

# Actions from the plans = are we on track?

All the actions committed to by PNCC for the first three years of the 2021-2031 LTP are reflected in the [plans](#). This document shows all the actions from each **plan** alongside a staff assessment of progress after one year of implementation. This assessment is to assist elected members and the ELT in the preparation of the 2024-2034 LTP.

Progress is shown as:

- Y** = Yes on track
- N** = No, not on track
- +** = Some progress, or some change has occurred (as explained in the comments)
- NA** = Not applicable (for example, the action is not scheduled to start yet)

## Ahunga rautaki



## Strategic direction



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# Goal 1: Innovative and Growing City

## 1.1 City Growth Plan

### Housing and Future Development

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
<p>Over 50% of housing development takes place within the existing urban footprint, through redevelopment and infill subdivision.</p> <p>Residential land supply exceeds demand by 20%. This means a constant supply of at least 1,800 greenfield residential sections.</p> <p>Housing development at Aokautere is guided by a structure plan.</p> <p>The Kīkīwhenua Residential Area is developed.</p> <p>Kākātangiata rezoning is well advanced.</p> <p>Napier Road Residential Extension Area is rezoned residential.</p> <p>Developers deliver a more diverse range of housing types, such as duplexes, terraced housing, apartments and other multi-unit options, particularly in brownfield developments.</p> <p>There is increased mixed-use development incorporating new residential accommodation.</p> <p>Developers invest in new major housing projects.</p> <p>Council and Government land is used for housing.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in planning and development.</p> <p>Rangitānenuiara is incorporated in city design.</p> <p>Under-utilised Council land is repurposed to provide increased housing supply.</p> <p>Housing is more affordable.</p> <p>New housing development opportunities are confirmed at Ashhurst, Napier Road, and Roxburgh Crescent.</p> <p>There is a greater number of property developers, at all levels of the market.</p> <p>The strategic property interests of Rangitāne o Manawatū are supported and grow.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in planning and development.</p> <p>There is a significant increase in minor-dwellings (studios, granny flats).</p> <p>New office and retail development is directed to the Inner Business Zone.</p> <p>The best use of vacant large format retailing land has been determined.</p> <p>The development community understands the city planning framework.</p> <p>Council front-foots new infrastructure to support growth and is able to say 'yes' to new development.</p> <p>Council has clear priorities about where growth will occur and what supporting infrastructure is required.</p> <p>The costs and risks associated with pressure to provide growth infrastructure in multiple locations are balanced.</p>	Ongoing actions	Start date	On track	Comments
	Implement the National Policy Statement on Urban Development Capacity	2021/2022	N	Intensification and District Plan changes at Aokautere and Kakatangiata have taken longer to complete than anticipated. Delays to network infrastructure for Whakarongo and Kikiwhenua have limited land availability.
	Update the District Plan to rezone identified growth areas for housing and business needs	2021/2022	N	District Plan changes to provide for growth have prioritised housing. More small/medium industrial land won't be rezoned until 2024.
	Hold an annual Developer Forum	2021/2022	Y	
	Develop, launch and maintain an electronic District Plan	2022/2023	N	Upcoming release of new planning legislation may make this the responsibility of another entity.
	Carry out Housing and Business Needs Assessments every three years	2021/2022	Y	This will be completed to inform the 2024-2034 LTP.
	Collaborate with the development community and Kāinga Ora on delivery of new housing developments and diverse forms of housing, such as duplexes, terrace housing, apartments and other multi-unit options.	2021/2022	Y	
	Administer the Development Contributions Policy	2021/2022	Y	
	Monitor supply and demand of urban development and infrastructural capacity	2021/2022	Y	
	New and one-off actions	Completion date		
	Comply with new legislative and government policy requirements	2021/2022	NA	New planning legislation not yet released.
	Test and implement 'City Shapers' industry engagement tools with the development community	2021/2022	+	'Build Palmy' email update for development and building community.
	Implement the National Planning Standards	2022/2023	Y	
Develop an Illustrative District Plan User Guide	2022/2023	NA		

<p>The Development Contributions Policy provides clear guidance and continues to cover the costs of growth.</p> <p>Supporting infrastructure is in place to support planned housing and industrial development.</p> <p>There is infrastructure capacity for land supply to exceed demand by 20%.</p> <p>Council has positive collaborative relationships with the owners of the private infrastructure at Longburn.</p> <p>Council customers have positive experiences and development outcomes.</p>	Develop a Future Development Strategy	2023/2024	NA	(This will be completed as part of the 2024-2034 LTP).
	Identify Council and Government land to be used for market and affordable housing	2021/2022	Y	This action is addressed on a plan change by plan change basis. e.g. Plan Change G: Aokautere, where Adderstone Reserve is being proposed to be partially repurposed. Assessments have been made for Summerhays Bowling Green, Huia St Reserve, Panako Park and Adderston Reserve.
	Provide additional infrastructural capacity that accommodates projected urban intensification and growth	2021/2022	N	Whakarongo requires stormwater services but infrastructure delivery is delayed by resource consent requirements. Kikiwhenua servicing has been delayed by staff vacancies.

## Urban Design

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
	Ongoing actions	Start date	On track	Comments
<p>There are agreed, overarching, citywide urban design principles for Palmerston North that inform all design and planning processes.</p> <p>Design outcomes enrich the quality of life for communities in all city environments.</p> <p>Rangitāne o Manawatū have opportunities to participate early in planning and development.</p> <p>Rangitānenuiarawa is incorporated in city design.</p> <p>The Creative City Conversations programme fosters critical thinking and civic discussion on city making topics and good urban design</p> <p>Development outcomes contribute positively to urban form, are flexible and adaptable to current and future changes of use and tenure.</p> <p>There is a street network of connected places that are physically and visually integrated, legible, permeable, safe and provide choice of mode by which to easily move between and around.</p> <p>Development outcomes value, support and express city heritage, cultural identity and a sense of place across all planning zones.</p> <p>There is more adaptation of older buildings for commercial and mixed use in and around the city centre.</p> <p>Both constructed and natural environments apply sustainable design practices and use existing site qualities to maximise energy conservation, reduce waste, reduce cost and enhance biodiversity and amenity – solar gain, natural light, landform, hydrology, and ecology.</p> <p>There is more vegetation coverage of citywide urban permeable space.</p> <p>Regulatory conditions enable manageable and sustainable development outcomes.</p> <p>Council is a leader in applying urban design best practice.</p>				
	Test and implement 'City Shapers' industry engagement tools with the development community	2021/2022	+	'Build Palmy' email update for development and building community.
	Implement formal pre-application process for resource consent	2021/2022	+	A pre-application process is in place and has been reviewed. A trial for a new process is underway. This work has been delayed by resource constraints.
	Complete Residential Design Guidelines Identify and develop other development guidelines and tools	2022/2023	NA	Regulatory Team has developed urban design guidelines. Next step is technical design guide. Guidelines are currently with comms prior to publishing.
	Review District Plan with priority to: <ul style="list-style-type: none"> <li>Business Zone</li> <li>Residential Zone</li> </ul>	2021/2022	N	This work has not been prioritised due to resource constraints.
	Use 'Delivering Change' to: <ul style="list-style-type: none"> <li>Provide urban design support to key private community developments across the city</li> <li>Provide urban design professional development opportunities for developers, designers, community, council officers and elected members</li> <li>Deliver Creative City Conversations programme</li> </ul>	2021/2022	+	Urban design professional development opportunities and Creative City Conversations have been limited due to Covid and loss of 'Enhanced Delivering Change' budget. Urban design support resource under significant pressure.
	Review, update and complete strategic urban design frameworks that inform private and public development and investment with priority to: <ul style="list-style-type: none"> <li>Citywide Vegetation Framework</li> <li>Streets and Roads Framework (see Transport plan)</li> <li>Stormwater Management Framework (see Waters plan)</li> <li>Manawatū River Framework (see Manawatū River plan)</li> </ul>	2021/2022	+	Citywide Vegetation Framework – not yet completed but review has started. Streets and Roads Framework (see Transport plan) Stormwater Management Framework (see Waters plan) Manawatū River Framework (see Manawatū River plan) – to be updated after planning for Te Motu o Poutoa, Marae Tarata and Hokowhitu Lagoon completed.  City Centre Framework on hold until Civic and Cultural Precinct Masterplan completed.

<ul style="list-style-type: none"> <li>City Centre Framework (see City shaping plan)</li> </ul>			
Provide visual information about city development through the geo-spatial information tool	2021/2022	Y	GIS information available via our open data has increased. Work continues to advance building of 3D digital twin for visual communications, engagement and consultation though progress slow due to limited resourcing and need for changed approach to the use of data visualisation.
Acknowledge and express Te Ao Māori in citywide urban design principles and practice	2021/2022	Y	e.g. Manawatū River, CET Arena, Te Utanganui, S4P & CCPMP.
Provide urban design support and professional development opportunities to Rangitāne o Manawatū on their own development projects, including sites of significance	2021/2022	Y	e.g. Former Police Station and Te Motu o Poutoa
<b>New and one-off actions</b>	<b>Completion date</b>		
Complete city-wide character studies with priority to: <ul style="list-style-type: none"> <li>Inner Residential Suburbs - Bound by Botanical Rd, Tremaine Ave, Vogel St, Featherston St (East), Victoria Ave and Park Rd</li> <li>Business Zones</li> <li>Outer Residential Suburbs</li> <li>Rural Residential Areas</li> </ul>	2023/2024	NA	Note: in the published plan this action appears under ongoing actions but is not yet scheduled to begin.
Complete a desktop study into potential vegetation and permeable surface loss on inner residential suburbs from infill housing: <ul style="list-style-type: none"> <li>Inner Residential Suburbs - Bound by Botanical Rd, Tremaine Ave, Vogel St, Featherston St (East), Victoria Ave and Park Rd</li> <li>Business Zones</li> <li>Outer Residential Suburbs</li> <li>Industrial Zones</li> <li>Rural- Residential Zone</li> </ul>	2021/2022 2022/2023	+	Currently underway.
Develop high level citywide urban design principles that inform strategic direction, strategic documents and decision making	2023/2024	NA	
Apply urban design best practice to greenfield structure planning and public space master planning	2022/2023	Y	e.g. S4P, CCPMP, Te Motu o Poutoa, Kakatangiata, Aoukautere, Whiskey Creek, Intensification Plan Change I.
Provide lighting, wayfinding and site information at the city entranceways in partnership with external funders	2022/2023	+	The city entranceways are complete. There is no progress so far on the bridge lighting.

## 1.2 Economic Development Plan

### Economic Development

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
	Ongoing actions	Start date	On track	Comments
<p>Palmerston North continues to be the major economic hub for the Manawatū-Whanganui region and has a growing proportion of regional jobs.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in economic development projects and initiatives.</p> <p>GDP growth is at or above the national average.</p> <p>The priority sectors are growing.</p> <p>Palmerston North is a leading distribution hub.</p> <p>There is average annual employment growth of 1.9% (a further increase of 12,000 jobs by 2031).</p> <p>There are fewer barriers to participation in the workforce.</p> <p>Newcomers are supported to access local employment information, services and networks.</p> <p>The gap closes between the average annual household income in Palmerston North and New Zealand overall.</p> <p>Jobs recovery remains ahead of New Zealand's pandemic recovery overall.</p> <p>New low-carbon technology businesses are supported in the region and more new businesses survive in Palmerston North.</p> <p>Businesses have access to the skilled workforce they need to grow.</p> <p>Local Iwi Māori businesses and workforce are supported and growing.</p> <p>Palmerston North has a positive reputation.</p> <p>Visitor spending remains strong, supported by investment in new visitor activities, events, and awareness of what the city offers.</p> <p>The i-site is redeveloped as the Palmy Information Centre.</p> <p>The Palmy Information Centre supports and expresses the cultural heritage and identity of Te Marae o Hine The Square.</p> <p>The annual programme of major events brings significant economic benefits to the city.</p>	<p>Directly or through CEDA:</p> <ul style="list-style-type: none"> <li>Implement Business Retention Strategy</li> <li>Implement Talent Attraction and Retention strategy</li> <li>Implement Destination Management Plan</li> <li>Implement Manawatū Agritech Strategy</li> <li>Deliver skill development and business growth programmes (funded by central government)</li> <li>Implement Inward Investment Strategy</li> <li>Implement Labour Market Plan</li> <li>Implement Visitor Strategy (regional)</li> <li>Implement Māori Engagement Strategy</li> <li>Review and implement International Education Strategy</li> <li>Support initiatives that promote the region's strengths: <ul style="list-style-type: none"> <li>○ research/agri-food/business/land/horticulture</li> <li>○ distribution and logistics</li> <li>○ defence</li> <li>○ health</li> <li>○ visitors</li> <li>○ education (domestic and international)</li> <li>○ digital and technology</li> <li>○ Māori economy</li> </ul> </li> </ul>	All 2021/2022	Y	Reporting on the CEDA work programme occurs through the Committee process.
<p>People who attend major events in Palmerston North have opportunities to participate in other community, city and regional activities.</p>	Work collaboratively with industry to develop and implement the city's strategic position		Y	This work includes the development of a Food Strategy by CEDA.
<p>Māori values and perspectives reflected in major city events.</p>	Market the city to visitors, residents and investors		Y	
<p>Palmerston North Holiday Park is highly rated and has a high occupancy rate.</p>	Provide information services for visitors and locals through the Palmy Information Centre 24/7		Y	
<p>The Conference and Function Centre is highly rated with a high occupancy rate.</p>	Maintain Palmerston North's Motorhome Friendly Town accreditation		Y	
	Attract, fund and manage events which bring significant economic benefit to the city		Y	Allocation of Major Events Fund and Sports Event Partnership Fund. Further staff resourcing has been allocated to marketing and event attraction for venues.
	Operate and promote the Conference and Function Centre		Y	

	Phase in the payment of the Living Wage to staff and contractors over three years	Beginning with staff January 2022	Y	
	<b>New and one-off actions</b>	<b>Completion date</b>		
	Agree a Statement of Expectation for CEDA with Manawātū District Council Agree a Statement of Intent with CEDA	2021/2022 2022/2023 2023/2024	Y	
	Carry out regular performance monitoring and reporting for CEDA	2021/2022	Y	
	Review the accommodation options offered at the Holiday Park (in consultation with the lease holder)	2023/2024	NA	
	Upgrade the i-site/ Palmy Information Centre	2021/2022	Y	
	Develop the area outside the i-site/Visitor Information Centre in ways that reflect and express the cultural heritage and identity of Te Marae o Hine The Square	2021/2022	N	
	Provide a central point of contact and event management resource to support the delivery of major events in the city	2021/2022	Y	There is a central point of contact for external events organisers, but not resources to assist with event management.
	Develop and implement a growth and retention plan for major events	2021/2022	Y	

#### International Relations

<b>He aha ngā hiahia hei whakatutuki? What do we want to achieve?</b>	<b>He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?</b>			
	<b>Ongoing actions</b>	<b>Start date</b>	<b>On track?</b>	<b>Comments</b>
<p>Palmerston North has a positive international reputation and is successful in attracting investment, businesses, visitors and students.</p> <p>Rangitāne o Manawātū have opportunities for involvement in projects and initiatives to achieve the partnership aspirations identified in this plan.</p> <p>Rangitāne o Manawātū and Council have clearly defined roles in civic engagement on behalf of the community.</p> <p>Palmerston North has a rationalised network of Global City Partnerships and is focused on managing them well.</p> <p>The City has excellent economic and education connections with its international partners.</p> <p>A greater proportion of visitor spending in Palmerston North is by international visitors.</p> <p>There are deeper relations with Palmerston North Global City Partners, and greater economic, education and community cooperation.</p> <p>The community is familiar with the city's international city partnerships and have opportunities to be involved through the Global Ambassadors programme.</p>	Promote Palmerston North's interests to global city partners	All 2021/2022	Y	
	Facilitate international economic and education investment partnerships with city institutions		Y	COVID-19 had a significant impact on the sector but also provided an opportunity to rethink our collaborative relationships. Signed strategic MOU with the Education Bureau in HCM city (Vietnam). Connected further education ties with existing sister cities.
	Manage official delegations and relationships with embassies and high commissions		Y	We've established very good working relationship with the diplomatic corps in Wellington. So far, we have hosted the Chinese ambassador and entourage to the city. We have or will be are hosting the US ambassador, the Israeli, a group of ambassadors from countries where Diwali is celebrated and another group of EU ambassadors. We have also visited embassies of Vietnam, The Netherlands, and China in Wellington.
	Manage approaches for international partnerships in accordance with the International Relations Policy		Y	
	Promote our international partnerships at public events and support or global city partners to do the same		Y	We have worked with CEDA and Manawatu Business Chamber and Young Chamber to have PNCC represented in many events this year. We partner with NZIIA PN in their events for the local community. The Global Ambassador Programme involved local youth in international partnerships.

<p>Palmerston North is internationally recognised as a preferred destination in New Zealand for international education and research.</p> <p>Opportunities for digital engagement are maximised.</p> <p>Recovery from the disruption of international education and other activities occurs as quickly as possible and is supported by strong international city partnerships.</p>	Participate in the China New Zealand Mayoral Forum		Y	Information not yet available.
	<b>New and one-off actions</b>	<b>Completion date</b>		
	Review the International Relations Policy	2022/2023	Y	This policy review will begin this year.
	Strengthen engagement with New Zealand-based international representatives and organisations	2021/2022	Y	Close working relationship with ENZ, particularly their Regional Business Development Managers. We have been successful in ENZ seed-funding applications on behalf of the region. We have strengthened engagement with NZ Asia Foundation, ASEAN, SEA CAPE, among other NZ-based organizations.
	Position ongoing international relations activities to support recovery from the impacts of the pandemic	2021/2022	Y	Recovery of the international education sector and international business have been prioritised.

### 1.3 Transport Plan

#### Strategic Transport

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
	Ongoing actions	Start date	On track	Comments
<p>Palmerston North has an integrated transport network with clear priorities for all users based around place and movement principles.</p> <p>The Palmerston North Integrated Transport Investment Initiative (PNITI)/ Regional Freight Ring Road is completed.</p> <p>Palmerston North has safe streets with zero deaths or serious injuries.</p> <p>The urban network supports amenity outcomes, prioritises active and public transport, and directs freight to the Regional Freight Ring Road.</p> <p>There is timely provision of transport infrastructure to support city growth and economic development opportunities.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in major strategic transport projects.</p> <p>Speed limits and traffic speeds are appropriate for the conditions throughout the transport network.</p> <p>Street design is responsive to land-use, place and movement.</p> <p>More people choose modes of transport other than motor vehicles.</p> <p>New growth areas have well-connected, multi-modal streets.</p> <p>Roads are designed to minimise long-term financial liabilities.</p> <p>Car-parking management supports strategic transport, land-use planning and urban design objectives.</p> <p>Maintenance and renewal interventions minimise whole of life costs for transport assets.</p> <p>Strategic transport projects provide pathways to business and employment opportunities for Māori.</p>	Develop, maintain, operate and renew the transport network to deliver on the Council goals, the purpose of this plan, and the Government Policy Statement on Transport	2021/2022	Y	
	Prioritise transport programmes that deliver on the Council goals, the purpose of this plan and the Government Policy Statement on Transport	2021/2022	Y	
	Develop pathways to business and employment opportunities for Māori.		Y	Internship programme through Rangitāne (wider than transport).
	Progressively review speed limits throughout the City on a staged basis.	2021/2022	Y	Note: The new legislative requirement for a Speed Management Plan will change and extend the work needed to review and manage speed limits.
	<b>New and one-off actions</b>	<b>Completion date</b>		
	Collaborate with Waka Kotahi NZTA and KiwiRail to deliver an integrated transport solution for the Central New Zealand Distribution Hub	2023/2024	Y	Delivery through the Central NZ Distribution Hub Masterplan.
	Advocate for early delivery of the Palmerston North Integrated Transport Initiative (Regional Freight Ring Road)	2023/2024	+	PNITI endorsed by Council.



	Support Waka Kotahi NZTA with the economic assessment and detailed business cases for the Palmerston North Integrated Transport Initiative (Regional Freight Ring Road)	2023/2024	+	There is a risk of losing Waka Kotahi funding dedicated to PNITI if the required business cases are not completed.
	Complete the Streets and Roads Framework to replace the Street Design Manual	2021/2022	N	Resource constraints have delayed this work.
	Prepare a Carparking Management Plan and fund implementation of the actions, e.g. extended enforcement of mobility parks	2021/2022	Y	Under development.
	Review Local Area Traffic Management Policy	2023/2024	NA	

### Active and Public Transport

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?				
<p>An integrated multi-modal transport network that connects people with destinations and place. The transport network prioritises walking and cycling alongside other transport modes. Rangitāne o Manawatū have opportunities for early involvement in major active and public transport projects. Active transport participation is increased to 15% of all journeys by 2024; to 20% by 2027; and to 30% by 2030. There is increased investment in active and public transport as a proportion of the transport budget. Active and public transport are genuine mode choices. There is a significant mode-shift to active and public transport. There are zero deaths and serious injuries from active and public transport. The city has a strong cycling culture. Walking and cycling journeys are safe and positive experiences. An active transport network provides for commuting and recreational users. People choose transport modes that reduce carbon emissions. Space is prioritised within the transport network for active and public transport. Traffic speeds are reduced through street design and speed limit bylaws to encourage the use of active and public transport and keep users safe. The benefits and need for active and public transport are well understood by the community. There is increased investment in active and public transport. Transport costs are transparently communicated. Horizons Regional Council delivers a modern, comprehensive, efficient and reliable bus service in partnership with Council. A new urban bus terminal that supports an enhanced bus service and demonstrates that we place value in public transport in partnership with Horizons Regional Council.</p>	Ongoing actions	Start date	On track	Comments	
	Develop, maintain, operate and renew the active and public transport network to deliver on Council goals, the purpose of this plan, and the Government Policy Statement on Transport	All 2021/2022	+	Some elements behind schedule.	
	Prioritise active transport programmes that deliver on Council goals, the purpose of this plan, and the Government Policy Statement on Transport		+	Some elements behind schedule.	
	Deliver the Urban Cycle Network Masterplan		N	Behind schedule due to lack of alignment with PNITI and other strategic considerations.	
	Gather ongoing, consistent active and public transport data		+	Covid-related delay. Partial completion.	
	Promote active and public transport culture and provide opportunities for participation (e.g. events)		+	Some activity (e.g. Bike Ready programme).	
	Align city active and public transport programmes with Government direction (GPS Transport) and Waka Kotahi NZTA guidance to maximise our likelihood of securing funding		+	PNCC is working with Waka Kotahi on alignment.	
	Deliver enhanced behaviour change programmes, including school travel plans		+	Some activity. Some support for this activity is provided by Sport Manawatū for Bike Ready cycle skills instruction.	
	New and one-off actions	Completion date			
	Advocate to Horizons Regional Council for enhancements to the urban bus service and fleet	2021/2022	Y	Alignment of PNCC investment with Horizons' direction and service roll-out.	

	Finalise location and design and deliver a new urban bus terminal	2023/2024	+	Location has been determined; the business case will be developed in 2022/2023.
	Prepare a pedestrian network improvements plan	2021/2022	N	
	Research active transport innovation and trial initiatives such as bike share, scooter share, electric bike fleets, electric bike charging, priority intersections, route finding app and car sharing	2021/2022 – 2023/2024	+	Some initiatives have been investigated and implemented, including share schemes and electric bike fleets.
	Provide an annual report through a Council committee on progress towards achieving footpath improvements	2021/2022-2023/2024	Y	
	Investigate options and feasibility of providing free bus fares for priority groups, including young people, older people and people on low incomes	2021/2022	Y	Advice provided to Council.

## Goal 2: Creative and Liveable

### 2.1 Active Communities

#### Active Communities

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
<p>There is a range of quality play, active recreation and sport environments and facilities throughout the city that enable people to be more active.</p> <p>There is equitable access to play, recreation and sport facilities throughout the city.</p> <p>There are opportunities to participate in the cultural physical activities of mana whenua and other cultures.</p> <p>A Whānau Ora approach is the basis for the co-design of activities.</p> <p>People know about all play, active recreation and sport opportunities.</p> <p>Play, recreation and sport facility developments benefit from Māori design expertise from the beginning of their development.</p> <p>The community is increasingly active.</p> <p>Facilities are available, accessible and inviting to all people in the community.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in all active communities initiatives.</p> <p>Facilities are multi-purpose, where possible.</p> <p>Residents are satisfied with our parks and reserves network.</p> <p>The City's new residential growth areas support active communities.</p> <p>There is an extensive pathway network that keeps pace with urban and population growth.</p> <p>Rangitānenuiara<sup>12</sup> and wider Māori cultural heritage values are expressed in city parks through place names, art, signage, and story-telling.</p> <p>City reserves reflect their special character and values.</p> <p>We better understand the role that community facilities play in meeting the community's play, recreation and sport needs.</p> <p>RMPs or Master Plans guide the management and development of all City reserves.</p> <p>Palmerston North reserves are co-managed by Council and Rangitāne o Manawatū, where mutually agreed.</p> <p>Rangitāne o Manawatū sites of significance are developed, protected, and preserved.</p> <p>All of our parks are protected, and Council effectively administers the Reserves Act 1977.</p> <p>All swimming pools retain high levels of visitation and customer satisfaction.</p> <p>Aquatic sport and recreation planning takes account of predicted population growth, wider water recreation needs (including outdoor and natural environments) and trends.</p> <p>Facility programming and scheduling of events respond to community needs.</p>	Ongoing actions	Start date	On track	Comments
	Provide and maintain city reserves, local reserves, sportsfields, CET Arena Manawatū, aquatic facilities, walkways, shared paths, sport and recreation facilities	All 2021/2022	Y	Parks and Reserves have been provided to agreed levels of service. There has been some interruption to the availability of some shared paths and walkways due to significant weather events causing slips.
	Work with other sport and recreation providers and adjoining Councils		Y	e.g. Massey University Hockey Turf and Manawatū Community Athletics Track, some schools.
	Partner with Sport Manawatū to deliver play, active recreation and sport services to meet community outcomes sought by Council including the co-ordination of the Regional Sports Facility Plan <sup>13</sup> , Active Communities and the Sports Event Partnership Funds		Y	New agreement signed for 2022-2025.
	Carry out regular monitoring and reporting with Sport Manawatū		Y	
	Contribute to pre-feasibility or needs assessment work (as required by Council's commitment to the Regional Sports Facilities Plan)		Y	Work in progress for artificial football turf, covered bowling green, Manawatū Gymsports regional-level gymnastics facility.
	Develop and review Asset Management Plans for Recreation and Community Facilities		Y	
	Administer the Reserves Act 1977		Y	Relevant to leases, granting of easements, reserve management plans and decisions about the occupation of reserve land.
	Apply a Whānau Ora approach in the co-design of active community plan programmes		+	A specific project is delayed but still planned to occur. Rangitāne o Manawatū are involved in project-specific planning through the bi-monthly forum.
	Prepare a generic/omnibus reserve management plan to cover all reserve categories (not covered by an individual development or management plan)		N	Delayed by resource constraints. Currently being rescope.
	Prepare a development / reserve management plan for Te Marae o Hine – The Square		N	Delayed.
	Provide sport and recreation opportunities in all of the City's parks and reserves, that respond to the needs and views of communities of interest		Y	Community views are sought for site-specific projects.

<p>The use of all community recreation facilities is optimised.</p> <p>The city's sports field network is flexible enough to meet changing sports codes participation rates, and participant/user needs.</p> <p>The sports sector is sustainable.</p> <p>The Regional Sports Facility Plan decision-making investment process guides Council decision-making.</p> <p>The main purpose of Central Energy Trust Arena is as the 'sports capital of the region' where community sport and recreation is the highest priority.</p> <p>Community needs assessments (and the RSFP decision-making investment process) inform the review of the next CETA Master Plan projects.</p> <p>There is close collaboration throughout the sports sector.</p> <p>Council's support for Sport Manawatū is primarily focused on the goal of a more active community.</p> <p>Council supports a variety of clubs, and organisations through consistent and transparent lease arrangements at parks and reserves and community centres.</p> <p>Council supports clubs and organisations to carry out work in parks on its behalf (locally-led approaches).</p> <p>There is excellent walking and cycling infrastructure in Palmerston North.</p> <p>There is a strong uptake of active modes of travel across the entire city on road-based and off-road networks.</p>	Enable long-term community access to the Massey Community Athletics Track and hockey turf facilities		Y	
	Deliver the CETA Master Plan	2021/2022	Y	Some delays. In progress.
	Provide swimming pools to meet a range of community needs including free swimming for under 5s	2021/2022	Y	
	Extend the walkway/ shared path network and develop new parks in residential growth areas	2021/2022	Y	
	Develop and improve walking opportunities through the promotion of new trails, designating links on private land to achieve network continuity	2021/2022	Y	
	Provide safe and accessible city reserves	2021/2022	Y	Annual safety and accessibility programme.
	Promote opportunities to be active, through Council's communication channels	2021/2022	Y	
	Carry out drainage and irrigation improvements to existing sports fields (Skoglund Park)	2022/2023	Y	
	Council's Play Policy informs Council's operational decisions	2021/2022	Y	
	Improve walkways and shared paths to support the City's most popular activity	2021/2022	Y	
	Develop and support a mobility scooter service for the Victoria Esplanade and He Ara Kotahi	2021/2022	Y	
	<b>New and one-off actions</b>	<b>Completion date</b>		
	Carry out a needs-assessment for swimming and other water-based recreation	2023/2024	Y	
	Carry out a detailed feasibility assessment for training and competition requirements for outdoor sports codes, including further consideration of an artificial football turf (as required by Council's commitment to the Regional Sports Facilities Plan)	2021/2022	Y	
	Plan and build an artificial football turf	2023/2024	Y	

	Review the Palmerston North city-specific aspects of the Regional Sports Facilities Plan	2021/2022	Y	
	Review the Manawatū-Whanganui Regional Sports Facility Plan	2022/2023	Y	
	Carry out a preliminary feasibility assessment of indoor court provision in the city (as required by Council's commitment to the Regional Sports Facilities Plan)	2023/2024 (started)	Y	
	Map the equity of provision of play, recreation and sport facilities across the city	2022/2023	Y	
	Review the Kahuterawa Outdoor Recreation Plan	2022/2023	N	Delayed due to Covid and resource constraints.
	Explore opportunities for the extension of co-management arrangements for other reserves or activities.	2021/2022	Y	This will follow Te Motu o Poutoa development planning.
	Review the Naming Rights for Council-owned Recreational Facilities Policy and Reserve and Walkway Naming Policy	2023/2024	NA	
	Review the Parks UAV Drone Policy	2023/2024	NA	
	Provide opportunities for play in Te Marae o Hine The Square and the city centre	2021/2022 (started)	+	Further planning and governance-level decision-making is needed before progress is made.
	Provide more carparking at Bill Brown Park	2022/2023	Y	
	Investigate the feasibility of developing a Chinese garden within Victoria Esplanade	2022/2023	Y	
	Carry out a feasibility assessment for a covered artificial green for bowls	2021/2022	Y	

## 2.2 Arts and Heritage

### Arts

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
<p>The arts sector hosts diverse arts experiences and has the resources to grow its audiences.</p> <p>There are inclusive, visible, fit-for-purpose and resilient cultural institutions and facilities.</p> <p>The Globe Theatre is a busy and vibrant centre for the performing arts community in Palmerston North.</p>	Ongoing actions	Start date	On track	Comments
	Provide artists and arts organisations with advice and support in governance, funding, marketing and communications, collaboration, and event and project management	All 2021/2022	Y	
	Renew, develop and maintain Council-owned cultural facilities, incorporating modern accessibility standards where practical		Y	SOI notes expectations about accessibility.

<p>Te Manawa engages local communities in learning experiences, develops and provides access to taonga, artworks and artefacts, and attracts people to the city.</p> <p>The Regent Theatre is a historic venue that caters for large-scale international, national and local performing arts experiences.</p> <p>Rangitānenuiarawa<sup>2</sup> is embedded in public art, cultural facilities and public spaces.</p> <p>The city is host to diverse expressions of Toi Māori.</p> <p>Creative projects and facilities reflect the city's bicultural foundations, and people experience Māori culture through participation in, and exposure to, traditional and contemporary Māori creative practices.</p> <p>There are safe, affordable and welcoming spaces for people to express their creativity and cultural identity.</p> <p>Whānau, hapū, iwi are supported to create and deliver arts experiences that are of value to them.</p> <p>Governance bodies of arts and cultural organisations reflect the diversity of Palmerston North.</p> <p>Creative expression is incorporated into the design and management of Palmerston North's public spaces.</p> <p>Emerging Palmerston North artists have the tools, facilities, encouragement and confidence they need to pursue a career in the arts.</p> <p>There are arts education experiences that cater for people of all ages and backgrounds.</p> <p>Council's arts investment is strategic and coordinated with other funders and capacity-builders.</p> <p>Council events and projects involve local artists in a range of fairly paid roles.</p> <p>Council's arts role reflects meaningful relationships between central government, local government, iwi, funders, arts organisations and local communities.</p>	Lease Council-owned cultural facilities in line with the new community support policy		Y	
	Administer grants in line with the new community support policy Support the arts sector through:		Y	
	<ul style="list-style-type: none"> <li>• Creative Communities Scheme</li> <li>• Arts Events Fund</li> <li>• Strategic Priority Grants</li> <li>• Small Grants</li> </ul>			
	Support projects that promote the visibility of and participation in Māori creative practices		Y	e.g. Manawatū River framework projects, Streets for people, Te Marae o Hine, Innovating Streets, Victoria Esplanade Cook St entrance realignment, Neighbourhood Streetscapes programme, city entrances, Turitea Pā lookout.
	Facilitate a coordinated approach to management and marketing of arts events (Refer to the Events and festivals chapter of the Connected communities plan)		N	Resource constraints have meant little progress.
	Curate, maintain and promote Council's public art and memorials		Y	
	Purchase and install new public art		Y	Support for Public Sculpture Trust contributes to this action. MoU signed with the Trust April 2022.
	Provide operational grants to cultural Council-Controlled Organisations		Y	
	<b>New and one-off actions</b>	<b>Completion date</b>		
	Agree a Statement of Expectation with Te Manawa Museums Trust, The Regent Theatre Trust, the Globe Theatre Trust	2021/2022 2022/2023 2023/2024	Y	
Agree a Statement of Intent with Te Manawa Museums Trust, The Regent Theatre Trust, the Globe Theatre Trust				
Carry out regular performance monitoring and reporting of Te Manawa Museums Trust, The Regent Theatre Trust, the Regent Theatre Trust				
Develop a public art policy to direct Council decisions on creativity in infrastructure projects and acquiring and maintaining new public art	2021/2022	+	Delayed due to resource constraints but now underway for 2022/2023.	

	Provide support for arts organisations to build meaningful relationships and deliver community-led collaborative projects	2022/2023	Y	e.g. Quarterly forum
	Complete the Civic and Cultural Master Plan in collaboration with affected organisations (see the City shaping plan)	2022/2023	Y	Plan to be completed by April 2023.
	Increase the number of free walls in the city to provide live environments for street art skill development	2022/2023	NA	
	Carry out seismic strengthening of the Council-owned arts and cultural facilities	2023/2024	NA	

## Heritage

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
	Ongoing actions	Start date	On track	Comments
Ongoing access to heritage is secured, through preservation, active collection, and facilities.				
There is greater community understanding and appreciation of Māori heritage places.	Provide quality visitor experience and accessibility to council owned and/or operated heritage buildings	All 2021/2022	Y	e.g. Central Library and Ashhurst Library
Rangitāne o Manawatū history and aspirations are expressed in the landscape of the city.	Maintain the internal integrity of Council-owned and/or operated heritage buildings		Y	Will have a complete picture of Council's EPB portfolio by May 2023.
Sites of natural and cultural significance to Rangitāne o Manawatū are acknowledged, identified, and protected.	Provide archives to enable the ongoing collection of, and access to, local history		Y	Council and Community Archives are held and maintained with seven-day access to physical items available to the public. Digitization of local history materials continues and we are adding to Manawatū Heritage each year. The space and condition of the physical archive will need to be addressed as a future priority (this has been delayed due to the CCPMP).
The heritage collection contains community stories, objects and records from all cultures within our diverse community.				
Expressions of cultural heritage are more visible in the cityscape and innovative means are used to showcase heritage to the city and beyond.	Earthquake-prone buildings are assessed for compliance with the Building Act		Y	All building owners have been notified of potentially earthquake-prone buildings.
Heritage continues to form part of the multi-disciplinary approach to working on Council projects.	Include heritage conservation principles in Council Asset Management decisions		Y	
Opportunities to collaborate with and support the heritage sector are realised, including heritage related interest groups.	Provide an annual progress report on military heritage themed Council run programmes to the Arts, Culture and Heritage Committee		Y	
Investment in the retention of earthquake-prone heritage buildings is supported, and there is collaboration with those who want to invest in these buildings.	Assist owners and investors of earthquake-prone buildings through the upgrade process		Y	Allocation of the Protecting Palmy Heritage Fund and Natural and Cultural Heritage Incentive Fund.
Building upgrades on earthquake-prone heritage buildings have limited or no impact on heritage values.	Provide the Natural and Cultural Heritage Incentive fund to third party owners of scheduled heritage features for the protection and earthquake strengthening of Heritage Buildings, and the promotion of the city's heritage		Y	
Council has a good understanding of the heritage values of scheduled heritage features.	Include heritage storytelling in the delivery of major Council services, projects and activities		+	e.g. CET Arena signage, Memorial Park and the River. Centralisation of resources has occurred (at a staff-level) to ensure that heritage storytelling is consistently considered in future developments.
The District Plan contains a more complete understanding of culture and heritage results in an expanded list of scheduled and non-scheduled heritage, including:				
<ul style="list-style-type: none"> <li>Sites of Significance to Rangitāne o Manawatū</li> <li>Increasing native tree specimen representation</li> <li>Investigating Tier 2 Notable Tree status</li> </ul>				

<ul style="list-style-type: none"> <li>Residential character and heritage areas</li> </ul> <p>Caccia Birch grounds, including the cottage gardens, are maintained and complement the historical values of the homestead.</p> <p>Military heritage is included in Council planning and programme delivery.</p> <p>There are, visible, fit-for-purpose and resilient heritage buildings.</p> <p>There is a reasonable level of public access to Council owned and operated heritage buildings.</p> <p>CCOS deliver heritage themed experiences and stories that are kept relevant for future generations.</p>	Provide the Manawatū Heritage and related Tour App		Y	
	Make use of, and invest in, heritage buildings to provide Council and community facilities		Y	Consideration through the Civic and Cultural Masterplan.
	Adopt the value of cultural heritage awareness in the delivery of Council activities		+	Further consideration of how this can be achieved is needed.
	Promote the success stories where heritage buildings have been upgraded and share information about building upgrades		Y	e.g. Palmy Proud.
	Regularly engage with a wider range of stakeholders in the heritage sector		Y	
	Collaborate with the community to make heritage a visible part of city life and the cityscape		+	
	Investigate and trial innovative ways of showcasing our city heritage		+	As opportunities arise, but this action has yet to be given particular attention.
	Work with Rangitāne o Manawatū to actively protect, expand, enhance and co-design sites of cultural and natural significance, including: <ul style="list-style-type: none"> <li>proactively support the maintenance of knowledge and kōrero about those places, including kōrero tuku iho, mōteatea, waiata and pūrākau (ancestral narratives, chants, songs and stories)</li> <li>provide opportunities for the wider public to engage with Rangitānenuiarawa</li> <li>develop an understanding of the potential contribution of places of Māori heritage to health and well-being, and to culture and identity</li> </ul>		Y	e.g. signage projects, pre-application meetings.
	Work with Mana Whenua to tell their stories and develop a partnership to look after taonga		Y	e.g. He Kupu Rangatira, the Proverb Pathway.
	Implement the Earthquake-Prone Buildings Policy for Council owned buildings		Y	
Review District Plan Schedule and processes, particularly: <ul style="list-style-type: none"> <li>Update of heritage value statements</li> <li>The approach to notable tree protection</li> <li>Investigate and identify character or heritage areas</li> </ul>		N	Deferred to prioritise work on growth areas.	



	<b>New and one-off actions</b>	<b>Completion date</b>		
	Develop a Caccia Birch Site Master Plan	2023/2024	NA	
	Complete an inventory of District Plan listed Built Heritage	2021/2022	Y	
	Publish a public facing interactive online map that spatially shows the cities military heritage sites	2021/2022	Y	Under development.
	Develop a CBD Architectural Heritage Design Guide	2022/2023	NA	
	Develop an earthquake strengthening guide for heritage buildings	2021/2022	N	Delayed due to resource constraints.
	Develop a 'District Plan Heritage Buildings Tour' on the Manawatū Heritage Tour App	2021/2022	+	This work has not begun yet but is scheduled.
	Survey the community and stakeholders to inform future development of Manawatū Heritage	2021/2022	+	Delayed due to resource constraints. Scheduled for 2023.
	Investigate the need for additional shelving for archives as part of the Civic and Cultural Precinct Master Plan	2021/2022	N	Delayed, due to Civic and Cultural Masterplan timeframes.
	Review the Natural and Cultural Heritage Incentive Fund	2022/2023	NA	
	Mark the city's 150 <sup>th</sup> anniversary	2021/2022	Y	

## 2.3 City Shaping

### Citymaking

<b>He aha ngā hiahia hei whakatutuki? Where do we want to achieve?</b>	<b>He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?</b>			
	<b>Ongoing actions</b>	<b>Start date</b>	<b>On track</b>	<b>Comments</b>
<p>Citymaking is strategic and creative.</p> <p>The performance of Council is recognised through the prosperity of the city and its citymaking partners.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in citymaking projects.</p> <p>Public-facing programmes provide the opportunity for creative and collaborative citymaking.</p> <p>Communities of interest are identified and well known.</p> <p>Council programmes and activities are communicated to the public well in advance of planning and design.</p> <p>Experimentation, prototyping, and pilots become a standard practice when handling uncertain projects.</p>				
	Create a public stocktake of citymaking partners and communities of interest	2021/2022	N	
	Create an agile engagement strategy	2021/2022	N	
	Conduct research on and promote citymaking problems	2021/2022	+	Some limited research has been undertaken on city parking behavior to support parking strategy work.
	<b>New and one-off actions</b>	<b>Completion date</b>		
	Undertake a creativity and obstacles audit (with reference to the Creative Cities Index)	2021/2022	N	
	Review Street Naming and Numbering Policy	2021/2022	N	Delayed due to resource constraints.

Council programmes are delivered to maximise collective impact for the community.	Review Vegetation Framework and develop a Tree Policy to guide decision-making about trees in streets and public places	2021/2022	+	Review is underway.
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## City Centre

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
	Ongoing actions	Start date	On track	Comments
Palmerston North maintains its reputation as a key retail tourism destination for the surrounding region, Hawkes Bay and Wellington. City centre businesses take advantage of opportunities to contribute to vibrant street life. Te Marae o Hine The Square is reinforced as an anchor for pulling people into the City centre to shop. There are more people in the city centre. Rangitāne o Manawatū history and aspirations are reflected in the art and design of the city centre. Rangitāne o Manawatū have opportunities for early involvement in city centre projects. There are clear precincts in the city centre with a confident place identity. The central city Business Improvement District is a key partner in the co-delivery and engagement of city centre activities. The city centre has diverse night-time precincts. There are quality urban design outcomes on all new public and private investment. There are short-term commercial activities in the city centre. Parking management decisions are based on what kind of place will attract and get people to stay for longer in the city centre. Developers consider the city centre as a good place to invest in city centre living. There is an increased presence of innovation institutions in the city centre. There is a clear hierarchy of Place Streets, Place-movement Streets, Laneways, and Movement Streets. There are no barriers to community-led public space activations in the city centre. Community-led activations in the city centre have the are supported and have the potential to scale-up. Community-led activations inform placemaking and infrastructure provision in the city centre. Existing Palmy Unleashed participants develop their activations into bigger, better, and more unique events. Business groups celebrate the unique culture of their precinct with activations and events, e.g. arts events in George Street and Little Cuba, food and entertainment in Broadway Avenue.	Deliver a city centre play programme (Note: this will be delivered alongside the city centre play opportunities described in the Active communities plan)	2021/2022	+	Some pop-up events have occurred, but fixed play elements on hold to co-ordinate planning with other city centre projects.
	Assist developers to invest in city centre redevelopment opportunities through a review of Council's Strategic Development Sites	2023/2024	NA	
	Endorse and contribute to the implementation of the UCOL Campus Development Plan	2022/2023	Y	
	Deprioritise through-traffic in the city centre street renewals, upgrades, and management	2021/2022	Y	e.g. Streets for People and Cuba Link.
	Support heritage building owners to activate and celebrate heritage buildings	2021/2022	Y	Funding through Natural and Cultural Incentive Fund, the Protecting Palmy Heritage Fund, and liaison with Palmy BID.
	Support the Central City Business Improvement District	2021/2022	Y	
	Implement Palmy Unleashed and events programmes	2021/2022	+	Funding for Palmy Unleashed grants reallocated through LTP, although programme continues.
	Create a vacant shop activation programme	2021/2022	N	Has not progressed due to reprioritising of Palmy Unleashed funding.
	Implement the Palmy Laneways Project	2021/2022	N	Resource constraints.
	Provide precinct by precinct retail health reports	2021/2022	+	Data is available for Broadway and Terrace End precincts.
	Include Rangitāne o Manawatū art and design in the city centre	2021/2022	Y	e.g. Te Marae o Hine, Streets for People projects.
	New and one-off actions	Completion date		
	Review regulations and incentives in the Outer Business Zone and Inner Business Zone to direct office development towards the city centre first	2023/2024	N	Resource constraints.
	Trial pedestrian counter technology	2022/2023	NA	Some trials underway.

A Central Library and Civic and Cultural Precinct meets the future needs of Palmerston North.	Implement the city centre lighting and projection demonstration project	2021/2022	+	There have been some events-based pop-up displays. Larger project in design phase with external funding secured.
	Implement a wayfinding strategy to increase legibility in public spaces in the city centre	2021/2022	N	
	Implement the Streets for People programme	2021/2022	Y	
	Finalise the Civic and Cultural Precinct Master Plan	2022/2023	NA	
	Review the City Centre Framework	2021/2022	N	On hold until Civic and Cultural Precinct Masterplan completed.
	Work with George St business owners, residents, and users of George St to develop options for its future	2021/2022	N	Scheduled.

### Placemaking

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?				
<p>Palmerston North is a global leader in community-led placemaking policy and practice.</p> <p>Whānau Ora principles are used to anchor Palmerston North's placemaking approach to reinforcing a unique sense of Papaioea – Palmerston North.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in Placemaking projects.</p> <p>Public spaces are co-created with the community.</p> <p>Capital public space programmes provide the room for place-led design and community-led placemaking.</p> <p>Welcoming Community principles guide the inclusiveness of placemaking projects.</p> <p>Tactical urbanism and street pilots are a standard approach for testing and building confidence for new streetscape designs.</p> <p>There are opportunities for shared learning and mentorship between local placemakers.</p>	Ongoing actions	Start date	On track	Comments	
	Provide Placemaking promotion, advice, and seed funding citywide	2021/2022		Y	
	Provide support for waste removal support for community-led clean up events	2021/2022		Y	
	Provide tools for placemaking to citymaking partners (e.g. Neighbourhood Support, Sport Manawatū, Rangiwāhia Environmental Arts Centre Trust)	2021/2022		Y	
	Embed an agile placemaking approach into infrastructure projects (such as berm public, play streets, road murals)	2021/2022		+	Some progress has been made (berm gardens and play streets in pilot phase).
	Participate in New Zealand Placemaking Week each year	2021/2022		N	Resource constraints.
	Pilot a local Park(ing) Day to generate interest in street-based placemaking	2021/2022		+	A pilot was carried out, however this has yet to be embedded as an annual event due to resource constraints.
	New and one-off actions	Completion date			
	Develop a placemaking kawenata/charter to guide the locally-sourced approach to placemaking	2023/2024		NA	
	Develop a food-truck friendly city Food Truck Manual	2021/2022		N	Resource constraints.
Develop a Community Gardens Manual	2022/2023		Y	Published in 2021.	

	Develop a local Play Streets Programme	2021/2022	Y	In pilot phase.
	Develop a Road Mural Manual	2021/2022	N	Resource constraints.
	Develop a tactical urbanism manual for enabling Council and community-led tactical streetscape pilots	2022/2023	NA	Innovating Streets piloted some features of this initiative.

### Goal 3: Connected Communities

#### 3.1 Connected Communities

##### Community Facilities

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
	Ongoing actions	Start date	On track	Comments
<p>The design and operation of community facilities is culturally appropriate and reflects the diversity of the community.</p> <p>Community facilities create a sense of community ownership and inclusion for all, including newcomers.</p> <p>Community facilities are well-used.</p> <p>Planning for community facilities is based on need.</p> <p>Rangitāne o Manawatū has opportunities for early involvement in the development and review of community facilities.</p> <p>No new community centres, libraries or hubs are developed until there is a coherent plan for community facility development.</p> <p><i>City Library</i></p> <p>All current city library services are provided to a (continued) high level of community satisfaction.</p> <p>All programmes are targeted towards areas of greatest need.</p> <p>The Central Library is a core part of the wider Civic and Cultural Precinct Master Plan.</p> <p>There is a policy and plan for the provision of library services throughout the city. This plan addresses the currently identified issues in Awapuni, Kelvin Grove, Te Pātikitiki, Hokowhitu, new areas of housing growth, and any other areas of emerging need.</p> <p>The plan for future services includes contributions of community partners.</p> <p>The City Library encourages wide community use and actively minimise barriers to access.</p> <p><i>Community centres</i></p> <p>All current community centres are easy to book, frequently used, and provided to a high level of user satisfaction in accordance with the management agreement with Council.</p> <p>Community centre management agreements reflect the characteristics of each centre and its community.</p>	<p>Provide library collections and services in accordance with New Zealand public libraries best practice through all City Library locations:</p> <ul style="list-style-type: none"> <li>the Central Library</li> <li>Ashhurst, Awapuni, Highbury/ Te Pātikitiki, and Roslyn community libraries</li> <li>the mobile library</li> <li>Blueprint, and</li> <li>Youth Space.</li> </ul>	2021/2022	Y	Significant Covid impact on staff and services.
	<p>Provide library programmes in accordance with New Zealand public libraries best practice through all City Library locations:</p> <ul style="list-style-type: none"> <li>the Central Library,</li> <li>Ashhurst, Awapuni, Highbury/ Te Pātikitiki, and Roslyn community libraries</li> <li>the mobile library</li> <li>Blueprint, and</li> <li>Youth Space</li> </ul>		Y	Programming being re-established following major Covid disruptions.
	<p>Provide, in accordance with management agreements, and support the use of community centres:</p> <ul style="list-style-type: none"> <li>Ashhurst Village Valley Centre</li> <li>Awapuni Community Centre</li> <li>Highbury Whānau Resource Centre</li> <li>Kelvin Grove Community Centre</li> <li>Milson Community Centre</li> </ul>		Y	Increased resources are supporting this action and a move to a community development approach (away from 'halls for hire').

<p>There is a policy and plan for the support of community centres throughout the city. This policy and plan address the currently identified issues in Awapuni (St Marks), Hokowhitu, new areas of housing growth, and any other areas of emerging need.</p> <p><i>Hancock Community House</i></p> <p>Hancock Community House has a sustainable management structure with clear roles for Council and Palmerston North Community Services Council.</p> <p>Hancock Community House provides suitable, secure and affordable accommodation and shared facilities for for-purpose organisations, which primarily provide social services.</p> <p><i>CET Wildbase Recovery</i></p> <p>CET Wildbase Recovery provides education programmes and visitor opportunities to a (continued) high level of satisfaction.</p> <p>All parties involved in the delivery of the centre have clearly defined roles and responsibilities.</p> <p><i>Cemeteries</i></p> <p>All cemeteries services are provided to a high level of visitor satisfaction.</p> <p>The crematorium provides a service for the Manawatū region, and fees are the same for all users.</p> <p>Cemetery services are responsive to changing community needs and are delivered in customer-focused ways.</p> <p>Palmerston North people have access to a natural burial option in the Manawatū/Whanganui region.</p> <p><i>Public toilets</i></p> <p>There are clean, accessible and gender-neutral (where practicable) public toilets provided throughout the city.</p> <p>New toilets are developed in the most popular locations.</p>	<ul style="list-style-type: none"> <li>Palmerston North Community Leisure Centre</li> <li>Pasifika Community Centre</li> <li>Rangiora Community Centre</li> <li>Bunnythorpe Community Centre</li> </ul>			
	Provides suitable, secure and affordable accommodation and shared facilities for for-purpose organisations through Hancock Community House		Y	
	Fund Palmerston North Community Services Council to manage the day-to-day operations of Hancock Community House		Y	Sector Lead Partnership Agreement for 2022-2025.
	Provide education programmes and visitor experiences at Wildbase Recovery Centre.		Y	
	Provide cemeteries at Kelvin Grove, Terrace End, Ashhurst and Bunnythorpe		Y	
	Provide and operate a crematorium at Kelvin Grove cemetery		Y	
	Provide gender-neutral and accessible public toilets throughout the city		Y	As toilets are refurbished, gender-neutral options are provided. In 2021/2022 toilets at Hokowhitu, Highbury and the skatepark on the Railway Land were refurbished.
	<b>New and one-off actions</b>	<b>Completion date</b>		
	Develop a plan for the delivery of library services in Palmerston North	2021/2022	+	This action is linked to the completion of the Community Places research implementation and the Civic and Cultural Masterplan.
	Develop a plan for the delivery of community centres (and libraries) in Palmerston North	2021/2022	+	The completion of the Community Places research (presented to Council in September 2022) will inform the next phase of this planning.
Plan and provide new community centres, libraries or hubs in accordance with a city-wide needs assessment and planning	2023 onwards	NA		
Assess the accessibility of Council facilities, particularly for people with disabilities	2021/2022	Y	Results of this commissioned assessment are due in early 2023.	
Implement online booking system for community centres	2021/2022	Y	Online system Skedda is in place for all centres with more improvements to this process planned.	

	Develop a plan for the future of Hancock Community House	2021/2022	+	The House is running smoothly but a new plan was not completed for 2021/2022.
	Review the requirements for the day-to-day operation of Hancock Community House		+	This is on the workplan for the new trustees.
	Develop an MOU with the Wildbase Recovery Community Trust	2021/2022	Y	
	Develop online services for cemeteries	2021/2022	Y	All cemetery forms are now available online. Online payment is not yet possible All historical books have been digitised.
	Review opening hours of cemeteries	2021/2022	N	Delayed due to disruptions caused by Covid.
	Centrally locate customer service office at Kelvin Grove Cemetery	2022/2023	Y	This project is linked to EQ strengthening of the crematorium which was delayed by consenting issues. Construction is scheduled to begin in 2022/2023.

### Community Development

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
	Ongoing actions	Start date	On track	Comments
Local communities (of identity, interest and place) have the capacity, capability and tools to understand their own challenges, set their own goals, and lead their own actions in response.	Identify opportunities for organisational improvements which align with the aspirations of for-purpose organisations	All 2021/2022	Y	e.g. Portfolio-approach for community development, improves grants practices, and more online application processes.
Neighbourhoods and villages in Palmerston North are home to well-connected communities with a sense of place identity (see the Placemaking chapter).	Build and maintain relationships with local communities of identity, interest and place to understand and support their strengths and aspirations		Y	Continuing to support projects led by the Te Tihi Whānau Ora Alliance, especially the Ora Konnect programmes in the Highbury / Awapuni (4412) area. In the last week a mana taiohi programme culminating in a major event at the Arena and the other major project is the Highbury Centre revitalisation project.
Members of local communities build relationships and are at ease connecting with and learning from each other.	Provide advice, including governance support, funding expertise, and event and project support, to communities and for-purpose organisations		Y	
Council supports community-led initiatives, with a focus on those led by Māori, Pasifika, ethnic communities, former refugees, people with disabilities, children, young people, and older people.	Provide support to community groups to increase freely-available food crops in the city		Y	e.g. Fruit Tree planting programme, the development of the Community Garden Manual, support given to the Ora Konnect Kai Security Squad, community gardens, and ENM's MFAN.
Palmerston North people embrace diversity.	Integrate how Māori models of wellbeing can be reflected in community development work		Y	
For-purpose organisations are well-led, sustainable and responsive to community aspirations.	Regularly develop and implement Welcoming Plans		Y	
Governance bodies reflect the diversity of Palmerston North.	Administer grants in line with the community funding policy Current funding programmes:		Y	Note: name change to Community-led initiatives fund.
Council takes the lead from communities in understanding how it can support projects and services that are of value to them, and where possible provides communities with the resources to deliver their own initiatives.	<ul style="list-style-type: none"> <li>• Creative Communities Scheme</li> <li>• Arts Event Fund</li> <li>• Community Events and Initiatives Fund</li> <li>• Strategic Priority Grants</li> <li>• Small Grants</li> </ul>			
Council community development activities acknowledge the city's bicultural foundations and intercultural aspirations.				
Rangitāne o Manawatū is supported to lead the achievement of Whānau Ora outcomes for local communities.				
Council participates in or facilitates collaborative networks designed to share resources and increase community impact.				
Palmerston North continues to be a national leader in moving from an Established to an Advanced accreditation through the Welcoming Communities programme.				
Council's grant and rental subsidy processes are transparent, responsive, and empower communities.				

<p>Projects initiated by Palmerston North communities and for-purpose organisations attract national funding into the city.</p> <p>The city's strategic coordinating agencies are in a strong position to support for-purpose organisations, growing their sustainability and effectiveness.</p> <p>Palmerston North people of all ages volunteer at a high rate and have the skills and experience to do so effectively.</p>	<ul style="list-style-type: none"> <li>Youth Council grants and scholarships</li> </ul>			
	Lease Council land and facilities to for-purpose organisations in line with the community funding policy		Y	
	Support the city's strategic coordinating agencies to deliver training, networking and professional development opportunities for employees, volunteers and board members of for-purpose organisations		Y	e.g. Training co-ordination group established including most sector lead organisations.
	Work with for-purpose organisations to increase volunteerism and community leadership, including understanding and responding to existing barriers to participation		Y	Support provided to Volunteer Central for this activity.
	Monitor for-purpose organisations contracted or funded by Council against agreed outcomes		Y	Trial underway of new accountability reporting tools.
	Run the Civic Awards programme		Y	
	Participate as a member of the regional Whānau Ora Strategic Innovation and Development Group		Y	
	Support and strengthen Māori community networks and agencies as they work to address issues of opportunity and concern		Y	Participation in Kotahitanga Alliance network led by Te Tihi.
	Participate as a signatory to the Kotahitanga Alliance partnership agreement (2016) to support the achievement of Whānau Ora outcomes	2021/2022	Y	
	<b>New and one-off actions</b>	<b>Completion date</b>		
Review Council's Civic Awards to ensure they reflect the diversity of Palmerston North	2021/2022	N	Resource constraints have delayed this work.	
Provide Council communication materials that are inclusive and reflect the diversity of the local community	2021/2022	Y		
Provide and support initiatives that promote participation in the community	2021/2022	Y		
Identify a suitable safe drop-in space for members of the rainbow community	2021/2022	Y		

	Establish and support a Seniors' Reference Group to liaise between older people and Council	2021/2022 (starts)	Y	Established June 2022.
	Establish and support a Pasifika Reference Group to liaise between Pasifika communities and Council	2021/2022 (starts)	Y	Established June 2022.
	Consider, within the review of the Community Funding Policy, whether it is more effective for sector lead organisations in the arts, social and environmental sectors to be part of the contestable funding process or direct contracts for service	2021/2022	Y	Support and Funding Policy adopted in 2022. Trial of this mechanism underway.

## Social Housing

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
	Ongoing actions	Start date	On track	Comments
<p>Council's social housing provision makes a significant contribution to meeting the needs for social housing in Palmerston North, alongside government and community providers.</p> <p>Rangitāne o Manawatū and the Kotahitanga Alliance have opportunities for involvement in the development and review of social housing.</p> <p>Council's social housing meets the needs of older people on low incomes, people with disabilities on low incomes, and people on low incomes who experience other barriers to accessing housing in the private market.<sup>12</sup></p> <p>Seventy-two Council social housing units are provided at market rental rates to people who also meet the specified housing criteria.</p> <p>The needs of the three main tenant groups are balanced, and no one group 'crowds out' another.</p> <p>Council's tenants are supported and satisfied with the social housing service they receive.</p> <p>Council's social housing is warm, safe, and accessible, and delivered in the most effective way.</p> <p>Maintenance on council social housing is delivered proactively in accordance with the proposed Asset Management Plan.</p> <p>Council's social housing is delivered according to best-practice standards in the social housing sector.</p> <p>Social housing networks in Palmerston North are strong and provide co-ordinated advocacy to government.</p> <p>There is an increase in warm, safe, and accessible social housing in Palmerston North.</p>	Provide social housing for older people on low incomes, people with disabilities on low incomes, and people on low incomes who experience other barriers to accessing housing in the private market according to the current eligibility criteria	All 2021/2022	Y	
	Provide social housing according to best practice guidance and subject to peer review		Y	Housing officers regularly liaise with other social housing provers.
	Provide support for Council tenants (either directly or through another agency)		Y	Housing officers visit tenants regularly and make referrals to support agencies where outside support is required.
	Provide support for Council tenants, either directly or where agreed with the tenant, by facilitating the connection of the tenant with community support agencies		Y	
	Provide social housing compliant with the Otago Medical School He Kāinga Oranga Rental Housing Warrant of Fitness Standard		Y	Of the 430 units in Council's housing portfolio all housing units meet the requirements for insulation and 19 units require improvements to prevent draughts. 332 units are required to have their heating and extraction fans upgraded to meet the new requirements of the Healthy Homes and WOF standards. A programme is in place to address these over the 2021/2022 and 2022/2023 financial years. Approx. 45% of the housing portfolio will meet the standards by 30 June 2022.
	Build and renew social housing to the Lifemark 4 Star Design Standard, where feasible		Y	All new housing built from Council in the last 5 years has met this standard.
	Advocate for increased support for local and national initiatives to increase the provision of warm, safe and accessible housing for people on low incomes in Palmerston North		Y	Council advocated to the Government on Healthy Homes legislation, and also informally through LGNZ.



	Support local social housing initiatives, including collaboration with the Kotahitanga Alliance		Y	We support some social housing initiatives through Strategic Priority Grants, including MCHT and Legacy Housing, and through Ora Kōnnect.
	<b>New and one-off actions</b>	<b>Completion date</b>		
	Build new social housing	2023/2024	Y	The third and final stage of Papaioea Place will be completed in August 2023.
	Investigate options for a night shelter and develop a proposal for a feasibility study	2021/2022	Y	This action was completed in March 2022. The next phase of work is underway and due for completion this calendar year.

### Healthy Communities

<b>He aha ngā hiahia hei whakatutuki? What do we want to achieve?</b>	<b>He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?</b>			
	<b>Ongoing actions</b>	<b>Start date</b>	<b>On track</b>	<b>Comments</b>
Council contributes to creating a culture in Palmerston North where healthy choices are encouraged and easy to make.				
Rangitāne o Manawatū has opportunities for involvement in the development and review of council policies and initiatives to promote community health and wellbeing.	Raise awareness of the health-related policies including, smokefree, sun protection and healthy beverages policy	All 2021/2022	Y	e.g. ongoing work with the Smokefree and Vapefree Reference Group.
Outdoor areas that are owned and operated by Council are recognised as smokefree areas.	Collect information from permit holders (use of footpath) to understand whether permit conditions are being met under the Signs and Public Places Bylaw		Y	There is very little uptake for permits. The majority are for tables and chairs - permit conditions are to have smokefree signs and 1.5M clearway.
Outdoor areas that are owned and operated by Council have adequate shade.	Provide sun protection at events and public places in accordance with the Sun protection policy		Y	
Events that are funded or organised by Council comply with Council's healthy policies.	Promote smokefree Palmerston North in accordance with the Auahi Kore Smokefree and Vapefree Policy		+	Some work still needs to occur to update signage to reflect the vapefree content of the policy.
All new projects consider the relevant health related policies in the design phase.	Provide and facilitate the provision of beverages at Council events and facilities in accordance with the Healthy beverages policy		Y	
	<b>New and one-off actions</b>	<b>Completion date</b>		
	Include the consideration of health policies in the design phase of projects	2021/2022	+	This specific consideration (health impact assessments) are still to be integrated into the policy process.
	Review the Healthy Beverages Policy	2022/2023	Y	
	Investigate the development of a Health Charter in partnership with Midcentral Health	2022/2023	+	The health reforms have somewhat overtaken this action (planned for year 2).

## Events and Festivals

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
<p>There is strong and user-friendly event infrastructure available to local communities, including facilities, equipment, venues and advice to meet their aspirations.</p> <p>Palmerston North has a full events calendar that caters well for different sectors of the city's population.</p> <p>Palmerston North is an easy place to hold events and provides resources, coordinated funding and tools for community members and event organisers to build capability, plan, market and deliver events within the City.</p> <p>The city's Māori cultural events are supported to grow under the leadership of Rangitāne o Manawatū.</p> <p>The role of Rangitāne o Manawatū in welcoming guests and leading civic engagement on behalf of the community is honoured.</p> <p>Council support for events is clear, accessible, and user-friendly.</p> <p>Palmerston North has varied calendar of Local and Programmed community events that reflect and build on the city's identity</p> <p>Council venues accommodate the varied needs of community events and are community-focused in their services.</p> <p>Council-events are inclusive and reflect the increasingly diverse city.</p> <p>Palmerston North continues to host a few Iconic events including a new signature event that reflects and connects the region and celebrates it strengths.</p> <p>Council events are held in accordance with Council's sustainable practices goals.</p> <p>Information on events and activations taking place in the city is easy to find through a customer-centric, one-stop portal for events.</p> <p>Community event funding is coordinated across Council.</p> <p>The regional events industry collaborates to understand the events landscape, recognise opportunities and encourage successful events.</p> <p>Communities of identity, interest and place have opportunities to connect and celebrate through community events.</p>	Ongoing actions	Start date	On track	Comments
	Provide a point of contact to ensure user-centric navigation of Council processes and resources for event organisers	All 2021/2022	Y	Centralised event support and delivery.
	Co-ordinate enquiries and bookings for events and activities on Council land, manage bookings for the city's street flags and banners, and loan events equipment to event organisers		Y	
	Work with event organisers to develop innovative ways to build valuable event experiences		N	
	Ensure city venues are fit-for-purpose		Y	
	Identify and facilitate opportunities for new community events, particularly those that appeal to the core markets of younger people (age 18-34), people with kids at home, Māori, and older residents (age 55+)		N	Resource constraints, and delivery affected by Covid.
	Provide resources and support to enable waste minimisation and diversion practices at all city events		Y	
	Collaborate with event organisers to balance a programme of peak and off-peak events and activities across the year		Y	
	Coordinate delivery of Council's annual community events programme		Y	Centralised event support and delivery
	Maintain relationships across community event organisers		Y	
	Demonstrate best practice environmental, economic and social sustainability at all Council delivered events		Y	
	Provide a portal for information on events and activations taking place within the city		+	Most information is available through the website.
	Administer events grants in line with the new community support policy Current funding programmes: <ul style="list-style-type: none"> <li>• Creative Communities Scheme</li> <li>• Community Events and Initiatives Fund</li> <li>• Arts Event Fund</li> </ul>		Y	

• Sports Event Partnership Fund			
Support communities of identity to share major cultural celebrations with the city		Y	This has been significantly impacted by Covid 19, but now restrictions are lifted the required planning is on track for events in 2022/2023.
Incorporate Māori community priorities, tikanga and te reo Māori into city events		Y	e.g. New Matariki/Puanga event has been established through meaningful engagement with Mana Whenua partners. Waitangi Day celebrations have had increased funding to ensure appropriate levels of support.
Rangitāne o Manawatū leads events for Waitangi Day and Matariki Pūanga		+	A partnership model with lead delivery by PNCC is preferred by iwi and is supported by council officers for delivery of these events.
Provide support to grow the city's calendar of Māori cultural events		Y	
<b>New and one-off actions</b>	<b>Completion date</b>		
Establish a strategic framework to capture and assess performance indicators across Local, Programmed and Iconic events	2021/2022	N	This work is planned.
Develop an event sustainability metrics dashboard	2022/2023	N	Resource constraints.
Develop and implement an event sustainability best practice guide	2021/2022	+	This work is underway.
Develop a range of tools and resources including best practice principles to support community members to plan, market and deliver events	2021/2022	+	Some resources are available.
Design and develop a signature event that reflects and connects the region and celebrates its strengths	2022/2023	N	This action does not have specific funding allocated to it.
Establish an event forum network and stakeholder partnerships	2022/2023	Y	City and Business Events Advisory Group has been established and will meet regularly.
Develop a standardised survey for monitoring event satisfaction and community perception of pride in their city	2021/2022	Y	
Use digital technology to develop a suite of bite-sized workshops and webinars to support community members and event organisers in the planning and delivery of events	2022/2023	N	This work is not planned.
Develop and provide resources to implement event accessibility guidelines	2022/2023	Y	
Review Council's annual community events programme	2021/2022	N	Delayed to 2022/2023 due to Covid.

### 3.2 Safe Communities Plan

#### Safe Communities

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
<p>Council supports SAB to be an expert local body, made up of members who are part of the network of programme developers and implementers contributing towards safety outcomes in the areas SAB have prioritised.</p> <p>Rangitāne o Manawatū are represented on the SAB.</p> <p>Council supports the SAB to fulfil the reaccreditation process in 2024 to maintain Palmerston North's Safe City Accreditation.</p> <p>High-level insights and gaps identified by the SAB in the areas they prioritised for safety outcomes are conveyed to relevant Council committees.</p> <p>Council meets the CDEM goals to the standard required by legislation.</p> <p>Council meets a high level of compliance regarding its regulatory responses.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in safe community initiatives.</p> <p>Council delivers a consistent educational programme about dogs that is relevant and effective to the community.</p> <p>Council understands where the key cat colonies are in Palmerston North that are causing issues, with a view to developing options to approach these issues.</p>	<b>Ongoing actions</b>	<b>Completion date</b>	<b>On track</b>	<b>Comments</b>
	Co-ordinate and facilitate the SAB, and the process to seek the Safe City reaccreditation in 2024	All 2021/2022	Y	Note: The Pan Pacific body has been disestablished and so any future accreditation will need to occur in a local New Zealand context.
	Support the delivery of the 'crime prevention cameras' (CCTV) programme through the Safety Advisory Board		Y	The SAB is not involved in delivery of the CCTV camera programme, but is in support of it.
	Implement the solutions to achieve CDEM goals to a standard required by legislation		Y	
	Implement educational programme about dogs and other animals (within scope of Animal and Bees bylaw)		+	Covid delayed this activity at public events and schools but is being established now, with more educational resources planned.
	Engage an animal welfare community organisation to deliver cat management education and cat management plan	2022/2023	NA	This work is not resourced at present.
	Provide regulatory services, including: <ul style="list-style-type: none"> <li>• Implement the Alcohol Control Bylaw</li> <li>• Implement the Animal and Bees Bylaw</li> <li>• Implement the Dog Control Policy and Bylaw</li> <li>• Implement the Class 4 Gambling Venues and Racing Board Policies</li> <li>• Implement the Signs and Public Places Bylaw</li> </ul>	2021/2022	Y	The Gambling Venues and Racing Board Policies are currently under review (as scheduled).
	<b>New and one-off actions</b>	<b>Completion date</b>		
	Build a fit-for-purpose animal shelter to replace the dog pound	2023/2024	Y	Construction will begin soon, with completion due in December 2023. The existing facility will continue to operate in the meantime.
	Review the Dangerous and Insanitary Buildings Policy	2022/2023	NA	This review is planned for this year.
	Review the Local Approved Products Policy	2021/2022	Y	This review was completed in October 2022.
	Complete a study to understand where the key cat colonies are in Palmerston North	2021/2022	Y	
	Provide the City Ambassadors Programme	2023/2024	Y	A review has been carried out, and options for future delivery are being considered.
Review the Animals and Bees Bylaw	2022/2023	NA	Scheduled for 2022/2023	

	Review the Dog Control Policy and Bylaw	2022/2023	NA	Scheduled for 2022/2023
	Review the Signs and Use of Public Places Bylaw	2023/2024	NA	Scheduled for 2023/2024

## Goal 4: Eco City

### 4.1 Climate Change

#### Climate Change

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
<p>Reduce Council's organisational greenhouse gas emissions.</p> <p>Rangitāne o Manawatū achieve their own climate change aspirations.</p> <p>Work with residents and other city partners to implement the 'Low Carbon Roadmap' and reduce citywide emissions.</p> <p>Work with Horizons Regional Council, mana whenua, and other regional partners to assess and adapt to climate change vulnerability.</p>	Ongoing actions	Start date	On track	Comments
	Monitor, and have externally audited, PNCC greenhouse gas emissions	All 2021/2022	Y	Presented annually to Council.
	Prepare a Council Emissions Management and Reduction Plan		Y	Presented to Council in September 2021.
	Maintain citywide emissions model and monitor citywide emissions		Y	Presented annually to Council.
	Estimate emissions impact of all major Council decisions		N	This impact has been assessed for some projects but not all.
	Investigate options for further carbon reductions through the asset management process		Y	This is an ongoing part of the asset management process and business planning. The prioritising process for LTP programmes will incorporate this assessment.
	Implement the Palmerston North Low Carbon Roadmap		Y	
	Provide technical support to Rangitāne o Manawatū to achieve their own climate change aspirations		Y	
	Work with Rangitāne o Manawatū and the wider Māori community to understand the additional impacts climate change may have on Māori		Y	This is delivered through the regional climate change committee.
	Provide support to schools developing their own emissions-tracking and reporting		N	Resource constraints mean there is no capacity for proactive delivery of support and no requests have been received (this advice was provided to Council in May 2022).
	New and one-off actions	Completion date		
	Collaborate with regional partners to better understand climate change vulnerability and develop a coordinated adaptation response	2021/2022	+	This work is progressing through the regional climate change committee and working group.
	Create a 'low carbon fund' to allow Council the flexibility to respond to opportunities to reduce organisational emissions and, where possible, costs		Y	

	Complete a feasibility study to determine process, actions and time required for PNCC to be carbon neutral	2021/2022	Y	
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## 4.2 Environmental Sustainability

### Sustainable Practices

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
<p>Environmental education targeting schools, ECE and general public are effectively delivered toward achieving Council's goal for Palmerston North to become an Eco city.</p> <p>Council staff internalise best practices in sustainability in day-to-day decision making, activities and operations towards reducing impacts on the environment (air, water, and land) in a cost-effective manner.</p> <p>Council continues to improve on sustainable practices, and to share lessons learned with partners and stakeholders in the community and commercial sector.</p> <p>Council uses modern 'smart city' practices to allow cost-effective outcome monitoring.</p> <p>Council initiatives reflect mātauranga Māori and Rangitānenuiarawa.</p>	Ongoing actions	Start date	On track	Comments
	Provide support to environmental groups through Strategic Priority Grants	All 2021/2022	Y	
	Provide free independent advice to residents about how to make their homes more sustainable through the Eco Design Advisor service		Y	The focus of the Eco Design Advice service is on comfortable, warm, dry, healthy and energy efficient homes.
	Monitor the energy use of Council facilities		Y	Monthly monitoring is done.
	Collaborate with Massey University to research local sustainability issues		Y	The Living Lab programme provides opportunities for joint projects.
	Implement sustainable practices throughout the Council		Y	e.g. Replacing petrol powered tools with battery ones, separation of parks green waste for shredding or composting, more wood from renewable sources in playground design (in preference or plastic or metal)
	Continue rationalising the Council's vehicle fleet, including the incorporation of electric vehicles		Y	First eight full electric vehicles purchased. Renewal of fleet is with electric or hybrid equivalent vehicles where viable.
	Prepare a bi-annual city sustainability report		Y	Published 2022.
	New and one-off actions	Completion date		
	Work with community partners to deliver sustainable education outcomes		Y	e.g. work with Environment Network Manawatū and the Food Action Network to develop information provided through the Council website at <a href="http://www.pncc.govt.nz/rubbishandrecycling">www.pncc.govt.nz/rubbishandrecycling</a>
	Develop implementation framework and guidelines to internalise and implement sustainable practices across all Council activities, including energy efficiency and conservation, waste management and minimisation, and water use and conservation, and sustainable transport	2021/2022	N	The prioritising process for LTP programmes will contribute to this action for the future. This work has not been done to date.
	Document and disseminate lessons learned from Council's sustainability journey, including case studies demonstrating best practices	2023/2024	NA	
	Utilise IoT devices to allow more cost-effective monitoring of sustainable outcomes	2021/2022	Y	e.g. Pilot project in Turitea monitoring biodiversity outcomes, Main St Cycleway trial.

	Support iwi led wānanga on environmental sustainability		Y	Providing support as requested e.g. rangatahi wananga, sector lead support for Ora Kōnnect.
	Investigate Envirohub and Resource recovery centre	2022/2023	NA	This project is part of the wider Civic and Cultural Masterplan.
	Establish Envirohub and Resource recovery centre with support from external funders	2023/2024 (begin fundraising and establishment)	NA	

## Biodiversity

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?				
	Ongoing actions	Start date	On track	Comments	
<p>Mātauranga Māori is a fundamental foundation for understanding and managing indigenous species in Aotearoa New Zealand and is incorporated into Council practice.</p> <p>Council initiatives reflect mātauranga Māori and Rangitānenuiarawa.</p> <p>The Māori community are involved in city biodiversity projects.</p> <p>The urban environment provides opportunities for people to experience nature.</p> <p>Pests in the Turitea Reserve and adjacent forests are further suppressed, allowing those ecosystems to continue to recover.</p> <p>Where possible, locally extinct species are reintroduced.</p> <p>The Turitea Stream is connected to the river and city through an extensive green corridor network; native bird wildlife is increasingly established within the urban area.</p> <p>Community predator control is widespread, minimising the impact of introduced predators across the city.</p> <p>The city's urban waterways are attractive places to visit, and the mauri of these waterways is enhanced where practicable.</p> <p>More native-friendly species are planted within the city, providing year-round food sources for native wildlife.</p> <p>All Significant Natural Areas within the city boundary are identified and protected.</p> <p>The mauri of urban streams is enhanced, and native aquatic life is thriving.</p> <p>All streets have street trees, where practicable.</p> <p>Income from the Turitea Windfarm is used to invest in reserve development, with a priority for biodiversity related projects.</p> <p>There is increased biodiversity in Te Āpiti Manawatū Gorge (see the Manawatū River plan for details).</p>	Develop an action plan for the long-term enhancement of the mauri of our urban streams	All 2021/2022	N		
	Monitor toutouwai reintroduction and develop plan for further translocations		Y	e.g. Support for Green Corridors' public planting days and ecological restoration.	
	Support 'Predator Free Palmerston North' community efforts		Y	e.g. Support for Green Corridors and Predator Free Summerhill.	
	Enhance freshwater bodies such as wetlands and urban streams, and provide more opportunities for people to interact with these sites		Y		
	Implement Hei Manga Oranga – Urban waterways programme		+	Progress of the Urban Waterways programme had been delayed due to staff shortages (Covid) last year. The programme is on track for this year and we have contracted Rangitāne for cultural monitoring.	
	Control animal and plant pests in Council reserves		Y	More smart monitoring and self-resetting traps are being incorporated to increase efficacy of this programme.	
	Restore biodiversity in the Stoney Creek Catchment		N	The relevance of this action needs investigation (it was initiated in response to the Stoney Creek Catchment group).	
		New and one-off actions	Completion date		
	Expand the green corridors programme to allow for the increased maintenance requirements	All 2021/2022	Y		
	Plant native bird friendly trees in Council reserves and roadsides, where appropriate		Y	Council plants a range of native trees in reserves, especially those with flowers and fruit that attract and feed our native birds.	
Give effect to the requirements of the National Policy Statement for Indigenous Biodiversity by identifying and protecting Significant Natural Areas, and responding to the 10% native forest cover target		NA	A draft NPSIB was released in June 2022 and so is not active yet.		

	Support and advocate for the Massey University Botanical Gardens Master Plan		Y	
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### 4.3 Manawatū River

#### Manawatū River

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
<p>The Manawatū River Framework is delivered.</p> <p>Council understands the contribution the Manawatū River makes to the city as its key cultural, environmental and recreation resource.</p> <p>Rangitāne o Manawatū is involved in all aspects of planning and delivery of Manawatū River projects and services.</p> <p>There is increased use of the river environment by the public for active and passive recreation.</p> <p>There is a biodiversity corridor extending along the river environment and the tributaries to it (notably the Mangaone, Turitea and Kahuterawa Streams) for amenity and water quality improvement reasons where this does not compromise the integrity of the flood protection system.</p> <p>There are recreation opportunities along and within the river</p> <p>Transport and car parking by the River are managed effectively.</p> <p>There are opportunities for rongoā (connecting people to the whenua through traditional medicine) and māra kai (food garden) within the Manawatū River Park</p> <p>Access to and along the river is as easy as possible for the public, with wayfinding signage and physical works that provide for all abilities</p> <p>Legal access agreements along the true right bank (northern side) of the River are secured and extend the shared path from the City to Ashhurst.</p> <p>The River is a core city destination.</p> <p>Te Āpiti is the gateway to the Manawatū River Park and is the leading area for the appreciation of biodiversity and provision of an outstanding recreation and cultural experience.</p>	<b>Ongoing actions</b>	<b>Start date</b>	<b>On track</b>	<b>Comments</b>
	Make biodiversity improvements to Te Āpiti Manawatū Gorge	2021/2022	Y	Council has granted \$48k to Horizons this financial year for plant pest control to protect the forest canopy in the Te Āpiti Manawatū Gorge and Ashhurst Domain native bush areas. The primary target is Old Man's Beard infestations,
	Implement Manawatū River Framework		Y	
	<ul style="list-style-type: none"> <li>• Marae Tarata Development Plan</li> <li>• Hokowhitu Lagoon Development Plan</li> <li>• Bridge lighting</li> <li>• Key entranceways (Esplanade, Albert St, Raukawa Rd, Ashhurst Domain)</li> <li>• Land purchases and shared path extensions</li> </ul>			
	<b>New and one-off actions</b>	<b>Completion date</b>		
	Te Motu o Poutoa - Reserve Development	2023/2024	Y	
	Te Motu o Poutoa – Purchase of entranceway land	2021/2022	Y	This land has been purchased.
	Review and update the Manawatū River Framework	2022/2023	Y	This work is planned for this year.
	Implement the Victoria Esplanade Master Plan	2023/2024	NA	
	Implement the Ashhurst Domain Master Plan (see Active communities plan)	2023/2024	NA	
Implement Te Āpiti Manawatū Gorge Master Plan	2022/2023	NA		
Provide lighting around shared path loop between Fitzherbert Bridge and He Ara Kotahi Bridge	2021/2022	Y	This work was deferred by Council to 2022/2023	
Light the Manawatū River Park	2023/2024	NA		



## 4.4 Resource Recovery

### Resource Recovery

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
<p>The amount of waste that is sent to landfill is minimised (the goal of the WMMP).</p> <p>The community is committed to minimising waste sent to landfill.</p> <p>The community considers, and where appropriate implements, new initiatives and innovative ways to assist in reducing, reusing and recycling wastes.</p> <p>Resource recovery activities minimise environmental harm and protect public health.</p> <p>Resource recovery activities reflect mātauranga Māori and Rangitānenuiarawa.</p> <p>[The Council has set the following target for its Waste Management and Minimisation Plan: increase the proportion of waste diverted from landfill from 38% to 48% by 2025.]</p>	<b>Ongoing actions</b>	<b>Start date</b>	<b>On track</b>	<b>Comments</b>
	Enforce the Litter Act against those that dump waste illegally (including fly tipping) and work with community groups to identify and address problem areas	All 2021/2022	Y	Manawatū District Council is contracted to investigate incidents of illegal dumping and issue infringements where appropriate.
	Maintain current education and engagement with community and identified target groups		Y	e.g. Educational resources, presentations, and visits to facilities for interested groups.
	Communicate and promote the introduction of new or changed services		Y	
	Work in partnership with Rangitāne o Manawatū and other regional partners to ensure culturally appropriate waste management methods where possible, particularly relating to bio-solids		Y	Resource recovery matters are regularly discussed during the bi-monthly meetings with Rangitāne.
	Maintain existing kerbside waste and recycling collections		Y	This includes extending the collection areas as the city grows.
	Promote use of existing services for garden waste (e.g. home composting, drop-off centres, private collections)	2021/2022	Y	
	Provide additional recycling collection services to non-residential customers to accommodate their needs	2021/2022	Y	Significant efforts have been made to promote recycling services.
	Maintain Awapuni Resource Recovery Park and existing resource drop off points (RDOPs)	2021/2022	Y	
	Advocate to central government for more extended producer responsibility to address problem waste streams at the source.	2021/2022	Y	Submissions are made on the ongoing and significant legislative programme in line with Council's position.
	Work closely with mana whenua, community groups and the private sector to progress opportunities for increased waste diversion	2021/2022	Y	
	Continue to improve internal data collection and analysis, and identify trends over time	2021/2022	Y	This function is supported by a new role (Resource Recovery Analyst).
	Maintain existing public space rubbish and recycling bins	2021/2022	Y	These services are currently affected by resource constraints.
	<b>New and one-off actions</b>	<b>Completion date</b>		
	Review Council's procurement policy to require lower-waste Council purchasing	2023/2024	NA	
Investigate options to remove food waste from the residual waste stream, including reduction of food waste,	2021/2022	+	This investigation is being undertaken in 2022/2023.	

home composting and kerbside food waste collection			
Investigate provision of recycling services for difficult materials	2022/2023	+	Some new services have been introduced (Tyres and liquid paper board) but resource constraints have meant delays for other recycling services (e.g. polystyrene).
Investigate the potential for Council to support non-profit early childhood education facilities and schools (primary, intermediate and secondary) to enable them to divert more from landfill	2021/2022	Y	This information will be included in the review of the Waste Management and Minimisation Plan.
Investigate establishing a new drop off site for recycling and green waste in Whakarongo/Kelvin Grove to serve urban growth	2022/2023	NA	
Investigate the establishment of a construction and demolition waste processing service (with associated collections), aiming to divert at least one third of this waste currently going to landfill	2022/2023	NA	
Complete Waste Assessment to support review of the Waste Management and Minimisation Plan	2022/2023	Y	This has been completed.
Review Waste Management and Minimisation Plan	2023/2024	NA	This work is beginning in year 2.
Review the Waste Management and Minimisation Bylaw	2021/2022	Y	The section 155 review is complete and the drafting of the bylaw will follow the development of the WMMP.
Implement a licensing system for commercial waste collectors under the Waste Management and Minimisation Bylaw	2021/2022	N	Resource constraints, including the lack of an independent data platform, have delayed this work. The Government is considering centralising data collection for waste and so this work will be on hold until a decision has been made.
Introduce material limits for commercial waste collectors	2022/2023	NA	
Establish a community-led zero-waste action group to deliver project areas prioritised and planned by the community	2021/2022	Y	This group is established but has yet to achieve a wide community representation.
Trial a programme providing for the recycling of mattresses	2022/2023	N	Resource constraints.
Establish a competitive fund for waste minimisation projects	2021/2022	Y	The Resource Recovery Fund is covered by the newly reviewed Support and Funding Policy.
Provide opportunity for annual hazardous waste disposal (Hazardous Waste Day)	2021/2022	N	This will now begin in 2023/2024 (following discussions in LTP workshops).
Establish a polystyrene recycling programme	2021/2022	N	Some new services have been introduced (Tyres and liquid paper board) but resource constraints have meant delays for other recycling services (e.g. polystyrene).
Investigate options and additional costs to provide a free rubbish bag each month for low-income households	2021/2022	Y	A trial is now planned for 2022/2023.

## 4.5 Waters

### Wastewater

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
	Ongoing actions	Start date	On track	Comments
<p>Wastewater has a lesser impact on the health and mauri of the Manawatū River.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in all wastewater projects and initiatives.</p> <p>Council understands impact of flows and loads from large trade waste discharges.</p> <p>Council's renewal planning and investment in wastewater infrastructure is based on a better understanding of the asset condition.</p> <p>Stormwater infiltration and inflow into the wastewater network is reduced.</p> <p>Wastewater infrastructure is provided to support urban growth.</p> <p>Wastewater infrastructure has improved resilience to natural disasters and mechanical failures.</p>	Develop, maintain, upgrade and renew wastewater infrastructure in accordance with legislative requirements	All 2021/2022	Y	
	Initiate a city-wide stormwater infiltration and inflow reduction programme to identify defects in the wastewater network that are susceptible to stormwater entry and repair		Y	More modelling will occur in 2022/2023 to help identify the most problematic areas for overflow in wet weather events.
	Identify and remedy sources of stormwater entry from private property to the wastewater network		Y	
	Introduce smart metering and online monitoring to provide more robust profiling of flows and loads from large trade waste discharges		N	Customers monthly readings from their own flow metering system.
	Gain a better understanding of the condition of wastewater infrastructure to create clear direction on upgrades and renewals required		Y	A new framework for identifying and prioritising critical assets will be complete in 2022/2023.
	Renew and upgrade existing wastewater assets to maintain capacity and accommodate growth		Y	
	Investigate and carry out the seismic strengthening of wastewater infrastructure	2022/2023	+	Projects are underway for wastewater structures but there is no planned programme for the remainder of the wastewater network.
	Operate and maintain pressure sewer systems vested in Council	2021/2022	Y	
	<b>New and one-off actions</b>	<b>Completion date</b>		
	Actively engage with Rangitāne and the community to identify a BPO for the treatment and disposal of the city's wastewater	2021/2022	Y	
	Complete the review of the Trade Waste Bylaw	2021/2022	Y	The revised Bylaw was adopted in April 2022.
	Lodge resource consent application for future discharge of the Wastewater Treatment Plant	2021/2022	Y	

## Water Supply

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
<p>Water supplies are safe and secure, and Council meets the most recent legislative requirements for water safety.</p> <p>Water is conserved to ensure water supplies are sustainable into the future and wastewater flow is reduced.</p> <p>Water supply is delivery is efficient and cost-effective.</p> <p>Water supply infrastructure has improved resilience to natural disasters and mechanical failures.</p> <p>Water is available at the necessary flow rate for firefighting.</p> <p>Council’s renewal planning and investment in water supply infrastructure is based on a better understanding of the asset condition.</p> <p>Renewal programmes reduce the risk of unforeseen treatment and network failures.</p> <p>Water supply infrastructure is provided to support urban growth.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in all water supply projects and initiatives.</p> <p>Rangitānenuiarawa is reflected in the city’s approach to water management</p>	Ongoing actions	Start date	On track	Comments
	Develop, maintain, upgrade and renew water infrastructure in accordance with legislative requirements	2021/2022	Y	
	Ensure all Council water supplies have approved Water Safety Plans in place		+	Will be completed in 2022/2023.
	Use smart technology to optimise costs and identify sources that cost less to produce water		Y	Drones are used to inspect reservoir roofs. Network modelling for new developments informs water network upgrade requirements.
	Provide adequate water supply to provide for urban growth		Y	
	Meter industrial and commercial water users		Y	
	Provide education to all ages, with a focus on schools, about water supply and water conservation		N	Resource constraints.
	New and one-off actions	Completion date		
	Complete the review of the Water Supply Bylaw	2021/2022	Y	The s155 review was completed on time, but the bylaw drafting process has been delayed by staffing shortages (Covid and staff changes). A proposed draft will be recommended to Council in early 2023.
	Investigate the costs and benefits of reducing water pressure	2023/2024	Y	
	Use smart metering to accurately profile water use		NA	Smart meters have been successfully trialled with large users.
	Increase the resilience of key water supply assets to emergency and seismic events		Y	Emergency earthquake shut off valves have been installed on Ngahere Park reservoir. Seismic upgrades underway at Turitea Water Treatment Plant.
	Reinforce the trunk main network across the city		Y	Railway Road bore will soon be commissioned to provide additional resilience to northern network.
	Review the Water Conservation Management Plan 2016		NA	
	Investigate and promote domestic water-saving and storage solutions		Y	
	Extend Palmerston North’s reticulated water supply to Bunnythorpe and Longburn supplies		Y	
	Investigate connecting Ashhurst water supply to Palmerston North supplies		NA	
	Gain a better understanding of the condition of water supply infrastructure to create clear direction on upgrades and renewals required		NA	Revised criticality framework being applied this year to better prioritise renewal candidates.
	Complete the renewal of the Ashhurst rising main		Y	Completed.
	Renew and upgrade water supply infrastructure to address identified water quality and contamination risks		Y	Citywide water toby and manifold project is underway to ensure all houses have backflow protection.
Strengthen processes and policies around the issuing, construction and		Y		

	commissioning of all new water supply service connections			
	Upgrade hardware and software systems for real-time water quality monitoring		NA	
	Upgrade water mains to meet levels of service for firefighting flows		Y	Completed

## Stormwater

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
<p>Adopt a Stormwater Management Framework to identify engineering solutions to reduce flood risk and improve water quality.</p> <p>Rangitānenuiarawa is reflected in the city's approach to stormwater management</p> <p>Council understands community values around urban waterways.</p> <p>Urban waterways and wetlands are thriving ecosystems.</p> <p>Stormwater services are resilient enough to cope with the effects of climate change.</p> <p>The District Plan has the necessary provisions to regulate stormwater for all development across the city.</p> <p>Major stormwater mitigation projects protect the city from localised flooding.</p> <p>Rangitāne o Manawatū have opportunities for early involvement in all water supply projects and initiatives.</p> <p>There is an approved city-wide resource consent from Horizons Regional Council for managing stormwater.</p> <p>Biodiversity treatments are undertaken on all urban waterways.</p> <p>Council's renewal planning and investment in water supply infrastructure is based on a better understanding of the asset condition.</p>	Ongoing actions	Start date	On track	Comments
	Develop, maintain, upgrade and renew stormwater infrastructure in accordance with legislative requirements	All 2021/2022	Y	
	Establish and deliver a city-wide flood mitigation programme		Y	Flood mitigation programme has been established and delivery is underway.
	Council-managed urban waterways and wetlands are enhanced and protected through planting and active management		Y	
	Upgrade stormwater infrastructure to manage capacity, accommodate growth and reduce ponding		Y	
	Encourage water-sensitive design approaches to development and a wider use of tools such as water tanks, green roofs, swales, rain gardens and detention ponds		Y	Applied in subdivision approval process since 2019 through engineering standards.
	Implement Hei Manga Ora – a cultural monitoring framework for freshwater management		Y	Established and delivered first year of the programme in 2021/2022. Monitoring was disrupted but work with Rangitāne is underway for 2022/2023.
	Provide education to increase awareness of sustainability in three waters		N	Currently no resources allocated for stormwater education.
	New and one-off actions	Completion date		
	Complete the review of the Stormwater Drainage Bylaw	2021/2022	Y	The revised and renamed Stormwater Bylaw was adopted by Council in May 2022.
Update the District Plan to require stormwater detention, restrict impervious surface cover and consideration of water sensitive design	2023/2024	NA		
Lodge a city-wide ('global') resource consent for urban stormwater discharges with Horizons Regional Council		NA	Baseline monitoring has begun (Hei Manga Oranga and scientific monitoring) to inform future application. Future budget yet to be allocated for recourse consent application.	

	Stormwater discharges and urban stream environments are assessed to better understand the impacts of urban stormwater on the environment		Y	Generators and emergency flood pumps have been purchased for contingencies. Significant upgrades to all pump stations is underway.
	Increase the resilience of key stormwater assets to emergency and seismic events		Y	
	Establish drainage reserves for urban streams in private ownership		Y	This work is ongoing.
	Gain a better understanding of the condition of stormwater infrastructure to create clear direction on upgrades and renewals required		Y	CCTV programme is underway, targeting critical assets for assessment. Results will inform future budgets.

## Goal 5: Driven and Enabling

### 5.1 Good Governance

#### Good Governance

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
Council staff and elected member decision-making focuses on agreed strategic priorities. Governance and management roles are clearly defined and understood. Strategic goals are at the forefront of advice and decision-making. Council decision-makers are given high-quality and timely advice.	<b>Ongoing actions</b>	<b>Start date</b>	<b>On track</b>	<b>Comments</b>
	Ongoing review of governance systems and structures to support Councils effectiveness and reputation	All 2021/2022	Y	e.g. standing orders, expenses policy, representation review, Bunnythorpe request, boundary change, portfolio review, working environment review.
	Clarify and communicate governance and management roles			
	Undertake the annual Residents' Survey		Y	The annual Residents' Survey has been completed.
	<b>New and one-off actions</b>	<b>Completion date</b>		
	Develop a skills and knowledge-based ongoing induction and training programme for elected members	2022/2023	Y	Policy is drafted.
	Undertake a Representation Review	2021/2022	Y	
	Review the portfolio system to increase responsiveness to community needs	2021/2022	Y	
Consider what roles the Council should play in addressing racism and discrimination in our community	2021/2022	Y	Workshop completed.	

## Active Citizenship

He aha ngā hiahia hei whakatutuki? What do we want to achieve?	He aha ngā mahi e tutuki ai ngā hiahia? What actions will we take to get there?			
<p>Palmerston North residents know how to “have their say” in formal and informal opportunities.</p> <p>More Palmerston North residents and organisations participate in decision-making processes.</p> <p>A range of voices are heard in decision-making processes.</p> <p>Palmerston North residents understand what the Council does.</p> <p>Palmerston North residents can see the relevance of decisions.</p> <p>Council understands barriers to participation and works collaboratively to facilitate solutions.</p> <p>Young people are actively engaged in decision-making processes.</p>	Ongoing actions	Start date	On track	Comments
	Administer committee and Council meeting processes which are open to the public	2020/2021	Y	
	Review of the Significance and Engagement Policy		+	This policy will be reviewed as part of the LTP.
	Run local body elections every three years and any polls		Y	
	Support Mayor and Councillors		Y	
	Provide civic ceremonial functions		Y	Limited by Covid, but civic awards have continued.
	Develop the Centre of Excellence for Consultation		+	Engagement and consultation support is provided to Council units, and the International Association of Public Participation (IAP2) framework is the foundation for Council practice.
	New and one-off actions	Completion date		
	Review Chamber and related spaces as inclusive public spaces, including bilingual wayfinding to Council Chambers	2023/2024	NA	Internal accessibility review was begun but delayed due to other workload priorities. The technological upgrade of Chamber is planned for 2022/2023, which allows for greater public participation in general.
	Review Council structures to improve accessibility and reduce barriers to participation	2021/2022	N	
	Review connection opportunities for Councillors and public	2023/2024	NA	
	Improve staff capability in community engagement	2023/2024	NA	