



Creative and Liveable Strategy

Palmerston North

SMALL CITY BENEFITS, BIG CITY AMBITION

2018

Te Kaunihera o Papaioea
Palmerston North City Council



Vision

PALMERSTON NORTH 2028

Palmerston North is the heart of the Manawatū region within central New Zealand.

We are a small city with a lot to offer, and we're ambitious about where we're going.

Palmerston North 2028 has been informed by our communities and is a statement of the future we want for our city. This document identifies the vision and strategic goals for Palmerston North from now to 2028.



Palmerston North

SMALL CITY BENEFITS, BIG CITY AMBITION

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

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

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

To fulfil the vision of *small city benefits, big city ambition* the Council has adopted five goals.

This strategy has been developed to achieve
Goal 2: A creative and exciting city.

We are arty, with a
creative spirit





Goal 2: A creative and exciting city

Our aspiration

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

Our goals

We will build Palmerston North's national and international reputation as a creative and exciting place to live, work and study. A creative city renowned for its visual and performing arts, events, food, festivals, sporting events and great cultural institutions. A city that has great places for people, and the attractions, recreation options and experiences of a big city without the hassle and cost. We will promote our city's strength in sport development, capability and participation.

Our approach

To attract new talent and keep our young people here, our city must be an exciting place where talented people choose to live. A city that people want to return to because of their positive memories and the great lifestyle on offer for all stages of life.

Our culture, the way we do things here, is at the heart of how people experience our city and define liveability. We will encourage and enable participation in artistic expression, and support experimentation to foster the creativity that shapes and benefits our whole community.

Creativity, visual and performing arts, events, festivals, sporting events, recreation and our cultural institutions contribute, not only to economic and social wellbeing, but enhance our reputation as a great place to visit, work and invest in.

Building on our extensive events offering, we will grow our reputation as a vibrant place where there's always something happening and things to do. This will help us to attract new residents and businesses.

Target: Palmerston North scores above 65 in the Creative Cities Index by 2028



1. Introduction

To help Palmerston North compete for people, talent and investment, as well as improving how the city is perceived by locals, visitors and potential new citizens and investors, creative city-making needs to inform Council’s work on key activity areas.

These include the city centre, Manawatū River, active and public transport, placemaking, the arts, events and festivals, recreation and sports facilities, cultural heritage, and Council-controlled activities.

Charles Landry, an international authority on cities and creativity, visited Palmerston North to find out how local people view the city and assess the city against his Creative City Index. His key observations included the following:

- There is a burgeoning awareness of the need for change and for the city to lift its game. Palmerston North feels more comfortable with step-by-step change when perhaps a step change is needed. There definitely needs to be more energy and the city’s pulse should beat a bit harder. Palmerston North stands at the cusp of important choices and a business-as-usual approach will not get it to where it wants and needs to be.
- The city should develop a sense of urgency. This is difficult when things seem fine, with neither boom nor bust pressures. There is a danger of complacency and the result can be imperceptible, yet gentle decline.
- Many in Palmerston North feel being imaginative and creative is an optional extra rather than lying at the heart of great city making. Palmerston North has some catching up to do here. Palmerston North also lags behind other cities in terms of design quality, and its urban design can improve where positive steps have already begun.

- On the positive side, some already say a veil is being lifted, and that a buzz is emerging within the city, and that Palmerston North is opening out, but more still needs to be done.

Talking more generally about cities, Landry said placemaking now plays an important role: “Most cities historically were built in a very functional way, encapsulated in the cliché ‘roads, rates and rubbish’ (a hardware focus). In the last two decades, however, there has been a major shift related in large part to global competition between cities and the need to attract the best talents. Urban development is now concerned with combining hardware and software and so focus on how places look and feel and how emotionally satisfactory they are as well as how they attract activity. In this approach there is a stronger focus on walkability and the need to downgrade the power of the car. Placemaking is now an aim and requires a completely different skill set, spread throughout a local authority and its external stakeholders. This new approach is concerned with building communities and places, not only infrastructure.”

Moving to the creative city-making approach promoted by Landry is a significant challenge and opportunity for Palmerston North. This new approach means visitors and residents will see the city’s cultural diversity reflected in the cityscape, and in the programmes and art the city showcases and celebrates. They will have opportunities to take part in sport and recreation, and to play in facilities that meet their needs and encourage them to join in.



2. Priorities

PRIORITY 1: CREATE A CITY THAT HAS GREAT PLACES FOR ALL PEOPLE, AND PARTICULARLY FAMILIES

Project for Public Spaces (PPS) describes great public spaces as places where celebrations are held, social and economic exchanges occur, friends run into each other and cultures mix. They are the 'front porches' of public institutions – libraries, sports clubrooms, schools – where people interact with each other and with government. When these spaces work well, they serve as the stage for public life.

In evaluating thousands of public spaces around the world, PPS found that to be successful, they generally share the following four qualities:

- they are accessible
- people there are engaged in activities
- the space is comfortable and has a good image
- it is a sociable place where people meet each other and take visitors.

City centre

The city needs a plan for making the city centre a vibrant place that locals are proud of and that leaves a lasting positive impression on visitors. Council has consistently considered a lack of vibrancy in the city centre as a major strategic risk, with the Regional Growth Study identifying the need for the city to act as the heart of the region. Challenges include fewer pedestrians, earthquake-prone buildings, and the impact of the Plaza mall, internet shopping, and large-format retailing, on traditional pedestrian-based retail areas.

Council wants to design public spaces that are pedestrian-friendly, intimate, and that support social interaction. Council and city centre stakeholders need to work together to increase visible public life in the city centre by providing more outdoor hospitality, shop fronts, and community-initiated events such as the Village Night Market and Food Truck events.

Greater numbers of people are commuting to Palmerston North from across the region for work and study, as well as for social, recreational and cultural activities, including shopping. The city centre needs to offer locals, visitors and commuters a better experience to encourage them to stay longer and spend more money. Increasing the after-five economy in the city centre is an opportunity that is currently being missed.

Activities that bring people into the city centre benefit all stakeholders, including existing businesses. Cities that have embarked on this approach have found it is more effective to change the perception of the city by increasing visible public life than by telling stories, marketing, or branding what the city is or could be. In the age of social media, happy locals, and visitors who leave the city with a lasting positive impression based on real-life experiences, are much more powerful than a new city slogan or brand.

A successful city centre needs a series of places with a unique identity that people can connect to emotionally. In most cases, Council and the community need to curate successful places through hardware (infrastructure) and software (people and events), rather than waiting for them to emerge naturally. By understanding the reasons why places are successful, Council can provide or curate more of them. The Little Cuba and George Street precinct is a good example of a city centre location with a strong local identity that has partly evolved through collaboration between like-minded retailers and landowners, and partly been curated through the design of public spaces, buildings, and support for particular events.

Council needs to work with city centre stakeholders to establish a business association that will use marketing, events and management to promote and reinforce community attachment and place-identity in other locations within the city centre. In other cities, Business Improvement Districts (BIDs) are formed to drive this activity. This approach needs to be considered in Palmerston North.

For the city centre to respond to opportunities, there needs to be nimble management of public space. Council needs to review some regulations, or waive regulations where there are no long-term consequences, to enable a lighter, quicker, cheaper approach to low-risk activities or events.

Parks and playgrounds

Council's goal is to develop city-wide reserves that offer unique opportunities to explore, learn, and actively experience the environment. It also wants to ensure the whole community can easily access green spaces and have the opportunity to play.

Palmerston North is already well served by parks and green spaces, ranging from small urban 'pocket parks' to wilderness areas. More than 80% of the city's homes are within 500 metres of a park. The community has access to a wide range of parks and green spaces, ranging from small urban 'pocket parks' to wilderness areas offering opportunities to play and explore. The Victoria Esplanade, a city-wide reserve with a unique native bush remnant and extensive network of tracks, is also home to the award-winning Esplanade Scenic Railway and adventure playground. The development of the Central Energy Trust Wildbase Recovery Centre and the new Junior Road Safety Park add to its attraction.

Council will work with playground users and other community partners to make sure the city has places for everyone. Some of the city's almost 60 playgrounds are popular and used extensively, while others may no longer cater adequately to the needs of their growing community. Council aims to provide a wider variety of play environments and involve communities in decisions about their playgrounds. It will also explore forming partnerships to deliver a higher quality and range of play experiences.

Manawatū River

For many decades the city turned its back on the Manawatū River. Over the past 10 years, the city has begun to embrace the Manawatū River as a significant recreational asset that allows people to connect with the natural environment and extend their physical activity. Locals increasingly regard the river as a great place or series of great places. The change has also provided opportunities for Rangitāne o Manawatū to express their unique relationship with the Manawatū River. The shared path network was the catalyst for this change.

Plans are in place to extend the network to Ashhurst and Linton and to better connect Massey University, FoodHQ and Linton via a new pedestrian/cycle bridge due to be completed in late 2018. The Manawatū River Park attracts people from across the city and Council will consider classifying it as the next city reserve.

The Manawatū River Park has potential to attract a significant number of visitors seeking active recreation-based travel and events. The Manawatū River Framework provides strategic direction for new investment at the river and recognises the river's importance for the city and Rangitāne o Manawatū.

Opportunities include using the river as an off-road connection to the significant recreational and biodiversity hub at the Manawatū Gorge and Ashhurst Domain. The prospect of being able to travel off-road from Linton to the upstream extent of the Manawatū Gorge, with stop-offs at places such as the Esplanade, is exciting and achievable. While the river is easily accessed from suburbs south of the city, and west of the city via the Mangaone

Stream, the river is more difficult to access from the city's north and north-east. It is possible to form and complete an off-road city loop, using the key north-south roads as connectors to the river, with facilities prioritised for walking and cycling.

The Manawatū Gorge, sites of significance to Rangitāne o Manawatū, Ashhurst Domain, the Esplanade, Massey University, FoodHQ and Linton, are significant destinations along the Manawatū River Park. Smaller or temporary places of interest could be provided along the riverside to help build a sense of place, such as mobile traders, markets, recreational events, artwork, water access, informal play activities, and pump tracks.

If more people spend more time doing more things at the river each year, the community will develop a greater appreciation of the natural values of the river, particularly its water quality. This is likely to increase people's willingness to pay for water quality improvements in the future.

Placemaking

Placemaking, a process that invites the community to participate in creating public spaces, has taken hold in Palmerston North. It started by promoting simple ideas such as moveable furniture, planter boxes, parklets and outdoor dining, and people have begun to take the lead to help define the identity of places within the city.

Council is also using detailed information on places to help landowners, tenants, and Council to invest in activities that reinforce place identity. One example of this is place data suggesting a strengthening night-time economy at Broadway Avenue. Although the city centre is likely to remain the focus of

placemaking activities, numerous placemaking opportunities exist in suburban centres, parks and streets.

PRIORITY 2: CELEBRATE THE CITY'S HISTORY AND DIVERSITY, AND BUILD ON THE STRENGTH OF BEING A CITY OF MANY CULTURES AND LANGUAGES

Diversity

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

Many Pacific communities have a special place here because of their close historical and political relationship with New Zealand. Pasifika people are projected to make up a growing proportion of the city's population, behind only NZ European (73%) and Māori (22%) by 2028. Palmerston North has a growing Asian population and, since 2004, has become home to small groups of former refugees from the Republic of Congo, Afghanistan, Burma, Bhutan and Syria. According to the last census, there are more than 120 languages spoken in the city, and the next census is likely to reveal a further increase.

Council wants the city's history and diversity to be expressed through all of its activities, and the Connected Community Strategy and plans will build on this theme of cultural celebration. Council needs to see the city's diversity as an important feature of Palmerston North. This means making sure that events and festivals, arts venues, and all city-making activities, are based on an understanding and appreciation of the many different cultures in Palmerston North.

Cultural heritage

Valuing the city's cultural heritage involves better understanding and recognising sites of significance to Rangitāne o Manawatū and reflecting these in modern day Palmerston North, in addition to protecting the city's built heritage and recognising the increasing cultural and ethnic diversity. Sharing stories, traditions, and memories in new ways, or incorporating them into new developments, is also important. Council has a real opportunity to share and celebrate local history through the delivery of its own activities and services.

Council needs to work with Rangitāne o Manawatū to find out how to protect significant sites. Very few of these sites have formal protection and Council and the wider community poorly understand much of the information about them. There are sensitivities in sharing this information with the public or protecting sites of significance on private land.

Council will have further opportunities to invest in cultural heritage assets in the future, particularly as a result of earthquake-strengthening work. The Regent, the Library and Caccia Birch are good examples of the Council investing in cultural heritage assets to give the community the opportunity to use these buildings and appreciate their heritage values.

Another way Council and its partners will celebrate the city's local identity is to raise awareness of significant local history. For example, affirming the significance of military heritage to the city and ensuring this is carried through in Council projects.

Manawatū Heritage has made local stories, traditions and memories more available to the general public. The next challenge is to better use this highly valuable source of information to increase awareness of the past and reflect the collective cultural heritage in the city's buildings and city making.

PRIORITY 3: DEVELOP THE CITY INTO AN ARTS POWERHOUSE WITH A NATIONAL REPUTATION FOR CREATIVITY AND THE ARTS

Arts

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

The city needs the arts to attract people and help make Palmerston North a creative and interesting place to be. Council recognises that the arts beautify the surroundings, reveal community culture, challenge ideas, and generate excitement about future possibilities. More broadly, the community benefits from the arts through the employment of people in arts-related activities, and through manufacturing and other businesses reliant on the arts and creative industries. However, Palmerston North has sometimes had a reputation as lacking in imagination and creativity. Council research shows that many local artists feel undervalued and that the city is considered a 'hard sell' when it comes to investing in the arts.

The city has made some steps towards nurturing the arts. There is a lot of choice for the size of the audience in the city, and Palmerston North is one of the few cities to offer a 'springboard' for emerging artists to develop their skills and experience. More now needs to be done to support artists and the arts community to co-ordinate activities, promote their work, encourage cooperation, and share information. Council is committed to helping make the arts a more central focus of Palmerston North.

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PRIORITY 4: DEVELOP A NATIONAL AND INTERNATIONAL REPUTATION AS AN EXCITING CITY WITH PLENTY TO DO AT NIGHT AND ON WEEKENDS

Events and festivals

Over the past few years, Palmerston North has made progress towards having a full events calendar. The city is a central and accessible location for national secondary sports tournaments and major regional events, and has funding support for community-led initiatives. A stand-out example of this is the Manawatū Multicultural Council Festival of Cultures, which, with Council support over 20 years, has grown from a local event to a weekend of events that attracts more than 14,000 participants.

Many of the city's events happen at a community level. They take many forms, including gala days, cultural and religious festivals, fund-raising events, art exhibitions, project launches, and national day and New Year celebrations for the many different groups living in the city. Although mostly attended by people from within the local community, these events and celebrations also attract visitors from outside the city.

Areas needing further attention include making Council services user-friendly for event organisers, making sure venues are used and fit for purpose, and co-ordinating event opportunities with other city and regional activities to improve the experience for both visitors and locals.

Central Economic Development Agency (CEDA) support for economic events includes facilitation of event proposals, providing a single point of contact, and ensuring there are

opportunities to enhance visitors' experience at events. Major economic events are intended to support growth in the city. Events, such as the Ohakea Airshow and proposed military tattoo, increase the visibility and involvement of the defence sector in the city's economy. The New Zealand AgriFood Investment Week delivers a dedicated programme of events designed to connect, challenge, and grow the agrifood industry, supporting agri-businesses and research institutions in the city. National secondary sports tournaments and major regional sports events held in Palmerston North capitalise on the sports infrastructure already in the city. The Palmerston North Conference and Function Centre provides the capacity for the city to host large business events, increasing visitor expenditure from conference delegates.

Palmy Unleashed

The Palmy Unleashed programme builds on Council placemaking initiatives by letting the community set up temporary activations in public spaces. It is modelled on the Splash Adelaide programme, which greatly helped improve the perception of Adelaide. Palmy Unleashed seeks to increase visible public life and challenge the notion that Palmerston North is a boring place.

As the programme is still new, Council accepts that it will need to curate its own Palmy Unleashed activities – such as the Thursday Night Street Feast and Yoga in the Square – to show the community what can be achieved. Over time Council expects the community will build its own capacity and capability to deliver events such as the Little Cuba Carnival, which was a good fit with Little Cuba. The recent Experience Broadway event reinforced the night-time economy at Broadway. These micro or medium-scale events fill the gap between major events and build a sense that there is always something to do. They can also support major events by giving

people something to do beforehand or afterwards. Palmy Unleashed can also support other attractions in the city, such as exhibitions at Te Manawa.

Palmy Unleashed activations should be grass roots, community-led and located in the city centre. They should use a 'lighter, quicker, cheaper' mentality to make things happen. Council could provide background help for some events, particularly for community groups that are inexperienced in running activities.

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PRIORITY 5: HAVE THE MOST ACTIVE COMMUNITY IN NEW ZEALAND

Active community

Walking is the most popular recreation activity in and around Palmerston North, followed by swimming, equipment-based exercise, cycling, and running. The most common reasons adults in the Manawatū region give for taking part in sport and recreation are enjoyment, and fitness and health.

Participation in organised sport is declining, and predicted to decline further. About three-quarters of engagement in sport and recreation is unstructured and informal, and involves casual recreation rather than a competitive sporting environment. Each of the traditional team sports, netball, football and rugby, is played by only about 5-6% of adults.

In contrast, more than 90% of young people (aged 5–17 years) in the wider region spend at least three hours a week in organised or informal sport and recreation activity. About one-half of all children and young people of this age belong to a sports club (outside of school), and slightly more than half belong to a school sports team.

Palmerston North has many recreational facilities able to be used by active people. These include more than 170 reserves and sports fields, ranging from small urban 'pocket parks' to large outdoor recreation areas such as Arapuke (Kahuterawa) Forest Park and the reserves next to the Manawatū River. The city's key sports and events hub, the Central Energy Trust Arena, has a variety of indoor and outdoor venues and plays a key regional events role, as well as providing entertainment and recreation opportunities for residents. Council owns the Lido and Freyberg aquatic complexes, which meet competitive, learn-to-swim, and leisure needs. Other public and private

providers like schools, Massey University and golf clubs also play a part in providing recreational opportunities and environments.

People are generally healthier and happier in places where physical activity is prioritised by decision-makers. Being active contributes to good physical health, and provides spiritual and mental health benefits. The city has well-performing representative teams and individuals, but Council is also proud of its role in contributing to an active lifestyle for all members of the community. Palmerston North has a capable and innovative sports and recreation sector that works hard to make a difference in people's lives. Council's partner, Sport Manawatū, has a critical role in sport and recreation leadership, with its vision "Everyone Active Every Day".

Lifting participation rates in active recreation is an ongoing challenge for the sport and recreation sector, and for the allied health and education sectors. Traditionally, schools, clubs and regional sports associations have relied on Council to provide the infrastructure for competitions, events and training. Council now needs to move from being a provider and investor in infrastructure, to working with key partners to ensure decision-making about programmes and services is well-informed. The Manawatū-Whanganui regional sports facilities plan will help ensure that the city responds to identified needs in the most effective ways.

Public and active transport

The City Development Strategy addresses the strategic transport priorities as they relate to the growth of the city. Palmerston North has an excellent track record of facilitating daily car journeys. While Council has provided additional capacity for cars via wider roads, more lanes, traffic lights, roundabouts, car-parking and slip-lanes, it has been less successful in providing modern facilities for walking, cycling and public transport. While the car will continue to be an important mode of transport, walking, cycling, and public transport are where the biggest changes are needed. Council's goal is to see more people walking, cycling, and using public transport around Palmerston North. In many cases this will mean reallocating existing street space, such as on-street parking and traffic lanes, for another purpose.

The transport system needs to cater for the lowest level of mobility and physical capability, so that all people feel comfortable walking or cycling about the city. Council has made good progress with off-road walking and cycling facilities and Palmerston North generally has good footpath coverage. However, Council needs to consider how it treats and prioritises space for pedestrians and cyclists at pinch-points, intersections, and crossings within existing transport corridors, particularly as urban areas are intensified. Council wants road design, way finding, and planning to take into consideration the space and safety needs of cyclists and pedestrians.

Good progress has been made in public transport in some areas. Like walking and cycling, public transport has many benefits. It reduces congestion, carbon emissions and can increase mobility for those citizens who are unable or unwilling to drive a car, walk, or ride a bike. Strong public transport networks make a significant contribution to city liveability scores. Good progress has been made in some areas. The free bus service for Massey University and other tertiary institutions is well-supported and has reduced congestion on the Fitzherbert Avenue corridor. The

Square has been confirmed as the location for an inter-regional terminal, and having patrons dropped off in a high-quality and central public space is working well. Council needs to consider providing more shelter at this location.

Horizons Regional Council currently provides the urban bus service. Further enhancements to the service, in addition to minor improvements made in recent years, would add to the city's liveability. The benefits of investing in greater frequency on existing routes, or greater coverage, need to be carefully considered. The current urban terminal at Main Street is near capacity and the design is problematic. The City Centre Streetscape Plan includes a concept design for a new urban terminal at the current location, which would improve both functionality and the streetscape.

3. Strategic themes

Council has identified four themes that will be strongly reflected in all of the plans developed to deliver on the strategies:



SMART CITY PRACTICES

- Use social media as a city marketing tool.
- Develop place plans, and use place economics, so that Council and the community can tailor investment to reinforce place-identity.

SUSTAINABLE PRACTICES

- Use urban design principles to improve the perception of the city and the design quality of public and private spaces.
- Promote place activation to increase visible public life.
- Use placemaking to improve city centre and neighbourhoods and inspire people to collectively reimagine and reinvent public spaces as the heart of every community.
- Apply a lighter, quicker, cheaper approach to public space activities to get quick wins and open people's minds to what can be achieved.
- Develop the shared path network to help build a stronger walking and cycling culture and connect communities.



IWI PARTNERSHIPS

- Incorporate Rangitāne o Manawatū's history and aspirations in modern-day Palmerston North.
- Collaborate with Rangitāne o Manawatū on major Council projects, particularly in the city centre and at the Manawatū River Park.



STRATEGIC PARTNERSHIPS

- Build strong relationship with city centre stakeholders, including a possible Business Improvement District (BID).
- Develop the Manawatū River and Te-Apiti–Manawatū Gorge in collaboration with Rangitāne o Manawatū, Department of Conservation, Horizons Regional Council, NZTA, and Tararua and Manawatū District Councils.
- Develop a citizen-led model for place-making and Palmy Unleashed.
- Enhance public transport in collaboration with Horizons Regional Council.
- Build strategic partnerships with recreation and sport providers and stakeholders.

4. Plans

Plans to deliver on the Creative and Liveable Strategy:

- The **City Centre Plan** will promote a vibrant city centre and co-ordinate public and private investment, and day-to-day activities within the city centre.
- The **Manawatū River Plan** will deliver the vision of the Manawatū River Framework that each year there will be more things to do and more people will spend more time at the Manawatū River Park.
- The **Placemaking Plan** will take placemaking from a temporary activity to a legacy by applying the principles to a broad range of Council and community activities.
- The **Arts Plan** will show the arts and artists will be supported as the centre of creative Palmerston North.
- The **Events and Festivals Plan** will determine how Council will provide, facilitate, and support economic, business and community events and festivals.
- The **Palmy Unleashed Plan** will embed Palmy Unleashed as a cornerstone Council activity that reimagines how the community uses public space in the city centre and improves the reputation of the city.
- The **Active Communities Plan** will guide the provision of parks, playgrounds, and recreation opportunities to encourage a more active community.
- The **Natural and Cultural Heritage Plan** will reinforce that culture and heritage is more than old buildings that reflect European colonisation.
- The **Active and Public Transport Plan** will create a strong culture of walking and cycling and enable an efficient and effective public transport network.

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5. Success measures

Each of the three-year plans will have specific measures for each action specified. This strategy will also be monitored, so Council can see what progress is being made towards the goal of a creative and exciting city. Council will monitor a set of measures to gauge the strategy outcomes:

Measurement on Creative Cities Index

Level of street engagement

Public space behaviour (mapping)

Attendance at events

Sites of significance to Rangitāne o Manawatū protected

Performance against national benchmarks for swimming pool provision, parks area and sports grounds area

Number of publicly accessible playgrounds (children's population measure)

Length of pathways (population measure)

People who got to work by public transport

People who got to work and education by some form of active transport (walk, jog, bike)

Community use of CET Arena indoor facilities

People who meet DHB physical activity guidelines

Public appreciation of the mauri of the Manawatū River and its special role to Rangitāne o Manawatū Iwi

Injury crashes involving motor vehicles (including other vehicles, pedestrians or cyclists)

Cars per household





Palmerston North City Council

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