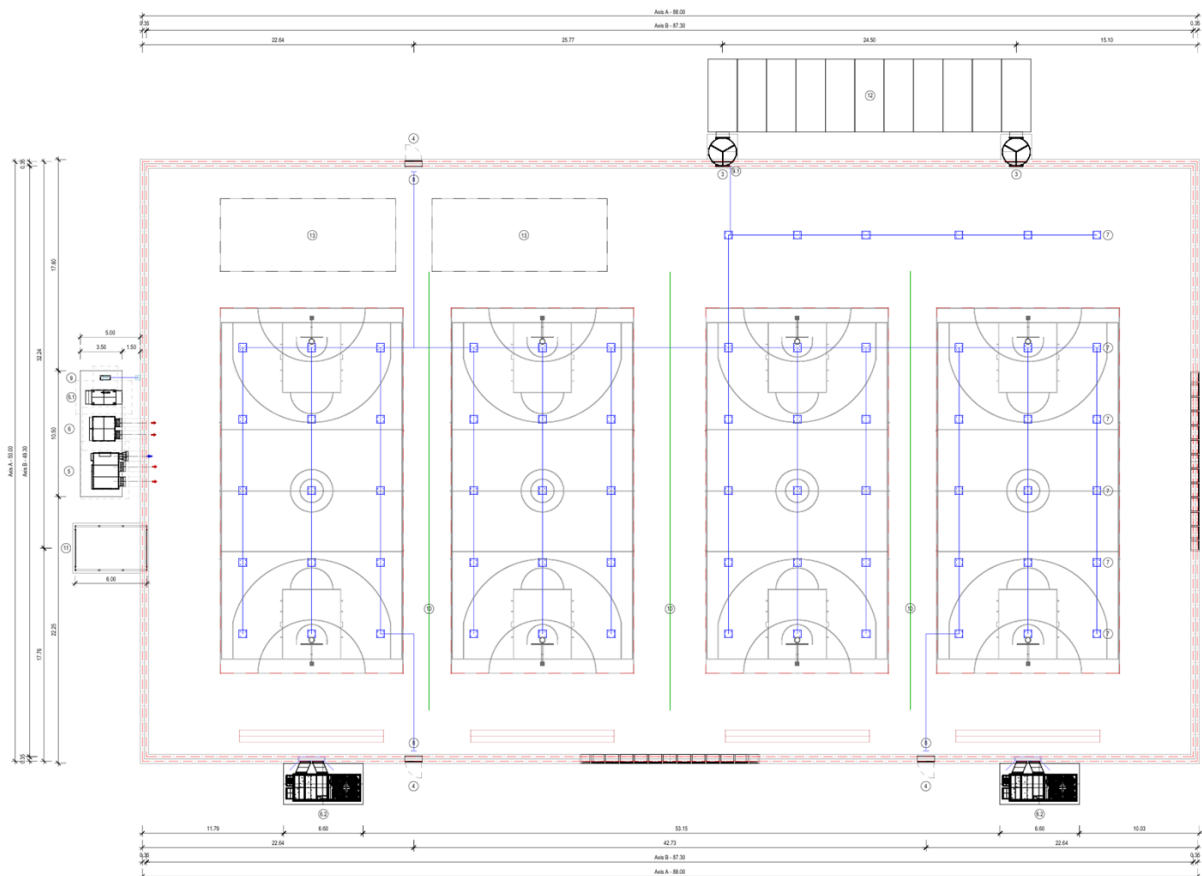


Figure 6: Air Dome Scope - Supporting Imagery

7.9 Noting that this is only a concept-level drawing, for the purpose of the Air Dome supplier providing a quote so the project team could provide a project cost estimate with a little more certainty.

**Financial Analysis – Air Dome**

*Capital Costs*

7.10 A summary project cost estimate is provided in the following table, capturing the up-front capital investment for an Air Dome facility:

Air Dome Option 1 Project Cost Estimate	
Pre-Contract Work Costs	\$520,907
Design & Build Contract	\$9,509,004
<b>Design &amp; Build Contract Contingency (10%)</b>	<b>\$950,900</b>
Design fees (Provisional Sum)	\$80,000
Outside of D&B Contract Works	\$996,000
Other Development Costs	\$820,368
<b>Project Contingency (5%)</b>	<b>\$617,814</b>
<b>Total</b>	<b>\$13,494,993</b>

7.11 Please note that this estimate has been produced by officers, informed by cost information provided by an Air Dome supplier.

7.12 The total project estimate equates to \$3,067 per square metre for the Air Dome.

*Operational and Whole-of-Life Costs*

7.13 The WOLC assessment established that there is not a fundamental difference in the 50 year costs relating to the Air Dome and Traditional structures, which take into consideration planned and preventative maintenance, energy costs, equipment and component replacement frequencies and the like.

7.14 Please refer to the table below with captures various components of the WOLC modelling with the Air Dome option:

Component	Modelling – 50 year life span
Energy	Expected to use 185,412 kWh/year or \$38,936 using 25/26 FY new contract rate (excluding fixed charges). This includes ventilation, heating and cooling, and lighting.
Mechanical	Equipment will be running 24 hours to maintain inflation and temperature. Up to date maintenance will allow longer life of assets, and therefore less frequent replacement costs. WOLC circa \$2.3M.
Cladding	N/A
Roof	Air Dome “skin” in lieu of roof and cladding replacement is circa \$4M
Fencing	Circa \$2.2M
Landscaping	Required as per resource consent discussion. Projected circa \$300k.
Cleaning	Drones could be required to conduct the building washes. The “wet and forget” type spray washes would likely be undertaken 1-2 times per year at about \$5k per wash, resulting in circa \$500k across the 50 year span at a frequency of 2 washes per year.

Option 2 – Proceed with the procurement of a main contractor to design and construct a Traditional Building for the new Arena 5 facility.

7.15 The Traditional building was not selected as the preferred option by the AMSG.

**Benefits**

7.16 The projected benefits associated with the Traditional Build option are summarised in the table below:

Benefit	Description
Meets requirements	A Traditional Build can meet the stakeholder requirements however the 4 court size may not be achievable within budget.
Addresses Arena complex capacity	Alleviate pressure and usage on existing facilities. Provides the ability to host larger events across the Arena due to increased indoor capacity of the site. However, the capacity may only increase by 3 courts as opposed to 4, within the budget provision.
Most common construction approach	The construction approach is well understood and well-practiced. There are less construction risks due to the familiarity with design and construction methodologies Also a more standard consenting process is expected, due to familiarity of this type of build.
Adaptability	Ability to future proof the design – i.e. another portal frame section can be added onto the end of the building in the future, should additional courts be required.  Ability to enable facility to be multi-use, with the strength to be able to hang fixtures from the ceiling/beams, etc.

**Risks**

7.17 The project risks associated with the Traditional Build are given below:

Risk	Comment & Action
Uncertainty of 4 courts	The Traditional Build cannot supply a minimum of a 4-court sized facility within the budget provision, as per the latest project cost estimates. 3 courts do fit within the available budget.  Action: Reduce scope to fit within budget provision.
Noise for adjacent	The decibel level is unlikely to exceed the allowable consent range.

residents	Action: Ensure compliance through design process.
Construction timeframe	The Traditional Build is highly unlikely to be completed by June 2027. It is likely to have a much longer construction period, anticipated toward June 2028.  Action: Seek opportunities for programme acceleration from tenderers for the design and build main contract.
Existing Arena 5 condition remains poor	The existing Arena 5 building is at the end of its life and requires renewals and upgrades. With the current cost estimate exceeding the allocated project budget, there will be no spare funds to direct toward the existing Arena 5 building.  Action: Seek other financial means e.g. through the 2027-37 LTP process to allocate funds to the existing Arena 5.
Less certainty of expenditure in the 2026/27 FY.	Given the Traditional Build has a longer construction timeframe, there is higher uncertainty of utilising the (current but not yet approved) funding allocation of \$6M in the 2026/27 FY.  Action: Seek opportunities for programme acceleration from tenderers for the design & build main contract.

**Scope – Traditional**

7.18 The scope outline for the Traditional Build is provided below, which corresponds to the Air Dome project cost estimate:

Inclusions	Exclusions
<ul style="list-style-type: none"> <li>• Area = 4,048m<sup>2</sup></li> <li>• 4x basketball court area provision</li> <li>• Timber sprung floor</li> <li>• Toilets, foyer, and storage area</li> <li>• Lighting and fittings</li> <li>• Electrical and plumbing works</li> <li>• Event trusses and area dividers.</li> </ul>	<ul style="list-style-type: none"> <li>• Fit out and equipment.</li> </ul>

7.19 Please refer to the visualisation of the space below, whereby the areas marked out in green is the reduced scope which translates to the project costings in the financial analysis section:

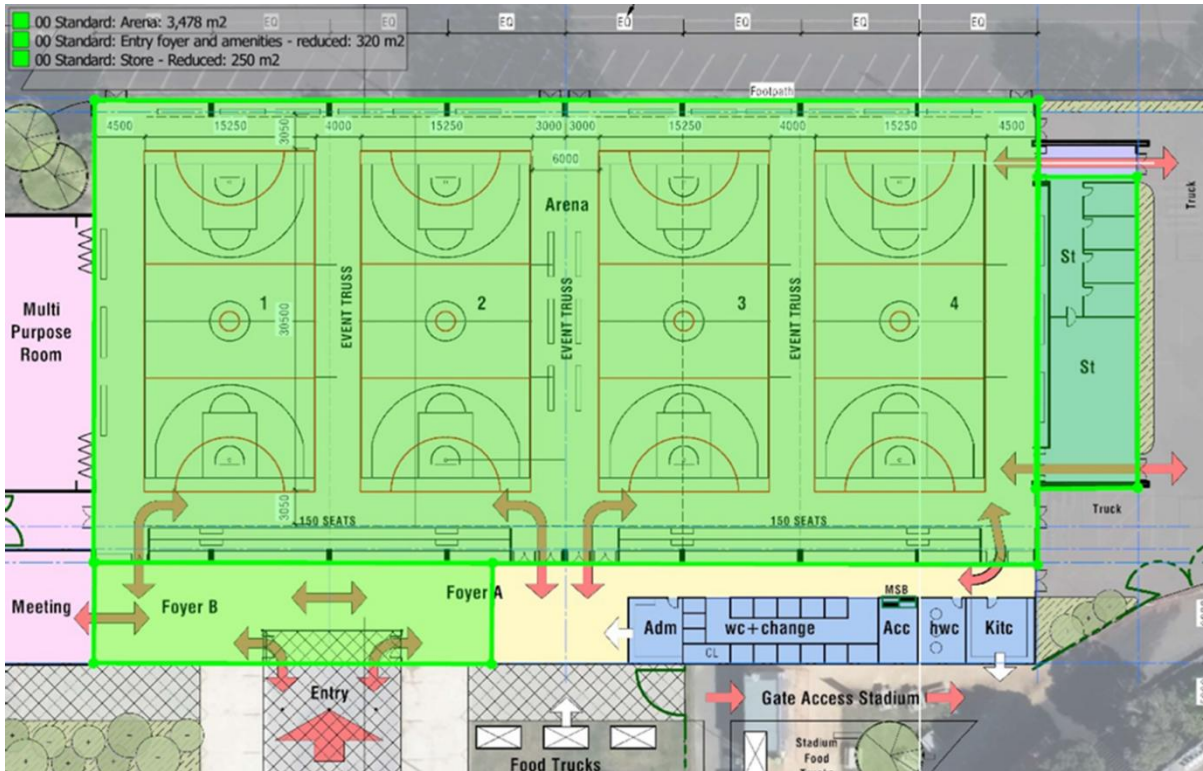


Figure 7: Traditional Build Scope - Supporting Imagery

### Financial Analysis – Traditional

#### Capital Costs

7.20 A summary project cost estimate is provided in the following table, capturing the up-front capital investment for a Traditional Build facility:

Traditional Option 2 Project Cost Estimate	
Pre-Contract Work Costs	\$1,132,371
Design & Build Contract	\$14,158,915
<b>Design &amp; Build Contract Contingency (10%)</b>	<b>\$1,385,569</b>
Design Fees	Included in Main Contract
Other Development Costs	\$940,099
<b>Project Contingency (5%)</b>	<b>\$824,229</b>
<b>Total</b>	<b>\$18,441,183</b>

7.21 Total project estimate equates to \$4,556 per square metre for the traditional build.

*Operational & Whole-of-Life Costs*

7.22 Please refer to the table below with captures various components of the WOLC modelling with the traditional build option:

Component	Modelling – 50 year life span
Energy	Expected to run similar to Arena 4, which uses approx 286,980 kWh/year or \$60,266 in the 24/25 FY
Mechanical	Expected to run similar to Arena 4, but with lesser building area to service. Modelling suggests ~\$2.3M
Cladding	Exterior cladding replacements ~\$1.2M
Roof	Exterior roof replacement ~\$2.9M
Fencing	Circa \$2.2M
Landscaping	Required as per resource consent discussion. Projected circa \$300k.
Cleaning	Manual building washes can be conducted on a Traditional Build, which incurs about \$10k in maintenance costs for each wash. Pressure washes would be undertaken 1-2 times per year, totalling \$500,000 across 50 years for 1 wash per year. The greater expense is for plant, health and safety, labour, and higher management costs.

Option 3 – Not proceed to procurement of a main contractor to design and construct a new Arena 5 facility and give further direction.

7.23 This option was not selected as the preferred option by the AMSG, and ultimately will not deliver on the outcomes of the Arena Masterplan 2023.

**Benefits**

The allocated capital funds will not be spent.

**Risks**

7.24 A risk summary for the option of not proceeding with procurement of a main contractor is provided below:

Risk	Comment & Action
Stakeholder requirements not met	Procurement is not commenced, and further design iterations cannot occur. Potentially, the new Arena 5 is not delivered.
Delayed project timeline	Project will experience further delays due to a decision to defer, and procurement cannot proceed.
Unclear direction for Council staff	Unclear direction leading to project delays and unclear intentions for the site.
Less certainty of expenditure in the 2026/27 FY.	Given the longer time until procurement of the main contractor, there is high uncertainty of utilising the (current but not yet approved) funding allocation of \$6M in the 2026/27 FY.

### Financial Analysis

7.25 Funds may not be spent as per the 2024-34 LTP allocations and the project experiences delays, leading to the deferral of subsequent Arena Masterplan projects, for example, the rear fields realignment planned for 2027/28 FY onwards.

## 8. CONCLUSION

8.1 Key considerations supporting a decision to proceed with an Air Dome structure are:

- Capital cost savings. Compared to the modelling for a traditional build solution, an Air Dome structure will be achieved significantly under budget.
- Comparable WOLC models and operating costs, however higher energy efficiency is anticipated with an Air Dome solution.
- Opportunity for the Arena complex and for the city. There is a distinct strategic opportunity for the city with an Air Dome. It will be one of the first of its kind in New Zealand, would be expected to attract strong interest due to its innovation and uniqueness, generating new business and revenue.
- Naming rights and sponsorship opportunities. New naming rights opportunities have been examined and it has been confirmed that there is strong interest in beneficial naming rights agreements for the Arena complex by virtue of introducing a Dome.
- Provide at least 4 additional court spaces to the community. Alleviate pressure and usage on existing facilities.

- Shorter timeframe to become operational than a traditional build solution, bringing use forward.

- 8.2 At the 14 May 2026 Arena Masterplan Steering Group meeting, the AMMSG provided endorsement to proceed with the procurement of an Air Dome building for the new Arena 5 facility.
- 8.3 Officers are now seeking agreement from Council for its preferred building option to proceed with in the upcoming competitive procurement process to identify the most appropriate Design & Build main contractor.

**9. NEXT ACTIONS**

- 9.1 Update project stakeholders on the outcomes of this meeting and the next steps.
- 9.2 Finalise procurement planning based on the preferred solution of Council.
- 9.3 Obtain the resource consent conditions for the earthworks only consent.
- 9.4 Prepare a resource consent application, based on building the option preferred.
- 9.5 Develop and finalise the Principal’s Requirements for the tender package.
- 9.6 Commence and complete a competitive procurement process to source the most appropriate Design and Build main contractor to deliver the Arena 5 facility.
- 9.7 Provide a tender award report to Council to seek approval of contract award to the preferred supplier identified by the competitive procurement process.

**10. COMPLIANCE AND ADMINISTRATION**

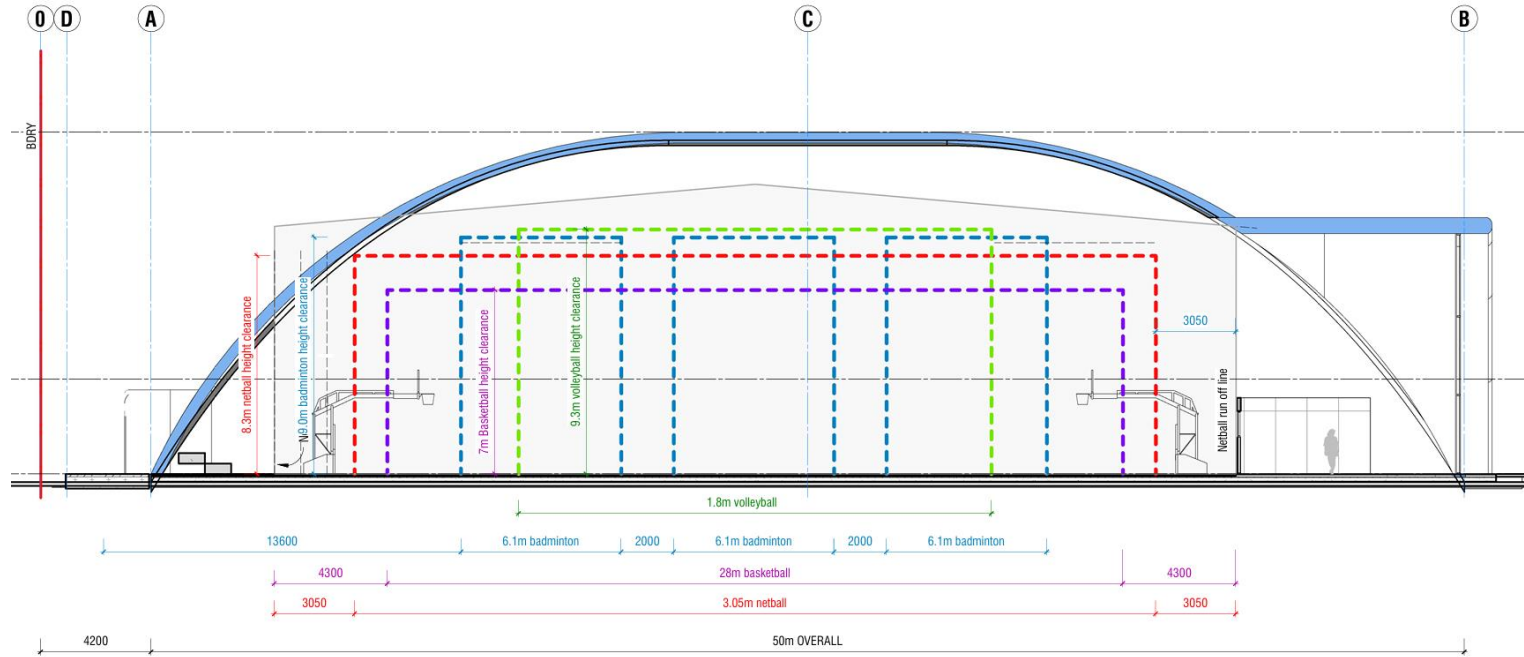
Does the Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these objectives?	<b>Yes</b>
Are the recommendations inconsistent with any of Council’s policies or plans?	<b>No</b>
The recommendations contribute to: Whāinga 2: He tāone whakaihiihi, tapatapahi ana Goal 2: A creative and exciting city	
The recommendations contribute to this plan: 6. Mahere rēhia	

<p>6. Recreation and Play Plan</p> <p>The objectives are:</p> <ul style="list-style-type: none"> <li>• To provide community sport and sport-event facilities at Arena Manawatu.</li> <li>• To attract and support major events and activities (Mahere whakawhanake ohaoha, Economic Development Plan).</li> </ul>	
<p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p>	<p>The Arena Manawatū provides accessible and affordable opportunities for community sport and recreation. Opportunities for communities to take part in active sport and recreation are prioritised over other users of the Arena. The new Arena 5 development project at Arena Manawatū helps ensure Palmerston North has fit-for-purpose facilities that meet the community’s sport and recreation needs and retain its ability to host major sporting events.</p>

**ATTACHMENTS**

1. Attachment 1 - Spatial Requirements - Portal Frame and Air Dome [↓](#) 

Attachment 1: Spatial Requirements – Portal Frame and Air Dome





## MEMORANDUM

**TO:** Council

**MEETING DATE:** 27 May 2026

**TITLE:** Local Governance Statement 2025-28

**PRESENTED BY:** Sarah Claridge, Governance Advisor

**APPROVED BY:** Cameron McKay, General Manager Corporate Services

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### RECOMMENDATION(S) TO COUNCIL

1. That Council approve the [Local Governance Statement 2025-28](#), presented on 27 May 2026.
- 

#### 1. ISSUE

Within six months after a triennial election, Council is required to create and publish a Local Governance Statement under [Section 40 of the Local Government Act](#) .

The Local Governance Statement outlines the Council’s governance structure, its strategic goals, policies, and bylaws and how the public can engage in Council meetings and consultations. It is one way that members of the public can learn about what Council does and how the public can engage in Council processes.

To meet the 6-month timeframe specified by the Act, officers published the Local Governance Statement 2025-28 on the Council website on 10 April 2026. However, clause 5.13 of Council’s Delegation Manual requires the Local Governance Statement to be approved by Council. Hence, this report seeks retrospective approval for the material on the website.

#### 2. BACKGROUND

The [Local Governance Statement 2025-28](#) has been updated to include all of the structures set up for the 2025-28 Council term.

To make the document more accessible and user friendly, officers have created a page on the website for the Local Governance Statement and added to or linked the relevant information already available on the website to ensure all the content required by law is covered. Presenting the content of the Statement in this format makes it easier to find, read and understand for member of the public. It also makes it easier for the material to be kept up to date.

### 3. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these objectives?	<b>Yes</b>
Are the recommendations inconsistent with any of Council's policies or plans?	<b>No</b>
The recommendations contribute to: All goals	
The recommendations contribute to this plan: (Not Applicable)	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	The Local Governance Statement collates information for the public on how to engage with Council processes.

#### ATTACHMENTS

Nil

## MEMORANDUM

**TO:** Council

**MEETING DATE:** 27 May 2026

**TITLE:** Elected Members' Meeting Attendance Statistics - 1 July 2025 to 31 December 2025

**PRESENTED BY:** Hannah White - Manager Governance

**APPROVED BY:** Cameron McKay, General Manager Corporate Services

### RECOMMENDATION(S) TO COUNCIL

1. That Council receive the memorandum titled 'Elected Members' Meeting Attendance Statistics - 1 July 2025 to 31 December 2025' dated 27 May 2026 for information.

#### 1. ISSUE

Elected Members' meeting attendance statistics are recorded and publicly reported on a six and twelve-monthly basis.

The period covered is from 1 July 2025 to 31 December 2025.

#### 2. BACKGROUND

Notes at the bottom of Attachment 1 explain the guidelines for recording statistics.

It should be noted that attendance is only recorded for meetings of which an elected member is a member of the committee.

#### 3. NEXT STEPS


Regular recording and reporting will continue. The next memorandum will cover the period 1 July 2025- 30 June 2026 (complete 12-month period).

#### 4. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>

Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these objectives?	<b>No</b>
Are the recommendations inconsistent with any of Council’s policies or plans?	<b>Yes</b>
The recommendations contribute to: (Not applicable)	
The recommendations contribute to this plan: 14. Mahere mana urungi, kirirautanga hihiri 14. Governance and Active Citizenship Plan  The objective is: To provide leadership and advocacy to Palmerston North	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	It is Council practice to record and report on elected member attendance for the purposes of transparency, at the request of Elected Members.

**ATTACHMENTS**

1. Elected Members' Meeting Attendance Statistics 1 July 2025 to 31 December 2025 [↓](#) 

<b>ELECTED MEMBERS' MEETING ATTENDANCE STATISTICS</b>				
<b>FOR THE PERIOD 1 JULY 2025 TO 31 DECEMBER 2025</b>				
<b>Elected Member</b>	<b>Meetings That Could Be Attended As Member</b>	<b>Meetings Attended As Member</b>	<b>Non-attendance: Member on Council business</b>	<b>Non-attendance: Member - other</b>
Mayor Grant Smith	19	19	0	0
Deputy Mayor				
Debi Marshall-Lobb	16	13	0	3
Mark Arnott	17	17	0	0
Brent Barrett	17	17	0	0
Rachel Bowen	16	16	0	0
Vaughan Dennison	16	15	0	1
Lew Findlay	16	15	0	1
*Hayden Fitzgerald	7	6	0	1
# Roly Fitzgerald	7	4	0	3
# Patrick Handcock	7	6	0	1
Leonie Hapeta	17	17	0	0
Lorna Johnson	17	17	0	0
*Bonnie Kuru	7	7	0	0
Billy Meehan	17	15	0	2
Orphée Mickalad	17	17	0	0
Karen Naylor	17	17	0	0
William Wood	18	18	0	0
Kaydee Zabelin	18	18	0	0

**Notes:**

1. "Meetings attended as Member" represents appointed committee member attendances at meetings of the Council, & Committees, Workshops and Briefings where at least 4 weeks' notice has been given. Reporting includes the number of Member attendances, non-attendances on Council business, and non-attendances for other reasons.
2. Members must attend 75% of the duration of the meeting to be recorded in attendance. A meeting extending over two or more days counts as separate meetings.
3. An additional two briefings were held which are not recorded as they did not meet the required 4 weeks' notice to elected members
4. No statistics were kept for members lateness, early departure.
5. \* Cr Hayden Fitzgerald and Cr Bonnie Kuru were sworn in as an elected members on 5 November 2025
6. # Cr Patrick Handcock and Cr Roly Fitzgerald's term of office ended on 11 October 2025



## MEMORANDUM

**TO:** Council

**MEETING DATE:** 27 May 2026

**TITLE:** Civic and Cultural Precinct: 6 Monthly Update

**PRESENTED BY:** Glenn Bunny, Manager Property and Project Management

**APPROVED BY:** Glen O'Connor, Acting General Manager Infrastructure

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### RECOMMENDATION(S) TO COUNCIL

1. That Council receive the report titled, 'Civic and Cultural Precinct: 6 Month Update' presented on 27 May 2026.
- 

#### 1. ISSUE

- 1.1 The terms of reference of the Civic and Cultural Precinct Steering Group requires a 6-monthly update.

#### 2. BACKGROUND

- 2.1 Council received the last [6-month update](#) on 3 September 2025.
- 2.2 The 3 September 2025 report to Council confirmed the appointment of TwentyTwo Independent Property Advisers Limited as strategic advisor to support development of the Civic and Cultural Precinct (CCP) Strategy, following a competitive procurement process.
- 2.3 Since May 2025, TwentyTwo has undertaken project initiation, including collation of existing studies, asset and operational information, and development of a preliminary workplan. A key focus of this work has been to prioritise funding and delivery mechanisms early, including consideration of private investment and partnership models, to ensure the strategy is grounded in deliverable outcomes.
- 2.4 The report introduced a staged workplan, with an initial desktop assessment to establish the current state and frame funding considerations, followed by a more detailed phase to address information gaps and undertake targeted stakeholder engagement. Governance oversight was also re-established through the Project Steering Group.

- 2.5 Since that update on 3 September 2025 the CCP has been incorporated as a subset of the wider strategic property portfolio to ensure an integrated strategic, portfolio-wide approach, rather than considering individual assets in isolation.
- 2.6 As part of the broader property portfolio strategic review, addressing potential future operating models for the social housing portfolio was prioritised.
- 2.7 The Interim Findings – Discovery and Engagement Report was circulated to elected members as part of the workshop held on 29 April 2026. The workshop’s primary focus was on the delivery of the social housing portfolio.
- 2.8 Progress has also included investigation of development opportunities within the CCP, including potential options relating to the rear carpark of the Conference and Function Centre.
- 2.9 In parallel, progress has been made in assessing the seismic strengthening requirements for the library, including indicative costings. This has also incorporated key building improvements required to ensure safe and functional occupancy, including weathertightness, lift upgrades, and HVAC systems, and refit options. This work is important to inform considerations of whether the Central Library is best suited in its existing location or a new build within the core CCP.

**3. NEXT STEPS**

- 3.1 Officers will prepare a report outlining options for the wider strategic property portfolio to inform Council decision-making and provide strategic direction for the Civic and Cultural Precinct (CCP). This report is intended to be presented to Council in the September quarter.

**4. COMPLIANCE AND ADMINISTRATION**

Does the Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these objectives?	<b>Yes</b>
Are the recommendations inconsistent with any of Council’s policies or plans?	<b>No</b>
<p>The recommendations contribute to:</p> <p>Whāinga 1: He tāone auaha, he tāone tiputipu            Goal 1: An innovative and growing city</p> <p>Whāinga 2: He tāone whakaihiihi, tapatapahi ana            Goal 2: A creative and exciting city</p>	

<p>Whāinga 3: He hapori tūhonohono, he hapori haumarū          Goal 3: A connected and safe community          Whāinga 4: He tāone toitū, he tāone manawaroa          Goal 4: A sustainable and resilient city</p>	
<p>The recommendations contribute to this plan:</p> <p>5. Mahere toi</p> <p>5. Arts Plan</p> <p>The objective is: We want to celebrate the arts and the city’s history and cultural diversity. We want there to be lots for people to do in our creative and exciting city.</p> <p>The arts bring the city to life, challenge ideas, and generate excitement. Palmerston North has a strong arts sector and thriving art scene. It is home to notable local artists, exhibitions, cultural facilities, and events. We want our city arts and cultural facilities to be strong and resilient.</p> <p>We will support and care for our city’s cultural facilities and develop a civic and cultural precinct. We will support the arts sector to reflect the bicultural foundations of our city</p>	
<p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p>	<p>The memorandum provides an update on work being undertaken to progress the Civic and Cultural Precinct work, as outlined in the 2024-34 Long Term Plan.</p>

**ATTACHMENTS**

Nil



## COMMITTEE WORK SCHEDULE

TO: Council

MEETING DATE: 27 May 2026

TITLE: Council Work Schedule

### RECOMMENDATION TO COUNCIL

1. That Council receive its Work Schedule dated 27 May 2026.

### COUNCIL WORK SCHEDULE MAY 2026

#	Report Date	Subject	Officer Responsible	Current Position	Date of Instruction & Clause
	<del>27 May 2026</del>	<del>Civic and Cultural Precinct Master Plan Steering Group – 6 monthly update</del>	<del>GM Strategic Planning</del>	<del>To incorporate material from April stakeholder workshop</del>	<del>Terms of Reference of the CCMP Steering Group</del>
	<del>6 May 2026</del>	<del>Deliberations on the Annual Budget 2026-27</del>	<del>Chief Executive</del>	<del>Including Fees and Charges (consulted on)</del>	<del>Terms of Reference</del>
	<del>27 May 2026</del>	<del>Remits received from other Territorial Authorities</del>	<del>GM Corporate Services</del>	<del>None received</del>	<del>Terms of Reference</del>
	<del>27 May 2026</del>	<del>Wastewater Treatment Plant – Nature Calls: Quarterly Report</del>	<del>GM Infrastructure</del>		<del>Terms of Reference</del>
	<del>27 May 2026</del>	<del>Arena 5 Development Six Monthly Update</del>	<del>GM Infrastructure</del>		<del>Council 12 Feb 2025 Clause 24-25</del>
1	27 May 3 June 2026	Elected Members Expenses Policy	GM Corporate Services	Moved to Finance Committee 3 June	Terms of Reference
2	27 May 28 Oct 2026	Food HQ Director’s Company Progress Report	Deputy Chief Executive		Moved from Finance 13 April
3	3 June 2026	Adopt Annual Plan (Budget) 2026-27	Chief Executive		Terms of Reference
4	3 June 2026	Adoption of Fees and Charges following	GM Corporate Services	Consider alongside	Terms of Reference

#	Report Date	Subject	Officer Responsible	Current Position	Date of Instruction & Clause
		<del>consultation (Trade Waste/ Planning)</del>		Annual Budget <del>12 Feb</del>	
5	3 June 2026	Approve Borrowing for 26-27	GM Corporate Services		Terms of Reference
6	3 June 2026	Set the Rates for 2026-27	GM Corporate Services		Terms of Reference
7	24 June 2026	Review of PNCC Appointment of Directors Policy.	GM Corporate Services	Not a post-election priority.	2 Oct 2024 Clause 172
8	24 June 26 Aug 2026	Aokautere Business Case	GM Strategic Planning	time needed to complete business case	3 Sept 2025 Clause 168-25
9	24 June 26 Aug 2026	Parking Contract Review Update - Frog Parking	GM Infrastructure		4 Sept 2024 Clause 156-24
10	24 June 2026	Deliberation and Adoption of Public Spaces Bylaw – Electoral Signage.	GM Strategic Planning		
11	24 June 2026	<del>Agree draft Future Development (FDS) Strategy 2026 for consultation</del>	<del>GM Strategic Planning</del>	Due to RMA reforms – FDS will not be revised.	<del>Council 28 June 2023 Clause 109-23</del>
12	24 June 2026	Adopt amended Triennial Agreement	GM Corporate Services	If changes are recommended by Mayoral Forum.	Terms of Reference
13	24 June 2026	Quarter 3 Economic Report January-March 2026	GM Strategic Planning	Moved from Finance – timing of data	Finance Terms of Reference
14	24 June 2026	Road Maintenance Contract	GM Infrastructure		1 May 2024 Clause 73-24
15	24 June 2026	Palmerston North Airport Ltd - Final Statement of Intent for 2026-2029	GM Corporate Services	Moved from Finance	Terms of Reference
16	26 Aug 2026	Nature Calls – Agree revised BPO	GM Infrastructure	Include quarterly update	<a href="#">Council 29 May 2024 Clause 95.11 - 25 (rec 2)</a>
17	26 Aug 2026	Appointment of Trustees on Council Controlled Organisations	GM Corporate Services		Terms of Reference
18	30 Sept 2026	Appointment of Community Members to the District	GM Corporate Services	Appointments by Nov.	Terms of Reference

#	Report Date	Subject	Officer Responsible	Current Position	Date of Instruction & Clause
		Licensing Committee			
20	30 Sept 2026	Hearings Commissioners List 2027-2030 - Appointment of external commissioners	GM Corporate Services	Appoint before 30 Nov 2026	<a href="#">6 Dec 2023</a> <a href="#">Clause 204-23</a>
21	30 Sept 2026	Adopt Annual Report 2025/26	GM Corporate Services		<a href="#">Terms of Reference</a>
22	30 Sept 2026	2026 Residents Survey Results	GM Corporate Services		Terms of Reference
23	<del>28 Oct</del> 30 Sept 2026	Future Development Strategy (FDS) - update	GM Strategic Planning		Terms of Reference
24	25 Nov 2026	Appointment of CEDA Directors	GM Corporate Services		Terms of Reference
	25 Nov 2026	Civic and Cultural Precinct Master Plan Steering Group - 6-monthly update	GM Strategic Planning		Terms of Reference
	25 Nov 2026	Arena 5 Development Six Monthly Update	GM Infrastructure		12 Feb 2025 Clause 24-25
	TBC 2026	Overhead allocations - activity areas and costs proposed to be included in LTP budgets	GM Corporate Services	Prior to LTP	6 May 2026 Clause 55.26-26
	TBC 2026	Manawatū Ring Road - Advice on whether project stays within PNITI or be separated	GM Strategic Planning		Clause 45-26 22 April 2026
<b>2027</b>					
25	31 March 2027	Remits from PNCC for consideration	GM Corporate Services		Terms of Reference
	21-23 April 2027	Hearings for the Long-Term Plan 27-37	Chief Executive		Terms of Reference
	5 May 2027	Deliberations on the Long-Term Plan 2027-37	Chief Executive		Terms of Reference
6	26 May 2027	Remits received from other Territorial Authorities	GM Corporate Services	None received	Terms of Reference
27	TBC	Local Water Done Well - Assets and Liability	GMs Infrastructure		Terms of Reference

#	Report Date	Subject	Officer Responsible	Current Position	Date of Instruction & Clause
		Assessment	and Corporate Services.		

### Proactive Release of Confidential Decisions

Date of meeting	Report Title	Released	Withheld
16/10/24 (Sustainability Committee)	Manawatū River Pathway Project - Progress on Landowner Engagement	Resolution and Division	Report, Attachment (Privacy/ Negotiations)
8 Oct 2025	Environmental Health Contract Update	Report with redactions, Resolution and Division	N/A
10 Dec 2025	Tuere Place – Land Acquisition for Road Reserve	Report, Resolution and Division	N/A
10 Dec 2025	Appointment of Directors to Central Economic Development Agency	Report, Resolution and Division	Attachments - Privacy
10 Dec 2025	Tender Award - Stoney Creek Road Upgrade	Report with redactions, Resolution and Division	N/A
25 March 2026	District Licensing Committee Appointments	Report Resolution and Division	Attachments - Privacy

Released confidential decisions are available on the Council [website](#).

## RECOMMENDATIONS FROM COMMITTEE

**TO:** Council

**MEETING DATE:** 27 May 2026

**TITLE:** Presentation of the Part I Public Finance, Performance & Audit Committee Recommendations from its 13 May 2026 Meeting

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Set out below are the recommendations only from the Finance, Performance & Audit Committee meeting Part I Public held on 13 May 2026. The Council may resolve to adopt, amend, receive, note or not adopt any such recommendations. (SO 2.18.1)

**28-26**      **Quarterly Performance and Financial Report - period ending 31 March 2026**  
Memorandum, presented by Scott Mancer, Manager - Finance, Glenn Bunny, Manager - Property and Project Management, Stephanie Velvin, Manager - Organisational Planning and Performance.

The **COMMITTEE RECOMMENDS**

2. That Council approve a budget transfer for Internal Water Rates Revenue of \$933K from Organisational Performance to Water.
3. That Council approve a budget transfer for Sludge & Biosolid disposal of \$350K from Resource Recovery to Wastewater.

**31-26**      **Internal Audit Charter**

Memorandum, presented by Emy Bastillo, Internal Auditor / Business Assurance Advisor and Desiree Viggars, Manager Legal Risk and Assurance / Legal Counsel.

The **COMMITTEE RECOMMENDS**

1. That Council endorse the Internal Audit Charter (the Charter) as enclosed in Attachment 1.



## RECOMMENDATIONS FROM COMMITTEE

**TO:** Council

**MEETING DATE:** 27 May 2026

**TITLE:** Presentation of the Part I Public Community Resilience & Sustainability Committee Recommendations from its 20 May 2026 Meeting

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Set out below are the recommendations only from the Community Resilience & Sustainability Committee meeting Part I Public held on 20 May 2026. The Council may resolve to adopt, amend, receive, note or not adopt any such recommendations. (SO 2.18.1)

**27-26 Butterfly Compassion Community - Occupancy Arrangements at 82 Waldegrave Street**

Report, presented by Perene Green, Property Officer.

The **COMMITTEE RECOMMENDS**

3. That there be a change to the current lease terms from 1 June 2026 to allow for a 50% reduction to the commercial lease, unless superseded by the outcome of the process agreed above.

**31-26 Marriner Reserve - Proposal to Grant Easement to Powerco - Deliberations Report**

Memorandum, presented by Perene Green, Property Officer.

The **COMMITTEE RECOMMENDS**

1. That Council grant an easement to convey electricity at Marriner Reserve, Marriner Street, Palmerston North, to Powerco.

**32-26 Community Reference Groups - Terms of Reference Review**

Memorandum, presented by Martin Brady, Senior Community Development Advisor.

The **COMMITTEE RECOMMENDS**

1. That Council agree the revised Terms of Reference for Community Reference Groups, with an amendment to s.1.5 so that the Terms of Reference will be reviewed triennially.
2. That Council note that the provision for the acknowledgement payment to include the Heritage Reference Group is subject to budget being agreed in the 2026-2027 Annual Budget.