



Council Agenda

Wednesday 01 April 2026, 8:30am

The meeting will be held at the Manawātū District Council Chambers, 135 Manchester Street, Feilding, and a video recording made available on

www.mdc.govt.nz

MEMBERSHIP

Chairperson

His Worship the Mayor, Michael Ford

Deputy Chairperson

Councillor Grant Hadfield

Members

Councillor Bridget Bell
Councillor Shelley Dew-Hopkins
Councillor Rob Duindam
Councillor Colin Dyer
Councillor Sam Hill
Councillor Raewyn Loader
Councillor James McKelvie
Councillor Jerry Pickford
Councillor Andrew Quarrie
Councillor Alison Short



Shayne Harris
Chief Executive

ORDER OF BUSINESS

PAGE

1. MEETING OPENING

Graham Conlon (St John's Anglican Church) will open the meeting.

2. APOLOGIES

3. CONFIRMATION OF MINUTES

6

Recommendation

That the minutes of the Council meeting held 18 March 2026 be adopted as a true and correct record.

4. DECLARATIONS OF INTEREST

Notification from elected members of:

4.1 Any interests that may create a conflict with their role as an elected member relating to the items of business for this meeting; and

4.2 Any interests in items in which they have a direct or indirect pecuniary interest as provided for in the Local Authorities (Members' Interests) Act 1968

5. PRESENTATIONS

5.1 REPRESENTATIVE FUND - NZ U21 JUNIOR BLACK STICKS JAPAN TOUR 2025

Charlotte Dunn-Hall will be in attendance speaking to Council.

5.2 REPRESENTATIVE FUND - WORLD U19 SPRINT TRIATHLON AGE GROUP CHAMPIONSHIPS

Oscar Skinner and George Skinner will be in attendance speaking to Council.

6. PUBLIC FORUM

6.1 FOXTON FLAX – JOHN GIRLING (CHAIR) (8.50AM)

John Girling of Foxton Flax will be speaking to Council.

7. NOTIFICATION OF LATE ITEMS

Where an item is not on the agenda for a meeting, that item may be dealt with at that meeting if:

7.1 The Council by resolution so decides; and

7.2 The Chairperson explains at the meeting at a time when it is open to the public the reason why the item is not on the agenda, and the reason why the discussion of the item cannot be delayed until a subsequent meeting.

8. RECOMMENDATIONS FROM COMMITTEES

There are no recommendations from committees.

9. NON-COUNCIL MEETINGS – FOR INFORMATION

Minutes of the following Council Committees and Community Committee meetings are uploaded to the Council’s website, as they become available.

Liaison councillors will have the opportunity to provide a verbal update.

The below meetings took place from 18 – 31 March 2026.

COMMITTEE MEETINGS	
Finance and Performance Committee	• 25 March 2026
https://www.mdc.govt.nz/about-council/meetings-agendas-and-minutes/agendas-and-minutes	

COMMUNITY COMMITTEE MEETINGS	
Āpiti Community Committee	• 18 March 2026
Cheltenham Community Committee	• 31 March 2026
Colyton Community Committee	• 19 March 2026
Glen Oroua-Taikorea Community Committee	• 24 March 2026
Himatangi Beach Community Committee	• 26 March 2026
https://www.mdc.govt.nz/about-council/committees-and-organisations/community-committees-and-plans	

MARAE
Aorangī Marae
Kauwhata Marae
Parewahawaha Marae
Poupatatē Marae
Taumata-o-te-rā Marae
Te Hiiri Marae
Te Rangimārie Marae
Te Tikanga Marae
Ngāti Te Au

10. OFFICER REPORTS

10.1 CENTRAL ECONOMIC DEVELOPMENT AGENCY SIX MONTHLY REPORT 2025/2026 PERIOD ENDING 31 DECEMBER 2025 (9.00 AM) 15

Report of the General Manager – Community.

10.2 CENTRAL ECONOMIC DEVELOPMENT AGENCY DRAFT STATEMENT OF INTENT 2026/2027 48

Report of the General Manager – Community.

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10.3 SUBMISSIONS MADE ON BEHALF OF MANAWATU DISTRICT COUNCIL	96
Report of the General Manager – Corporate.	
10.4 ENDORSEMENT OF THE TRIENNIAL AGREEMENT FOR THE MANAWATŪ-WHANGANUI REGION 2025-28	101
Report of the General Manager – Corporate.	

11. CONSIDERATION OF LATE ITEMS

12. PUBLIC EXCLUDED BUSINESS

COUNCIL TO RESOLVE:

That the public be excluded from the following parts of the proceedings of this meeting, namely:

1. Confirmation of Minutes 18 March 2026

That the general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Grounds under Section 48(1) for the passing of this resolution
13. Confirmation of Minutes; 18 March 2026	<i>To consider the accuracy of the minutes of the public excluded Council meeting on 18 March 2026. Any changes to previous minutes may require members to discuss the content of the public excluded session.</i>	s48(1)(a)

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

15. MEETING CLOSURE

MEETING MINUTES	
COUNCIL	TIME
WEDNESDAY 18 MARCH 2026	8:32 AM

Minutes of a meeting of the Council held on Wednesday 18 March 2026, which commenced at 8.32 am at the Manawātū District Council Chambers, 135 Manchester Street, Feilding.

PRESENT:

Mayor Michael Ford	Chairperson
Councillor Bridget Bell	
Councillor Shelley Dew-Hopkins	
Councillor Rob Duindam	
Councillor Colin Dyer	
Councillor Grant Hadfield	
Councillor Sam Hill	
Councillor Raewyn Loader	
Councillor James McKelvie	
Councillor Jerry Pickford	
Councillor Andrew Quarrie	
Councillor Alison Short	

IN ATTENDANCE:

Shayne Harris	Chief Executive
Hamish Waugh	General Manager – Infrastructure
Kate Jarvis	Acting General Manager – People and Corporate
Lyn Daly	General Manager – Community
Ash Garstang	Governance and Assurance Manager
Lisa Thomas	Strategy Manager
Jeena Baines	Data, Insights and Research Analyst
Janine Hawthorn	Community Connector
Adie Johansen	Community Services Manager

MDC 25-28/163

MEETING OPENING

Cr Grant Hadfield opened the meeting.

MDC 25-28/164

APOLOGIES

There were no apologies.

MDC 25-28/165

CONFIRMATION OF MINUTES

RESOLVED

That the minutes of the Council meeting held 04 March 2026 be adopted as a true and correct record.

Moved by: Cr Grant Hadfield

Seconded by: Cr Shelley Dew-Hopkins

CARRIED (12-0)

MEETING MINUTES	
COUNCIL	TIME
WEDNESDAY 18 MARCH 2026	8:32 AM

MDC 25-28/166

DECLARATIONS OF INTEREST

There were no declarations of interest.

MDC 25-28/167

PUBLIC FORUM

There were no requests for public forum.

MDC 25-28/168

PRESENTATION - REPRESENTATIVE FUND - 2025 ASIA PACIFIC CANOE POLO CHAMPIONSHIPS, NINGBO, CHINA

Aidan Dassler was in attendance speaking to Council. Highlights:

- Aidan has been playing for seven years.
- Competed in the U21 squad and placed second.
- Played alongside teams from around the world.
- Aidan enjoys coaching and hopes to do more of this.
- The Manawatū region is particularly strong at canoe polo, alongside the Hawke's Bay.

MDC 25-28/169

PRESENTATION - RESIDENT SATISFACTION SURVEY WAVE 2

Jeena Baines (Data, Insights and Research Analyst) was in attendance to speak to Council about the quarterly Resident Satisfaction Survey results.

MDC 25-28/170

NOTIFICATION OF LATE ITEMS

There were no late items of business notified for consideration.

MDC 25-28/171

RECOMMENDATIONS FROM COMMITTEES

There were no recommendations from committees.

MEETING MINUTES	
COUNCIL	
WEDNESDAY 18 MARCH 2026	
	TIME
	8:32 AM

MDC 25-28/172

COMMITTEE AND GROUP MEETINGS – FOR INFORMATION

The following Community Committees meetings were notified for information.

COMMUNITY COMMITTEES	
Hiwinui Community Committee	• 17 March 2026
Sanson Community Committee	• 12 March 2026

Liaison Councillors provided brief updates on their respective Committees.

- Hiwinui – Cr Raewyn Loader. The Committee changed venues but didn't notify the liaison Councillor or staff. The Chair updated Cr Loader afterwards – the Committee noted there was another near-miss on the Colyton and Watershed Road intersection, and they would like staff to look into this.
- Sanson – Cr Alison Short. The Committee elected a new Chair, and they have made an appointment to see the Community Connector next week. A new member has taken responsibility for establishing a new social page.
- Tangimoana (04 March) – Cr James McKelvie. Jennifer Moss staying on as Chair. They have been setting up the school with back-up batteries, to function as a local civil defence centre. They suffered a fair bit of damage during the February event. They think the waste transfer station is quite messy, and there is no longer a CCTV camera monitoring the site.

MARAE LIAISON

- Parewahawaha Marae – Cr Alison Short. Met with Cliff Brown. The marae hosted the visit from the Waikato for the Māori Queen, and this visit was a huge highlight for the marae. They spent their Council funding last year on marae maintenance. The marae are looking forward to a Te Kōtui Reo meeting again in 2026.
- Māori Queen Visit – Cr Bridget Bell. She acknowledged Frances Pere. The Māori Queen's visit was amazing, and the funding for the marae helped them to ensure that they could prepare their marae for the visit. Te Kōtui Reo are ready to go, with their first hui directly with Mayor Michael Ford.

MDC 25-28/173

DELEGATIONS MANUAL - AMENDMENTS AND RE-ADOPTION

Report of the General Manager – People and Corporate seeking Council adoption of the Delegations Manual by the Council, and to make several updates to delegations given to officers.

RESOLVED

That the Council:

1. **Adopt the tabled Delegations Manual (version 111) and reaffirm the delegations contained within it.**

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COUNCIL	TIME
WEDNESDAY 18 MARCH 2026	8:32 AM

AND

2. Approve the below updates to Section 10.1 (Delegations from Council) of the Delegations Manual:

- a. Replace the delegation to the Community Development Assessment Panel with delegation to the Finance and Performance Committee, noting that the Committee will receive and consider for approval all priority service contracts and grant applications of \$20,001 and over.**
- b. Insert reference to the Executive Leadership Team collectively having the delegation to consider and approve grants between \$5,001 and \$20,000.**
- c. Remove specific reference to the Robert Dickson Education Trust and Hook Bequest, with consideration and approval of any relevant grants defaulting to the delegations otherwise set out in the Delegations Manual and in accordance with the Community Development Policy and Grants Policy.**
- d. Replace references to the Community Connector with references to the Grants Connector and specify that the Grants Connector has delegation of up to \$1,000 to approve grants applications in accordance with the Community Development Policy and Grants Policy.**
- e. Insert reference to the upcoming Grants Policy to ensure that future criteria included in that Policy are reflected within the Delegations Manual.**

3. Approve the below additions to Section 10.3 (Enter into Contracts) of the Delegations Manual:

- a. The Chief Executive is delegated authority to enter into, execute, and sign contracts on behalf of the Council where:**
 - The Council has approved the relevant expenditure through the Long Term Plan, Annual Plan, or a specific Council resolution; or**
 - The expenditure associated with the contract falls within the Chief Executive's delegated financial authority under this Manual.**

This delegation authorises the Chief Executive to execute all documents necessary to give effect to such contracts on behalf of the Council.

- b. The Chief Executive sub-delegates authority to General Managers to enter into and execute contracts on behalf of the Council where:**

MEETING MINUTES	
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- The Council or the Chief Executive has approved the associated expenditure; or
- The value of the contract falls within the relevant delegated financial limits specified in this Manual.

In exercising this authority, General Managers must ensure that the contract aligns with approved budgets, procurement requirements, and any applicable Council policies or resolutions.

4. Approve the below addition to Section 1.5 (Financial delegation principles) of the Delegations Manual:
 - a. Approval to incur expenditure under financial delegations does not, by itself, constitute authority to enter into or execute a contract. Contracts must be entered into by a person holding the appropriate contractual signing authority under this Manual.
5. Approve the below updates to Section 10.5 (Staff Expenditure Approvals - Extraordinary) and Section 10.6 (Payment Signatory) of the Delegations Manual:
 - a. The roles 'Management Accountant', 'Management Accountant (Financial)' and 'Systems Accountant' are obsolete, and shall be replaced with 'Finance Business Partner' and 'Finance Business Partner Team Leader'.

Moved by: Cr Grant Hadfield

Seconded by: Cr Colin Dyer

CARRIED (12-0)

MDC 25-28/174

CONSIDERATION OF LATE ITEMS

There were no late items notified for consideration.

MDC 25-28/175

PUBLIC EXCLUDED BUSINESS

RESOLVED

That the public be excluded from the following parts of the proceedings of this meeting, namely:

MEETING MINUTES	
COUNCIL	TIME
WEDNESDAY 18 MARCH 2026	8:32 AM

1. **Confirmation of Minutes: 04 March 2026**
2. **Feilding Civic Centre Trust Resignation of Chair**
3. **Oroua River Walkway - Land Acquisition**
4. **Tender Award Recommendation – Manawatu Sewer Network Pipe Relining Programme 2026-2029**

That the general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Grounds under Section 48(1) for the passing of this resolution
13. Confirmation of Minutes; 04 March 2026	<i>To consider the accuracy of the minutes of the public excluded Council meeting on 04 March 2026.</i> <i>Any changes to previous minutes may require members to discuss the content of the public excluded session.</i>	s48(1)(a)
14.1 Feilding Civic Centre Trust Resignation of Chair	s7(2)(a) – privacy <i>This report includes private and personal details about People</i>	s48(1)(a)
14.2 Oroua River Walkway - Land Acquisition	s7(2)(i) – commercial negotiations <i>This report discusses commercially sensitive contract terms and pricing</i>	s48(1)(a)
14.3 Tender Award Recommendation – Manawatu Sewer Network Pipe Relining Programme 2026-2029	s7(2)(i) – commercial negotiations <i>This report discusses commercially sensitive contract terms and pricing</i>	s48(1)(a)

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

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Moved by: Mayor Michael Ford

Seconded by: Cr James McKelvie

CARRIED (12-0)

The meeting went into public excluded session at 9.18 am. For items MDC 25-28/176 to MDC 25-28/180 refer to public excluded proceedings. The meeting returned to open session at 9.59 am.

The meeting was adjourned at 9.59 am and reconvened at 10.04 am.

MDC 25-28/181

PRESENTATION - COMMUNITY PLANS - KIWITEA, COLYTON AND GLEN-OROUA TAIKOREA

Kiwitea – Desiree Silk (Secretary) spoke to Council about Kiwitea Community Committee’s plan.

Colyton – Cam Dyer (Chair) and Lara Blackmore (Secretary) spoke to Council about Colyton Community Committee’s plan.

Glen Oroua-Taikorea – Phil Lightbourne (Secretary) and Alice Lightbourne (Member) spoke to Council about Glen Oroua-Taikorea Community Committee’s plan.

The meeting was adjourned at 10.47 am and reconvened at 11.02 am.

MDC 25-28/182

PRIORITY SERVICES 12 MONTH REPORTS

Report of the General Manager – Community seeking Council receive the following two reports.

- Manawatū Riding for the Disabled - Harvey Bell
- Himatangi Beach Community Patrol - Dave Jack

RESOLVED

That Council receives the 12-month Priority Service Contract reports for the period ending 30 June 2025 from:

- **Manawatū Riding for the Disabled**
- **Himatangi Beach Community Patrol**

Moved by: Mayor Michael Ford

Seconded by: Cr Grant Hadfield

CARRIED (12-0)

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COUNCIL	TIME
WEDNESDAY 18 MARCH 2026	8:32 AM

MDC 25-28/183

SPORT MANAWATU 6 MONTHLY REPORT

Report of the General Manager – Community present to Council for acknowledgement the Sport Manawātū 6-Month Report for the period 1 July – 31 December 2025 as required under the contract between Sport Manawātū and Manawātū District Council.

RESOLVED

That the Council acknowledge receipt of the Sport Manawātū 6-Month Report for the period 1 July – 31 December 2025 and to note that Sport Manawātū has met its reporting obligations under the current contract.

Moved by: Cr Grant Hadfield

Seconded by: Cr Colin Dyer

CARRIED (12-0)

MDC 25-28/184

CONFIRMATION OF PUBLIC EXCLUDED RESOLUTIONS IN OPEN SESSION

MDC 25-28/177 – Feilding Civic Centre Trust Resignation of Chair (18 March 2026)

RESOLVED

1. *Accept Tony Chapman’s resignation as a Trustee and the Chair from the Feilding Civic Centre Trust.*
2. *Approves that no recruitment be carried out at this time for a replacement trustee for the Feilding Civic Centre Trust, noting that the Trust Deed requires a minimum of six trustees and that by not recruiting a replacement trustee, the Trust operate with seven trustees.*

Note: The above resolutions can be immediately released to the public domain.

Moved by: Cr Grant Hadfield

Seconded by: Cr Shelley Dew-Hopkins

CARRIED (12-0)

MDC 25-28/179 – Tender Award Recommendation – Manawatu Sewer Network Pipe Relining Programme 2026-2029 (18 March 2026)

RESOLVED

That the Council:

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COUNCIL	TIME
WEDNESDAY 18 MARCH 2026	8:32 AM

1. Authorise the award of contract MDC1632-1 Manawatu Sewer Network Pipe Relining Programme 2026-2029 to Nuflow Manawatu Limited to commence a three-year wastewater pipeline relining programme across Sanson, Rongotea, and Feilding for the sum of one million eight hundred and four thousand and twenty dollars (\$1,804,020) plus GST.
2. Approve a contingency amount of three hundred thousand, eight hundred and four dollars (\$300,804) plus GST, to be expended only upon written instruction of the Engineer to the Contract.

Note: This is a renewals project funded from the depreciation reserve which is funded by rates.

Note: This project utilises existing budgets. No additional budget is required.

Note: The above resolutions can be immediately released to the public domain.

Moved by: Cr Grant Hadfield

Seconded by: Cr Shelley Dew-Hopkins

CARRIED (12-0)

MDC 25-28/185

MEETING CLOSURE

The meeting was declared closed at 11.55 am.

Meeting Video

<https://www.mdc.govt.nz/about-council/meetings-agendas-and-minutes/videos-of-council-and-committee-meetings/manawatu-district-council-meeting-videos>

Council

Meeting of 01 April 2026

Business Unit: Community
Date Created: 05 March 2026

Central Economic Development Agency Six Monthly Report 2025/2026 Period ending 31 December 2025

Purpose Te Aronga o te Pūrongo

The purpose of this report is to receive the Central Economic Development Agency (CEDA) Half Yearly Report to 31 December 2025.

Recommendations Ngā Tūtohinga

That Council receive the Central Economic Development Agency Half-yearly Report to 31 December 2025.

Report prepared by:
Karyn Crawley
Community Operations Advisor

Approved for submission by:
Lyn Daly
General Manager - Community

1 Background Ngā Kōrero o Muri

- 1.1 CEDA is a Council Controlled Organisation (CCO) under the Local Government Act 2002 (LGA) and is jointly owned by Manawatū District Council (MDC) and Palmerston North City Council (PNCC).
- 1.2 The Council is required by the LGA to regularly undertake performance monitoring of its CCOs against the shareholders agreed Statement of Expectations. Council is required to evaluate:
- The contribution of each CCO to the Council’s objectives for the CCO;
 - The desired results set out in the SOI; and
 - The overall aims and outcomes of the Council based on the six-month reports.
- 1.3 CEDA has delivered its Central Economic Development Agency Limited Half Yearly Report to 31 December 2025 (Ref: Appendix 1). This report includes analysis of this document.

2 Strategic Fit Te Tautika ki te Rautaki

- 2.1 The contract with CEDA contributes to the following strategic priorities of Council:

- **A place to belong and grow**

We provide leisure and sports facilities and support community activities to encourage social and cultural wellbeing for everyone.

- **A prosperous, resilient economy**

We aim to make the Manawatū District a great place to live, to visit and to do business.

3 Discussion and Options Considered Ngā Matapakinga me ngā Kōwhiringa i Wānangahia

- 3.1 Central Economic Development Agency Limited Half Yearly Report to 31 December 2025 (Ref: Appendix 1)
- The Half Yearly report allows Council to track CEDA’s progress against their SOI 2025/26.
 - Council notes CEDA’s continued commitment and focus on delivering against its agreed SOI focus areas of People, Place, Business and Partnerships. This is evidenced by the work carried out across several key initiatives. Examples include:
 - Te Utanganui – the Central New Zealand Distribution Hub;
 - the “Year of Agrifood Manawatū” initiative;

- work that aligns with the Manawatū Destination Management Plan such as the Manawatū Garden Festival which was supported through Air New Zealand’s Regional Event Sponsorship Programme;
 - engagement with the people of the Manawatū via a Community Sentiment Survey; and
 - continuing to strengthen relationships with iwi and hapū, businesses, shareholder councils and various regional and national partners.
- 3.2 Detailed commentary on the work carried out by CEDA in the July to December 2025 is contained on pages 5 to 10 of the Half Yearly report.
- 3.3 CEDA’s financial performance is detailed on pages 15 to 27 of the Half Yearly report and includes a surplus of \$125,501 for the period ending 31 December 2025 (unaudited).

4 Risk Assessment Te Arotake Tūraru

- 4.1 Not applicable.

5 Engagement Te Whakapānga

Significance of Decision

- 5.1 The Council’s Significance and Engagement Policy is not triggered by matters discussed in this report. No stakeholder engagement is required.

Māori and Cultural Engagement

- 5.2 There are no known cultural considerations associated with the matters addressed in this report. No specific engagement with Māori or other ethnicity groups is necessary.

Community Engagement

- 5.3 There are no consultation requirements as a result of this report.

6 Operational Implications Ngā Pānga Whakahaere

- 6.1 There are no operational implications with this report.

7 Financial Implications Ngā Pānga Ahumoni

- 7.1 There are no financial implications with this report. MDC and PNCC have both made financial provision for the service contract with CEDA.

8 Statutory Requirements Ngā Here ā-Ture

- 8.1 Under the Local Government Act 2002, section 66 titled “Half-yearly or quarterly reports” requires that “During each financial year, the board of a council-controlled organisation must report on the organisation’s operations to its shareholders”.

9 Next Steps Te Kokenga

- 9.1 The Central Economic Development Agency Half Yearly Report to 31 December 2025 is ready for consideration by Council.

10 Attachments Ngā Āpitihanga

- Appendix 1 - The Central Economic Development Agency Half Yearly Report to 31 December 2025



**Central Economic
Development Agency Limited**

**Pūrongo Tau Haurua
Half Yearly Report**

to 31 December 2025

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Purpose of the Half Yearly Report

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

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

Company Directory

Central Economic Development Agency Ltd

Level 1, 5 Broadway Ave
Palmerston North 4410

Phone: 06 350 1830

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

Chief Executive

Jeremy Shearman (Jerry)

Directors

Robyn O'Fee (Bobbie) - Chairperson

Kathleen Brosnahan (Katie)

Margarita Mare (Margy)

David Norman

Robbie Pickford (to 31 December 2025)

Registered Office

Morrison Creed Advisory

236 Broadway Avenue, Palmerston North

Bankers

Westpac New Zealand Ltd

Auditors

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

Legal Status

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

He matawhānui tiritahi, he rautaki tiritahi mā te katoa

Joint Report of Chairman and Chief Executive

Tēnā koutou katoa

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

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

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

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

Manawatū's visitor economy continues to strengthen under the Manawatū Destination Management Plan, including the fast growing Visitor Sector Collective which has brought together industry partners under a shared vision, fostering connection, capability, and alignment. The Manawatū Garden Festival returned bigger than ever this year, supported through Air New Zealand's Regional Event Sponsorship Programme, showcasing the region's creativity and hospitality to a national audience. We were proud to host Tourism New Zealand and welcome ten Australian travel trade agents to experience the region firsthand - building valuable trade relationships and amplifying Manawatū's visibility in key markets. Alongside this, our work on a collaborative Central New Zealand campaign into Australia has strengthened regional positioning and extended our international reach.

With our latest Community Sentiment Survey signalling growing local pride and support for the visitor economy, Manawatū is well placed to build on this momentum through continued partnership and trade development.

Across all of this, the strength of our relationships has been a defining factor - with iwi and hapū, businesses, our shareholder councils, and regional and national partners. Together, we are future-proofing the region and laying the foundations for long-term prosperity. We extend our appreciation to our partners, stakeholders, and communities for their continued trust and commitment.

As we look ahead to 2026, CEDA and the Board remain focused on delivering for the region, building momentum, deepening partnerships, and shaping Manawatū's future as a place where innovation, collaboration, and opportunity thrive.

Ngā mihi nui ki a koutou katoa,



Bobbie O'Fee
Chairperson



Jerry Shearman
Chief Executive

Mai i te purapura iti rawa,
Ka tupu ko te tino rākau

**From the smallest seed,
grows the mightiest of trees**

Mā whero, mā pango ka oti ai te mahi | Our Intervention Logic

CEDA operates within a simplified intervention logic that shows the connection between the programmes of work and activities undertaken, and the desired outcomes for the region. This is supported by key performance indicators in the Statement of Service Performance table, project deliverables, and through the measurement of stakeholder and client satisfaction. Together these form the basis of CEDA’s accountability and performance reporting. Long-term regional outcomes are also monitored through regional monitoring indicators measured by CEDA’s shareholders.

VISION			
Manawatū 2030; Ko te rohe tino ahu whakamua o Aotearoa New Zealand’s most progressive region			
GOALS			
 Manawatū is renowned for its exceptional lifestyle, competitive advantages, and is a magnet for investment, business, talent and visitors	 Manawatū is a world leading agrihub	 Manawatū is a leading distribution hub, and leverages off its role in central New Zealand	
ECONOMIC PILLARS	Business	People	Place
STRATEGIC OBJECTIVES	Attract, retain, and develop, business in the region	Attract, retain, and develop talent in the region	Profile the region to attract people, business, and investment
STRATEGIC PRIORITIES	Te Utanganui Central New Zealand Distribution Hub • Manawatū Regional Food Strategy • Manawatū Destination Management Plan • Central Business District Investment		
INITIATIVES LINKED TO STRATEGIC OBJECTIVES AND PRIORITIES	<ul style="list-style-type: none"> Implementation or identification of initiatives and opportunities to support investment to the region Initiatives to support development of priority sectors Business engagement to support growth retention and expansion Support of startups and innovation through partnerships 	<ul style="list-style-type: none"> Initiatives to support the attraction of talent to the region or retention of talent in the region Supporting industry to attract and retain talent Initiatives that support youth into employment or employment pathways 	<ul style="list-style-type: none"> Strengthening the regions narrative and unified positioning through the regional identity Online initiatives that support attraction of investment, people and business to the region Growing awareness of and information on the region’s strengths and opportunities, including economic trends and data
Partnerships			
Effective Partnerships with councils, government, Māori, and business support groups are the key to successfully delivering outcomes			
STRATEGIC OBJECTIVE	Lead inclusive and sustainable economic development for the region		
INITIATIVES	Initiatives that grow and foster relationships with mana whenua and support Māori sector development. Partnerships with shareholders, key partners and central government to enable shared regional outcomes		

He mahi kai te taonga | **Attract, retain, and develop business and investment in the region**

Driving business development and expansion while attracting investment to the region is at the core of economic development. This is at the forefront of CEDA's key outcomes for Manawatū. CEDA's work focuses on our sectors of strength including food, transport and logistics, and the visitor sector, profiling the region, developing a targeted pipeline, and removing barriers to investment.

Support the development and growth of business and sectors of strength in the region including inward investment

Identification and development of investment opportunities with regional partners to support attraction of investment to the region

CEDA commissioned a **cost–benefit analysis for Te Utanganui**, which was completed and presented to the project governance group which now underpins our ongoing advocacy and engagement work with central government and investors. The analysis confirms that Te Utanganui is a nationally significant logistics hub with strong strategic positioning in New Zealand's freight network. It demonstrates that the programme delivers strong economic returns, with a benefit–cost ratio of up to 2:1 – meaning every dollar invested is estimated to return up to two dollars in benefits to the economy, reinforcing Te Utanganui as a high-value infrastructure investment

Building on the **regional investment prospectus** launched in early 2025, we have undertaken a targeted rollout to ensure this asset is in the hands of those that are best placed to help drive new investment and connections. Stakeholders across Manawatū and New Zealand

now have access to a suite of collateral that highlights the region's investment fundamentals and pipeline of opportunities. Working closely with regional partners, we have coordinated distribution of the prospectus, created a concise leave-behind, and integrated the prospectus into the new 'Invest' section of the regional website so that our messaging across media channels is aligned.

Following on from the Destination Management Plan completed in 2022, we completed an updated **review and analysis of commercial accommodation** to gain deeper insight into current and future demand, risks, and opportunities across our region. This work aligns with our ongoing focus on attracting investment into our town and city centres and has already informed several significant engagements with potential developers and national accommodation chains.

CEDA's continued programme of advocacy for Te Utanganui saw the region represented at a number of conferences in the first half of the year including the Building Nations Infrastructure Conference, New Zealand Rail Conference, and a presentation to the Chartered Institute of Logistics and Transport Annual Forum in November. The continuation of putting our key projects in front of sector experts and political decision makers is important activity to support progressing key strategies for the region.

Development of priority sectors through business development and retention initiatives, and innovation partnerships.

As part of our cluster development work, under the Manawatū Destination Management Plan, the **Manawatū Garden Festival** focuses on creating innovative visitor experiences to grow our off-peak visitation to our region. 2025 saw the delivery of the third festival to date. The five-day festival featured 20 public and private local

gardens, various workshops and tours, and two major events – the Cross Hills Country Fair, and the biennial Hearts and Homes. Ticket holders largely came from Auckland, Wellington, Hamilton as well as Christchurch and Hawke's Bay. Of those attendees surveyed, 64% stayed in paid accommodation, 72% rated their festival experience as 'Good' to 'Great', while 82% stated that they would recommend the festival to others.

A key strategic priority this year has been delivering sector-led initiatives that reinforce Manawatū's position as a leading food and fibre region, strongly aligned to the Manawatū Regional Food Strategy. Through a **primary exchange programme**, CEDA partnered with regional agencies – Northland Inc, Venture Taranaki, Venture Timaru and Great South – to understand how food and fibre businesses are responding to environmental, technological and market change in practice. This concluded in a visit to south Canterbury's integrated agribusiness ecosystem, where our teams engaged directly with leading operators across dairy, biotech manufacturing, seed, horticulture, water management, automation and talent development. These visits provided practical insight into low-emissions growth, sustainable land use and diversification, while strengthening inter-regional relationships and building shared capability that can be applied in Manawatū.

CEDA completed its fourth **Community Sentiment Survey** to understand how Manawatū residents perceive the region's visitor industry. Capturing local sentiment is a vital part of implementing the Manawatū Destination Management Plan, which aims to grow the value of the visitor sector for the benefit of our communities.

By regularly tracking community views, we ensure we stay closely connected to local perspectives and can adapt strategies that drive sustainable economic growth while enhancing quality of life across the region. The latest results show growing positivity and confidence in the visitor sector in Manawatū, with 85.8% of locals recognising

tourism's importance to our region and 82% saying they would actively encourage friends and family to visit.

Business engagements with a total of 274 businesses have been completed in the year to date, including support of business attraction, retention, and expansion in the region, small to medium enterprise growth, and innovation support, covering a range of sectors and industries. This also includes delivery of the Regional Business Partners programme, under which 162 businesses were actively engaged with a Net Promoter score of +74, and capability funding of \$97,241 issued.

Our **Partnerships with The Factory and Sprout Agritech** continue to support and accelerate tech start-ups and entrepreneurs including the Factory Pre-incubation programme, Incubation programme and an Annual Start-up events programme which will continue to year end. The Sprout Spring 2025 Cohort was completed in November with 18 businesses or ventures engaged in the programme, of which 94% had an agritech or food tech focus. Additionally, there were 40 Research and Development engagements completed as part of the **Callaghan Innovation annual programme of work** including two Career Grants nine New to Research and Development grants and one Research and Development Grant were issued to businesses over the six months with a total value of \$809,487.

Mahia te mahi
"Do the work"

Ka rere a Tama-nui-te-rā, Ka Mārama te rangi | **Attract, retain, and develop talent in the region**

Through our data and research, we know that the biggest barrier to business growth in the region is the ability to attract the right people for the job. Developing a robust pipeline is crucial. This includes supporting industries, attracting skilled professionals, and investing in the training and development of existing employees. Coupled with a clear understanding of the future needs of our sectors and businesses, this approach will empower the region to grow and thrive.

Develop the talent pipeline to grow a skilled workforce and better utilise the existing labour market

Support the development of the region's attraction and retention of talent and skills

CEDA partnered with FoodHQ Innovation, to launch a **Food Technology Scholarship**, a targeted investment in first-year Bachelor of Food Technology (Hons) students at Massey University that strengthens the skilled talent pipeline required to deliver the Manawatū Regional Food Strategy. This initiative strengthens Manawatū's position as a leading agrifood and food innovation hub by nurturing future innovators and changemakers who will drive sustainable, high-value growth across the regional food system, aligning education, research and industry to advance both regional prosperity and New Zealand's wider food future.

To showcase Manawatū as a great place to live and work, and to support employers attracting talent to the region, CEDA delivered a full digital refresh of the **'Live Here'** section on the regional website.

Enhanced navigation, refreshed content, new lifestyle case studies, and integrated training and study opportunities (including PTEs) have created a vibrant, engaging space that highlights our lifestyle and career options. In the coming months, we'll promote this updated section through targeted marketing and media activity aimed at audiences in major cities and those seeking a new start.

CEDA partners with the **Young Enterprise Scheme**, developed for secondary schools, to give rangatahi (youth) the opportunity to learn business skills and power skills such as teamwork, communication, leadership, and resilience, to help shape the future business leaders of New Zealand. The 2025 programme, completed with the regional finals being held in October, included 29 businesses being set up by 58 students from eight schools across the region. Work on the 2026 year programme is underway.

Mauri tū, Mauri ora
"An active spirit is a thriving spirit"

Toitū te whenua whatungarongaro te tangata | Profile the region to attract people, business, and investment

CEDA profiles the region by showcasing its strengths, people and places through a shared regional identity, targeted storytelling, and strategic partnerships across the economic pillars of People, Place and Business. This approach aligns with our core areas of work and reinforces the interconnectedness of regional growth.

When you create a region that people want to visit, you have created a place where people will choose to live. If you have created a place where people want to live and work, then you have created a region where businesses will want to invest, and if you have created a region where businesses want to invest, then you have a place that people will want to visit.

Profile Manawatū locally, nationally, and globally

Lead and develop stories of Manawatū, strengthening our narrative and unified positioning

Eight content pieces have been created and published on our key channels CEDA.nz, and ManawatuNZ.co.nz, and distributed through our various marketing channels. Tailored to suit the needs of our audience, these curated content pieces and profiles include case studies of people who have chosen to move to the region and establish business here, outdoor recreational stories, and content that supports our campaign work as seasonal focuses. These pieces are shared with our key partners and stakeholders, including PalmyProud, and will be used in our ongoing marketing of the region.

Twenty four media features secured profiling the city and region to various audiences including businesses, potential residents and visitors with a total reach of 3,382,826 to date. This media coverage includes several features on our strengths in distribution, logistics and stable economic structure – landing in publications such as Stuff.co.nz, Regional Focus New Zealand, InfraRead, and The Post. Complementing this, our targeted visitor marketing has resulted in strong results across publications such as Life and Leisure, Shepherdess, KiwiGardener, Kia Ora Magazine and The Post. This work has been supported through some more localised regional profiling, with features in Feilding First, Focus on Manawatū, MoreFM and The Breeze – ensuring that we keep the focus on creating local advocacy to reinforce our messaging and positioning of the region.

Deliver online initiatives to support the attraction of inward investment, people, and business to the region

Our spring campaign leveraged the **Manawatū Garden Festival** with a comprehensive digital and media campaign, running from September through to the conclusion of the five-day festival, held from 12-16 November. This campaign targeted the Auckland region, and our three-hour drive market and resulted in 23,965 sessions on the digital hub, and a reach of 2.8 million across various channels.

CEDA collaborated with eight central New Zealand regions on the **Central NZ campaign**, led out by WellingtonNZ and Wellington Airport, to attract Australian visitors. The campaign leveraged Tourism New Zealand's activity, targeting high-intent travellers through Mindshare and travel partners Webjet and TripAdvisor. Supported by deals from Interislander, Budget, Go Rentals and Coastal Pacific, the initiative delivered strong results, with Webjet seats selling out and air sales reaching up to four times the previous year's levels.

Grow engagement on regional website for increased awareness of, and information on the region, including economic trends and data

Total sessions on **ManawatuNZ.co.nz** reached **145,999**, a 3% increase from 141,731 in the same period last year, reflecting stronger digital engagement with the region. The most visited pages over this time were the Manawatū Garden Festival hub, What's On – Events, the Visit Palmy page, the shared pathway on Te Ahu a Turanga, and the Interactive Regional Visitor Map, highlighting strong interest in events, experiences and visitor information.

ManawatuNZ.co.nz functions as the region's digital 'shop window', integrating CEDA's activity across employer and workplace information, the Manawatū Regional Food Strategy, business case studies, and media and trade content, while housing our campaigns and storytelling. By providing a compelling platform that showcases the region's strengths and attributes, the website underpins strategic priorities across talent, business attraction and the visitor economy, and amplifies initiatives in our sectors of strength.

Two **Quarterly Economic Snapshots** were published and communicated, along with two Quarterly Retail Reports. These were distributed to our core databases, and through our digital channels. Additionally, we worked with Stuff.co.nz to secure an extensive feature on our region's economy, titled 'Manawatū economy in 'sweet spot' as region heads into third quarter'. CEDA partnered with the Manawatū Business Chamber to deliver an in-person Regional Economic Update panel event, held at Te Ahūru Mōwai, Manawatū Community Hub Libraries in Feilding. It featured a panel of local industry leaders from the construction sector to discuss the latest data and trends, and what they were facing on the ground in their sectors. The event had over 80 people in attendance.

CEDA also worked alongside the Palmerston North City and Manawatū District Councils to collate and publish a **Sector Profile Report**, focusing on the regional distribution and logistics sector. This tailored profile builds on the recent **Regional Economic Structure** report that we co-developed with our shareholder councils, giving an updated overview of our regional strengths and economic opportunities.

Te Mauri o Manawatū
“The life force of Manawatū”

He kuranui te tangata | Lead inclusive and sustainable economic development for the region

A strength of our region is the ability to work together using our combined resources, connections and skills to compete nationally and globally. Strong partnerships with key stakeholders, including regional and national organisations, central and local government, Māori, and iwi are essential to achieving our strategic goals for the city and district.

Develop strategic partner relationships, leveraging opportunities

Grow and foster relationships with Māori, and mana whenua of the region

Building on the foundations laid through the **He Ara Kotahi, Hei Ara Kōrero** project, CEDA continues to uphold strong and active relationships with mana whenua as we look ahead to the next stages of this kaupapa. A recent milestone for He Ara Kotahi, Hei Ara Kōrero was the installation and unveiling of the carved pou, **Tamakuku**, at the He Ara Kotahi bridge. Tamakuku is named after the chief whom Whātonga, the eponymous ancestor of Rangitāne, encountered when he first travelled through the Manawatū. Renowned for his authority, Tamakuku held mana over the Manawatū River, from its source to its mouth. This pou stands as a physical acknowledgment of the chief's enduring legacy and complements the digital platform that highlights Rangitāne o Manawatū cultural and environmental mātauranga (knowledge) connected to the Manawatū Awa.

Strengthening connections across the wider district remains a core focus for CEDA, and part of this work saw a new project established and delivered in partnership with **Te Roopu Hokowhitu**, a collective of seven marae across the district that are focused on providing opportunities to improve the economic well-being of their people and the areas of business, health, education and environment.

CEDA partnered with Te Roopu Hokowhitu to develop a comprehensive website that highlights both the collective, and the seven marae – showcasing their stories, stakeholders, and key booking information for visitors and communities to connect to, supporting their economic aspirations.

Build on relationships with shareholders, central government agencies, and regional stakeholders

We have 24 partnership agreements in place for the year to date including iwi, central government, economic development agencies and key strategic partners from across the region and nationally. These includes service delivery contract for the Regional Business Partner Programme, and Regional Events Promotion Fund through the Ministry of Business, Innovation and Employment, and funding agreement for Te Utanganui – the Central New Zealand Distribution Hub with councils, iwi and industry partners.

Whiria te tangata
“Weave the people together”

Te tōia, tē haumatia | Statement of Service Performance

CEDA's performance measure framework identifies quantifiable measures of our programmes and activities aligned to our key strategic outcomes. These form the basis of our accountability and will be reported on six-monthly. In our reporting, additional commentary will be used to inform on the delivery and effectiveness of the full range of CEDA's activity.

Service Level Statement	Performance Measure	2025/26	Outcomes to 31 December
Support the development and growth of business and sectors of strength in the region including inward investment	Identification and development of Investment opportunities with regional partners to support attraction of investment to the region, leveraging key regional projects	Deliver 15 inward investment activities or identified opportunities	<p>4 initiatives completed year to date:</p> <ul style="list-style-type: none"> Te Utanganui cost benefit analysis to recognise the potential return on investment and economic benefit of the project to the region. Inward Investment Prospectus outreach to regional and national stakeholders sharing key inward investment information and opportunities in the region Commercial Accommodation review and analysis completed to gain insight into future demand and opportunities across the region NZ Defence Project to confirm intentions for NZ Defence Training in the Region <p>Te Utanganui advocacy programme of work completed year to date includes attendance at the Building Nations Infrastructure Conference, New Zealand Rail Conference, and a presentation to the Chartered Institute of Logistics and Transport Annual Forum in November</p>
	Development of priority sectors through targeted business development, retention initiatives, and innovation partnerships	Deliver 9 sector development initiatives to support the regions sectors of strength	3 initiatives completed year to date: <ul style="list-style-type: none"> The Manawatū Garden Festival was completed for 2025, building on last year's success, to drive visitation to the region. 20 gardens and two key events took part in the festival, with 1,604 tickets sold. The EDA Primary exchange programme concluded for the year with a visit to Canterbury region, and final report submitted to AGMARDT. Visitor sector Community Sentiment Survey was developed and completed in November, to assist in better understanding of residents' perception of the region. <p>Programmes of work in relation to Land Diversification and productivity in the Primary sector are well underway, and the regions participation in the European Union funded International Urban and Regional Collaboration programme commenced in September.</p>
		400 engagements with businesses to support growth and talent retention	274 Business engagements achieved year to date: <ul style="list-style-type: none"> These comprised 40 Innovation support, 132 Regional Business Partner business support, and 102 business retention and expansion engagements Included in the delivery of the Regional Business Partner support were 162 businesses actively engaged, a Net Promoter Score of +74%, and \$97,241 in Capability Funds issued.

		Partner with key stakeholders to deliver 6 start-up and innovation activities or initiatives	<p>1 initiative completed year to date:</p> <ul style="list-style-type: none"> Partnered with Sprout Agritech to deliver Spring 2025 Cohort. Completed on 14th November, to support agritech and foodtech innovators. <p>Six further initiatives are progressing with completion due at year end, being delivery of the Callaghan Innovation annual program underway with 40 Callaghan customer engagements year to date. 2 Career grants, 9 New to Research & Development grants and 1 R&D Experience grant issued with a total value of \$809,487. Partnership in place with The Factory to deliver 3 core programs: Pre-incubation programme, Incubation programme and an Annual Start-up events program by year end.</p>
Develop the talent pipeline to grow a skilled workforce, and better utilise the existing labour market	Support the development of the regions attraction and retention of talent and skills through an integrated sector approach	Deliver 4 initiatives that support talent attraction and retention, industry, or youth into employment	<p>2 initiatives completed year to date:</p> <ul style="list-style-type: none"> Food Technology Scholarship in place in partnership with Food HQ and Massey University to encourage students into food technology studies. The 'Live Here' section of the regional website underwent a digital refresh, enhancing the navigation and content, curating new lifestyle case studies, and integrating broader training and study content including Private Training Establishments.
Profile Manawatū locally, nationally, and globally	Lead and develop the stories of Manawatū, strengthening our narrative and unified positioning, incorporating the cultural heritage of mana whenua	20 content pieces or media features profiling the region	<p>32 content pieces and media features completed:</p> <ul style="list-style-type: none"> 8 content pieces created year to date and published on the regional website ManawatuNZ.co.nz or CEDA.nz profiling the region, and 24 direct media features published with a total reach* of 3,382,826.
	Deliver online initiatives to support the attraction of inward investment, people and business to the region	2 campaigns or targeted digital initiatives to support CEDA's objectives	<p>2 campaigns have been completed:</p> <ul style="list-style-type: none"> The Manawatū Garden Festival campaign through spring which delivered 28m impressions, 23,965 visits to the website hub and multiple media features. CEDA was part of the CentralNZ collective, where we partnered with eight regions to target the Australian visitor market through a Central New Zealand campaign funded through MBIE's Regional Tourism Boost fund.
	Grow engagement on regional website for increased awareness of and information on the region including economic trends and data	<p>190,000 'sessions' per year on ManawatuNZ.co.nz</p> <p>Distillation and communication of 4 economic updates, providing context and trends</p>	<p>145,999 sessions ManawatuNZ.co.nz for the six-month period from 1 July through to 31 December 2025.</p> <p>2 Quarterly Economic Snapshot reports were published and communicated. Additionally, 2 Quarterly Retail Reports published and distributed, a panel event focused on the economic state of the construction sector was delivered in partnership with the Manawatū Business Chamber, and a sector profile published, focusing on the distribution and logistics sector, in partnership with our shareholder councils.</p>

Develop strategic partner relationships, leveraging opportunities	Grow and foster relationships with Māori and mana whenua of the region	Deliver 3 initiatives to support iwi engagement including support of iwi led projects	2 initiative completed year to date: <ul style="list-style-type: none"> Te Roopu Hokowhitu website completed showcasing 7 marae based in the Manawatū region to support economic outcomes for the marae. He Ara Kotahi Hei Ara Kōrero project pou (tall pole) – Tamakuku has been installed along the river pathway to complement the project outcomes.
	Build on relationships with shareholders, central government agencies, and regional stakeholders	12 Partnership and funding agreements in place	24 agreements ongoing or in place at 31 December <ul style="list-style-type: none"> Palmerston North City Council and Manawatu District Council, Rangitāne o Manawatū, Rangitāne o Manawatū Settlement Trust, The Factory, Sprout Agritech, CentrePort and Napier Port (Te Utanganui partners), Air New Zealand and Palmerston North Airport, Ministry of Business, Innovation and Employment – Regional Business Partner Programme (RBP), The Horowhenua Development Company (RBP contract), Accelerate35, FoodHQ Scholarships Agreement, Coastal Arts Trail (Whanganui District Council and Venture Taranaki), EDA Primary Exchange (Young Enterprise Scheme, UCOL, Manawatū Business Chamber, Te Manawa Coastal Arts Trail, ManawaTech Graduate Programme, Central New Zealand Regional Tourism Boost Fund, and North Island Regional Tourism Organisations Collective, Rangitikei Manawatū Federated Farmers, Energy Estate, Ortech Industries.
		Complete biennial Customer Satisfaction survey	To be completed at year end

* reach measured by media and/or publication audience/readership

Ngā Tohu Aroturuki | **Monitoring Indicators**

In addition to CEDAs performance measures, the shareholders have identified a further set of monitoring indicators. These indicators reflect outcomes at the regional level which are impacted by a range of factors outside of our control, for example: exchange rates, natural disasters, government policy. As the region's economic development agency, we have a role in monitoring and influencing these indicators where we can, however we do not measure the performance of our organisation against them. CEDAs shareholder councils have the responsibility to report on these indicators.

As per the 2024-2027 Statement of Expectations, the shareholders have identified the following additional monitoring indicators:

- Job growth
- Increase in median household income

These are represented by the following economic data collated by Palmerston North City Council, and will be reported in CEDA's Annual Report:

- Change in total number of jobs
- Change in median salaries and wages
- Change in total earnings (salaries, wages and self-employed income)

Two further indicators as detailed in the Statement of Expectations are reported through CEDA's Statement of Service Performance each year.

- Number of investment leads and deals secured
- Strength of the relationship with strategic partners (reported biennially)

Other indicators that we will report on in CEDA's Annual Report include:

- Change in total GDP
- GDP per capita
- Electronic card spending by visitors in Manawatū region
- Number of guest nights in Manawatū region

Tutukinga Ahumoni | Financial Performance

Central Economic Development Agency Limited Statement of Comprehensive Revenue & Expenses

For the 6 Months to December

Account	Notes	Jul-Dec 2025 (Unaudited)	Jul-Dec 2024 (Audited)	30 Jun 2026 (Budget)	30 Jun 2025 (Audited)
Revenue					
Council Funding	4	1,400,931	1,371,767	2,801,862	2,743,534
Other Services Revenue		433,583	508,653	147,000	849,986
Project Revenue		73,924	82,065	222,500	241,012
Total Revenue		1,908,437	1,962,485	3,171,362	3,834,532
Cost of Sales					
Other Services Expenses		563,741	659,308	1,007,000	1,356,669
Project Expenses		73,924	82,065	222,500	251,617
Total Cost of Sales		637,665	741,373	1,229,500	1,608,286
Gross Surplus (Deficit)		1,270,772	1,221,112	1,941,862	2,226,246
Other Revenue					
Interest Revenue		11,525	21,110	20,000	36,383
Gain on Sale of Property, Plant and Equipment		4,893	0	0	0
Total Other Revenue		16,418	21,110	20,000	36,383
Expenses					
Depreciation		10,950	2,803	15,726	13,692
Directors' Fees		77,500	80,776	155,000	158,276
Employee Expense	5	851,143	814,429	1,400,031	1,611,964
Financing Expenses		0	16	100	16
Other Operating Expenses	6	222,095	169,310	402,767	359,806
Total Expenses		1,161,689	1,067,335	1,973,624	2,143,754

Surplus (Deficit) Before Taxation	125,501	174,887	(11,762)	118,874
Taxation				
Income Tax Expense	7	0	0	0
Total Taxation	0	0	0	0
Surplus (Deficit) after tax	125,501	174,887	(11,762)	118,874
Account	Jul-Dec 2025 (Unaudited)	Jul-Dec 2024 (Audited)	30 Jun 2026 (Budget)	30 Jun 2025 (Audited)
Other comprehensive revenue and expense				
Items that could be reclassified to surplus (deficit)	0	0	0	0
Total Other comprehensive revenue and expense	0	0	0	0
Total comprehensive revenue and expense				
Total comprehensive revenue and expense	125,501	174,887	(11,762)	118,874
Total comprehensive revenue and expense attributable to:				
Palmerston North City Council	62,751	87,444	(5,881)	59,437
Manawatu District Council	62,751	87,444	(5,881)	59,437
Total comprehensive revenue and expenses	125,501	174,887	(11,762)	118,874

The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements.
Variations on comparatives from the previous Half Yearly Report, December 2024 are due to adjustments as part of the year end process.

Central Economic Development Agency Limited

Statement of Financial Position

As at 31 December

Account	Notes	31 Dec 2025 (Unaudited)	31 Dec 2024 (Audited)	30 June 2026 (Budget)	30 Jun 2025 (Audited)
Assets					
Current Assets					
Cash and Cash Equivalents	8	1,120,369	953,187	653,667	1,094,049
Receivables and Accruals	9	153,538	209,119	213,168	68,937
Prepayments		37,280	35,790	1,750	1,619
Total Current Assets		1,311,187	1,198,096	868,585	1,164,604
Non-Current Assets					
Property, Plant and Equipment	10	46,030	21,163	28,444	57,304
Total Non-Current Assets		46,030	21,163	28,444	57,304
Total Assets		1,357,217	1,219,259	897,029	1,221,909
Liabilities					
Current Liabilities					
Payables and Deferred Revenue	11	415,135	364,141	121,368	376,477
Employee Entitlements		67,976	50,501	87,190	96,827
Total Current Liabilities		483,111	414,641	208,558	473,304
Total Liabilities		483,111	414,641	208,558	473,304
Net Assets		874,105	804,617	688,471	748,604
Equity					
Contributed Capital	12	1,000	1,000	1,000	1,000
Retained Earnings		873,105	803,617	687,471	747,604
Total Equity		874,105	804,617	688,471	748,604

The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements.
 Variations on comparatives from the previous Half Yearly Report, December 2024 are due to adjustments as part of the year end process.

Central Economic Development Agency Limited Statement of Changes in Equity

For the 6 Months to December

Account	31 Dec 2025 (Unaudited)	31 Dec 2024 (Audited)	30 June 2026 (Budget)	30 Jun 2025 (Audited)
Equity				
Opening Balance	748,604	629,730	700,233	629,730
Increases				
Total comprehensive revenue and expense for the period	125,501	174,887	(11,762)	118,874
Total Increases	125,501	174,887	(11,762)	118,874
Total Equity	874,105	804,617	688,471	748,604
Total comprehensive revenue and expense attributable to:				
Palmerston North City Council	62,751	87,444	(5,881)	22,326
Manawatu District Council	62,751	87,444	(5,881)	22,326
Total comprehensive revenue and expense	125,501	174,887	(11,762)	44,651

The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements.
Variations on comparatives from the previous Half Yearly Report, December 2024 are due to adjustments as part of the year end process.

Central Economic Development Agency Limited

Statement of Cash Flows

For the 6 Months to December

Account	31 Dec 2025 (Unaudited)	31 Dec 2024 (Audited)	30 June 2026 (Budget)	30 Jun 2025 (Audited)
Cash Flows from Operating Activities				
Receipts of council funding	1,400,931	1,314,139	3,221,582	2,743,534
Interest received	8,361	15,503	20,000	26,444
Receipts from other operating activities	593,350	712,107	410,993	1,090,555
Income tax refunded/(paid)	0	0	0	15,589
GST	43,775	17,666	(223,470)	1,465
Payments to suppliers and employees	(2,009,034)	(2,087,210)	(3,457,584)	(3,733,770)
Finance costs	0	(16)	(100)	(16)
Total Cash Flows from Operating Activities	37,383	(27,811)	(28,579)	143,801
Cash Flows from Investing Activities				
Proceeds from sale of property, plant and equipment	5,217	0	0	0
Payment for property, plant and equipment	(16,280)	0	0	(30,750)
Total Cash Flows from Investing Activities	(11,063)	0	0	(30,750)
Net Cash Flows	26,320	(27,811)	(28,579)	113,051
Cash Balances				
Cash and cash equivalents at beginning of period	1,094,049	980,998	676,080	980,998
Cash and cash equivalents at end of period	1,120,369	953,187	647,501	1,094,049
Net change in cash for period	26,320	(27,811)	(28,579)	113,051

The accompanying accounting policies and notes form part of and are to be read in conjunction with these financial statements.
Variations on comparatives from the previous Half Yearly Report, December 2024 are due to adjustments as part of the year end process.

Notes to Accounts

Accounting Policies

1. Reporting Entity

Central Economic Development Agency Ltd (CEDA) was established and commenced operations in New Zealand on 15 October 2015 under the Companies Act 1993 (NZBN 9429042001096). As the shareholders of CEDA are Palmerston North City Council (50%) and Manawatu District Council (50%). CEDA is a council-controlled organisation as defined in section 6 of the Local Government Act 2002.

CEDA has designated itself as a public benefit entity (PBE) for financial reporting purposes.

The financial statements of CEDA are for the 6 months ended 31 December 2025.

2. Statement of Accounting Policies

Basis of Preparation

The financial statements are prepared on the going concern basis, and the accounting policies have been applied consistently throughout the period, unless otherwise stated.

Statement of Compliance

The financial statements of CEDA have been prepared in accordance with the requirements of the Local Government Act 2002, the Companies Act 1993, and the Financial Reporting Act 2013. This includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

These financial statements comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) Reduced Disclosure Regime (RDR). CEDA is eligible and has elected to report in accordance with Tier 2 PBE standards RDR on the basis the entity has no public accountability and has expenses < \$33m.

Presentation Currency

The financial statements are presented in New Zealand dollars (NZ\$) and all values are rounded to the nearest NZ\$, except when otherwise indicated.

Historical Cost

These financial statements have been prepared on a historical cost basis.

Changes in Accounting Policies

There have been no changes in accounting policies. Policies have been applied on a consistent basis with those of the previous reporting period. New group standards have been applied but have resulted in no impact to the financial statements.

Revenue Recognition

Non-exchange transactions are transactions where, an entity either received value from another entity without directly giving approximately equal value in exchange or gives value to another entity without directly receiving approximately equal value in exchange. CEDA considers that the nature of the core funding received from Councils is 'non exchange' in nature as the service value that CEDA returns to Councils as 'economic development' is not always directly provided to the Councils as funders, but rather to the broader community on behalf of the Councils.

Other services revenue has been classed as non-exchange revenue as the services are generally provided to the community rather than the funder.

Exchange transactions are transactions in which one entity receives assets or services or has liabilities extinguished and directly gives approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange. In CEDA exchange revenue is derived from interest revenue and the provision of office meeting space.

Interest received is recognised using the effective interest method. Interest revenue on an impaired financial asset is recognised using the original effective interest method.

Grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the

grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

Donated assets. Where a physical asset is gifted to or acquired by CEDA for nil consideration or at a subsidised cost, the asset is recognised at fair value. The difference between the consideration provided and fair value of the asset is recognised as revenue. The fair value of donated assets is determined as follows:

- For new assets, fair value is usually determined by reference to the retail price of the same or similar assets at the time the asset was received.
- For used assets, fair value is usually determined by reference to market information for assets of a similar type, condition, and age.

Inventories

Inventories held for use in the provision of goods and services on a commercial basis are valued at the lower of cost and net realisable value.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus (deficit) in the period of the write-down.

Property, Plant and Equipment

Property, plant and equipment are stated at historical cost less any accumulated depreciation and impairment losses. Historical cost includes expenditure directly attributable to the acquisition of assets and includes the cost of replacements that are eligible for capitalisation when these are incurred.

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

Depreciation

Account	Method used	Rate
Office Furniture & Equipment	Diminishing Value	0%-50%
Office Furniture & Equipment	Straight Line	8.5%-40%
Vehicles	Diminishing Value	30%
Websites	Straight Line	40%

Income Tax

Income tax expense includes components relating to current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable profit for the current year, and any adjustments to income tax payable in respect of prior years.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that affects neither accounting profit nor taxable profit.

Current tax and deferred tax are measured using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Current and deferred tax is recognised against the profit or loss for the period, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

Receivables

Receivables are recorded at their face value, less any provision for impairment.

Impairment of financial assets

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

Loans and receivables

Impairment is established when there is evidence CEDA will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectable, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits or bonds are recognised directly against the instrument's carrying amount.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets.

After initial recognition, they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Payables

Short-term creditors and other payables are recorded at their face value.

Equity

Equity is the shareholders' interest in CEDA and is measured as the difference between total assets and total liabilities.

Good and Services Tax

All items in the financial statements are stated exclusive of GST, except for receivables and payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of related asset or expense.

The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as operating cash flow in the statement of cashflows.

Commitments and contingencies are disclosed exclusive of GST.

Employee Entitlements

Employer contributions to KiwiSaver are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

Short-term employee entitlements - Employee benefits that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, and annual leave earned but not yet taken at balance date, and sick leave. These are classified as a current liability.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

CEDA does not provide for long service or retirement leave entitlements.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is an obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included in 'finance costs'.

Leases - Where CEDA is the Lessee

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Critical accounting estimates and assumptions

In preparing these financial statements CEDA has made judgements, estimates and assumptions concerning the future.

These judgements, estimates and assumptions may differ from the subsequent actual results. Judgements, estimates, and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

Useful lives and residual values of property, plant, and equipment – refer to Note 10.

Critical judgements in applying accounting policies

Management has exercised the following critical judgements in applying accounting policies: Funding received – refer to Note 4.

3. Subsidiaries

CEDA consolidates into group financial statements all entities where CEDA has the capacity to control their financing and operating policies so as to obtain benefits from the activities of the subsidiary.

This power exists where CEDA controls the majority voting power on the governing body or where such policies have been irreversibly predetermined by CEDA or where the determination of such policies is unable to materially affect the level of potential ownership benefits that arise from the activities of the subsidiary.

CEDA has no subsidiary entities.

Account	Jul-Dec 2025	Jul-Dec 2024
4. Council Funding		
Palmerston North City Council	(1,046,520)	(1,026,000)
Manawatu District Council	(354,411)	(345,767)
Total Council Funding	(1,400,931)	(1,371,767)

Project income, as disclosed in the Statement of Comprehensive Revenue and Expense, includes income from Council's specifically received for project or other services delivery. This income is not included in Council Funding income.

Council Funding included in Project Revenue

Palmerston North City Council	53,528	30,708
Manawatu District Council	13,280	14,742
Total Council Funding included in Project Revenue	66,808	45,450

Critical judgements in applying accounting policies - funding received

CEDA must exercise judgement when recognising project or specific programme revenue to determine when conditions of the funding contract have been satisfied. As at 31 December 2025 198,550 (2024: 204,420) has been recognised as a liability as the conditions attached to the receipt of this funding have not yet been met.

Account	Jul-Dec 2025	Jul-Dec 2024
5. Employee Expenses		
Salaries and wages	855,127	828,662
Employer contribution to KiwiSaver	24,867	24,306
Movement in employee entitlements	(28,851)	(35,540)
Total Employee Expenses	851,143	814,429

6. Other Operating Expenses

Fees to Grant Thornton Audit New Zealand for the audit of the financial statements	22,898	22,236
Consultants and legal fees	7,003	0
Other operating expenses	192,194	147,074
Total Other Operating Expenses	222,095	169,310

7. Income Tax Expense

Net Profit (Loss) Before Tax	125,501	174,887
Tax at 28%	35,140	48,968
Plus (less) tax effect of:		
Non deductible expenditure	0	0
Non-taxable income	0	0
Tax loss not recognised (recognised)	(35,140)	(48,968)
Deferred tax adjustment	0	0
Tax expense	0	0

Account	Jul-Dec 2025	Jul-Dec 2024
Components of tax expense		
Current year	0	0
Deferred tax	0	0
Total Deductions from Tax Payable	0	0

8. Cash and Cash equivalents

CEDA Current Account	319,369	252,187
CEDA Money Market Account	800,000	700,000
CEDA Trust Account	1,000	1,000
Total Cash and Cash equivalents	1,120,369	953,187

9. Receivables and Accruals

Accounts Receivable	140,014	184,501
Less: Provision for impairment	0	0
Income Tax receivable	10,280	15,589
Withholding tax paid	3,244	6,029
Funding Accruals	0	3,000
Total Receivables and Accruals	153,538	209,119

Total Receivables and Accruals Comprise

Receivables from exchange transactions	2,924	4,140
Receivables from non-exchange transactions	150,614	204,979
Total Receivables and Accruals Comprise	153,538	209,119

10. Property, Plant & Equipment

	Opening Value	Accum Dep	Carrying Amount	Additions	Disposals	Depn	Closing Value	Accum Depn	Carrying Amount
Office Furniture & Equipment	101,198	(64,920)	36,278	0	0	(6,685)	101,198	(71,606)	29,592
Vehicles	19,382	(18,742)	641	0	(325)	(48)	19,058	(18,789)	269
Websites	26,360	(5,975)	20,385	0	0	(10,960)	26,360	(16,935)	9,425
Total	146,941	(89,637)	57,304	0	(325)	(17,693)	146,616	(107,330)	39,285

There are no restrictions on title of CEDA's property, plant and equipment. No property, plant and equipment has been pledged as securities for liabilities.

Account Jul-Dec 2025 Jul-Dec 2024

11. Payables and Deferred Income

Accruals General	37,123	25,734
Accounts Payable	93,692	54,307
Funding in Advance	0	16,485
Funding in Advance - Te Utanganui	198,550	204,420
GST	77,585	57,029
Credit Cards	8,185	6,166
Total Payables and Deferred Income	415,135	364,141

Total Payables and Deferred Income Comprise

Payables under exchange transactions	139,000	85,269
Payables under non-exchange transactions	276,135	278,871
Total Payables and Deferred Income Comprise	415,135	364,141

12. Equity

Share Capital		
Opening Balance	1,000	1,000
Total Share Capital	1,000	1,000
Retained Earnings		
Opening Balance	747,604	628,730
Current Year Earnings	125,501	174,887
Total Retained Earnings	873,105	803,617
Total Equity	874,105	804,617

Each fully paid ordinary share confers on the holder one vote at a meeting of the company, a share in distributions approved by the Directors, and a share in distribution of the surplus assets of the company on dissolution. At balance date there were 1,000 shares on issue.

Account	Jul-Dec 2025	Jul-Dec 2024
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13. Key personnel compensation

Directors

Remuneration	77,500	80,776
Full-time equivalent members	5	5

Due to the difficulty in determining the full time equivalent for Directors the full-time equivalent figure is taken as the number of Directors, at 31 December 2025.

14. Related Parties

CEDA is a council-controlled organisation as defined in section 6 of the Local Government Act 2002. As per the constitution the shareholders of CEDA being Palmerston North City Council and Manawatu District Council, are responsible for the appointment of the Board of Directors.

Related party disclosures have not been made for transactions with related parties that are:

- within a normal supplier or client/recipient relationship; and
- on terms and conditions no more or less favourable than those that it is reasonable to expect CEDA and the group would have adopted in dealing with the party at arm's length in the same circumstances.

15. Financial Instruments

Financial Assets

Loans and Receivables

Accounts Receivable	140,014	184,501
Cash and cash equivalents	1,120,369	953,187
Funding Accruals	0	3,000
Total Loans and Receivables	1,260,383	1,140,688
Total Financial Assets	1,260,383	1,140,688

Account	Jul-Dec 2025	Jul-Dec 2024
Financial Liabilities		
Financial Liabilities at amortised cost		
Payables	(206,255)	(127,032)
Total Financial Liabilities at amortised cost	(206,255)	(127,032)
Total Financial Liabilities	(206,255)	(127,032)

16. Operating leases as lessee

The future aggregate minimum lease payments to be paid under non-cancellable operating leases are as follows:

Operating leases as lessee

Not later than one year	148,810	100,610
Later than one year and not later than five years	167,259	121,680
Later than five years	0	0
Total non-cancellable operating leases	316,069	222,290

A sub-lease agreement for premises located at Level 1, 5 Broadway Avenue, Palmerston North was commenced 1 February 2024 and has a lease term of three years and five months to 30 June 2027, there is no right of renewal. This disclosure has included the new sub-lease payments up to the end of the term, being 30 June 2027.

About CEDA

The Central Economic Development Agency (CEDA) is a Limited Liability Company incorporated and registered under the Companies Act 1993. CEDA commenced full operations in September 2016 and is a Council controlled organisation jointly owned by the Palmerston North City Council (50%) and the Manawātū District Council (50%).

CEDA's Purpose and Principal Activities

The primary objective of CEDA is to drive and facilitate the creation and growth of economic wealth for Manawātū and beyond. CEDA's principal activities are directed by its Statement of Intent for the current year.

CEDA's Constitution Objectives

- a) The principal objectives of the Company are to achieve the objectives of the Shareholders, both commercial and non-commercial as specified from time to time in the Statement of Intent and, in particular, to drive and facilitate the creation and growth of economic wealth for Manawātū and beyond;
- b) be a good employer;
- c) exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which the Company operates and by endeavouring to accommodate or encourage these when reasonably able to do so.

CEDA's Structure and Governance

The Board of between four and six (currently five) independent directors is responsible for the strategic direction and control of CEDA's activities.

The Board guides and monitors the business and affairs of CEDA, in accordance with the Companies Act 1993, the Local Government Act 2002, the Company's Constitution and this Statement of Intent.

The Board's approach to governance is to adopt "good practice" with respect to:

- the operation and performance of the Board
- managing the relationship with the Chief Executive
- being accountable to all shareholders and reporting to the Joint Strategic Planning Committee of Manawātū District Council and Palmerston North City Council

The Chief Executive Officer is responsible for the day-to-day operations of CEDA, engaging and oversight of staff and reporting to the directors on performance against CEDA's objectives.

Ngā Manawa Tītī | Our Partner Organisations

Local

Central Skills Hub
Feilding and District Promotion
FoodHQ
IPU New Zealand
Lamberts
ManawaTech
Manawatū Business Chamber
Manawatū District Council
Manawatū Young Chamber
Manawatū Young Professionals Network
Manfeild
Massey University Te Kunenga ki Pūrehuroa
National Driver Training Centre
Network of Skilled Migrants Manawatū
Palmerston North City Council
Palmerston North Airport
Palmy BID
Poutama Trust
Rangitāne o Manawatū
Rangitāne o Manawatū Settlement Trust
Regional Schools
Sport Manawatū
Sprout Agritech
Talent Central
Te Au Pakihi
Te Manawa
Te Roopu Hokowhitu
The Factory
UCOL
Venues and Events Palmerston North
Welcoming Communities

Regional

Accelerate35
Business Central and Export NZ
Business Whanganui Chamber of Commerce
Horizons Regional Council
Horowhenua District Council
MidCentral Health | Te Pae Hauora o Ruahine o Tararua
Rangitīkei District Council
Rangitīkei Manawatū Federated Farmers
Ruapehu District Council
Tararua District Council
The Horowhenua Development Company
Te Utanganui partners, Kiwirail, Centreport and Napier Ports
Venture Taranaki
Whanganui District Council
Whanganui and Partners

National

AgResearch
Agritech NZ
Air New Zealand
Business Mentors New Zealand
Department of Internal Affairs | Te Tari Taiwhenua
Department of Conservation
Economic Development New Zealand
Health New Zealand | Te Whatu Ora
Immigration New Zealand
Ministry of Business, Innovation and Employment | Hīkina Whakatutuki
Ministry of Culture and Heritage | Manatū Taonga
Ministry of Education | Te Tāhuhu o te Māturanga
New Zealand Careers Expo
New Zealand Motor Caravan Association
New Zealand Trade and Enterprise | Te Taurapa Tuhono
New Zealand Transport Agency | Waka Kotahi
Regional Tourism New Zealand
Stuff
Tourism Industry Aotearoa
Tourism New Zealand

Council

Meeting of 01 April 2026

Business Unit: Community
Date Created: 05 March, 2026

Central Economic Development Agency Draft Statement of Intent 2026/2027

Purpose Te Aronga o te Pūrongo

The purpose of this report is to provide an opportunity for Council to give feedback to the Central Economic Development Agency (CEDA) on their draft Statement of Intent 2026-27.

Recommendations Ngā Tūtohunga

That Council receive the Central Economic Development Agency (CEDA) draft Statement of Intent 2026-27 (ref: Appendix 1).

Report prepared by:
Karyn Crawley
Community Operations Adviser

Approved for submission by:
Lyn Daly
General Manager - Community

1 Background Ngā Kōrero o Muri

- 1.1 CEDA is a Council Controlled Organisation (CCO) under the Local Government Act 2002 (LGA) and is jointly owned by Manawatū District Council (MDC) and Palmerston North City Council (PNCC). MDC and PNCC are known as the shareholders of CEDA.
- 1.2 As a CCO, CEDA must prepare a Statement of Intent (SOI). The SOI must respond to the shareholders Statement of Expectation (SOE) and set out how CEDA intends delivering on the expectations of its shareholders and include indicators for measuring performance. A draft SOI must be prepared for its shareholders comment, and following any commentary, be presented as the final document for approval by both shareholders prior to 30 June each year.
- 1.3 In the past the shareholders have developed and agreed an annual SOE. In 2024 the shareholders agreed to move to a 3-year SOE cycle recognising that economic development agency (EDA) activity is strategic in nature, actions can take time to mature, and to provide some continuity of expectations to CEDA. As a result, the current SOE covers the period 1 July 2024 to 30 June 2027, deliberately aligning with the shareholders' 2024/34 Long Term Plan cycle.
- 1.4 The 3-year SOE (ref: Appendix 2) continues to maintain a focus on developing a talent pipeline (people); inward investment (business); and domestic visitation (place). The 3-year SOE differed slightly from previous expectations with the inclusion of a more targeted focus on inward investment in the Feilding town centre and Palmerston North city centre over the three-year period.

2 Strategic Fit Te Tautika ki te Rautaki

- 2.1 The contract with CEDA contributes to “A place to Grow” and to “A prosperous resilient economy”.

3 Discussion and Options Considered Ngā Matapakinga me ngā Kōwhiringa i Wānangahia

- 3.1 As joint shareholders, any feedback to CEDA on the draft SOI 2026-27 should carefully consider any implications and the views of the other Council.
- 3.2 A table is included in the report for consideration (ref: [table 1](#)) that summarises the shareholders SOEs against CEDA's responding draft SOI's.

Table 1: Comparison of CEDA SOE with the SOI

Statement of Expectation	CEDA Draft SOI 2024/25
Taking a leadership position and building strategic relationships in the Manawatū region and beyond, is fundamental for CEDA to achieve its purpose.	CEDA has addressed strategic partners at page 19 of the SOE and in the performance measures on page 26.
The shareholders identified the following key partners: PNCC, MDC, Horizons Regional	

<p>Council, Iwi, Manawatū Chamber of Commerce, NZ Defence Force, Federated Farmers, Accelerate 25, KiwiRail, FoodHQ, Massey University, The Factory, Palmy BID, Feilding & District Promotion, and key Government agencies.</p>	
<p>Stimulate inward investment (both national and international), retention and expansion of business in the Manawatū region.</p> <p>Developing a talent pipeline.</p> <p>Support domestic visitation and tourism.</p>	<p>CEDA has addressed these outcomes via the Three Pillars, statement of intent outcomes, projects, activities and strategies summarised on page 9 and elaborated on pages 16 and 17, and the performance measures for each are captured on pages 25 and 26.</p>
<p>Top priorities are:</p> <ul style="list-style-type: none"> • Te Utanganui, Central New Zealand Distribution Hub. • Strategic oversight and coordination of the Manawatū Food Strategy. • Promotion and development of key tourism and visitor destinations. • Inward investment in the Feilding town centre and Palmerston North city centre. 	<p>CEDA has addressed its work to support Te Utanganui, Central NZ Distribution Hub at page 11.</p> <p>Manawatū Regional Food Strategy is addressed at page 11.</p> <p>Visitor activity is addressed via Pillar Three (place) and the supporting statement of intent outcomes, projects and activities summarised on page 9.</p> <p>The focus on Feilding town centre and Palmerston North city centre is addressed at page 11.</p>
<p>CEDA's success will be measured by the shareholders using the following indicators of the health of the regional economy:</p> <ul style="list-style-type: none"> • Job Growth • Increase in median household income • Number of investment leads and deals secured • Strength of the relationship with strategic partners. 	<p>Addressed in the performance measures (pages 25 and 26).</p> <p>CEDA's performance measure framework identifies quantifiable measures of their programmes and activities aligned to their key strategic outcomes. These form the basis of their accountability and will be reported on six-monthly.</p> <p>In CEDA's reporting, additional commentary will be used to inform on the delivery and effectiveness of the full range of CEDA's activity.</p>

4 Risk Assessment Te Arotake Tūraru

4.1 Not applicable.

5 Engagement Te Whakapānga

Significance of Decision

- 5.1 The Council’s Significance and Engagement Policy is not triggered by matters discussed in this report. No stakeholder engagement is required.

Māori and Cultural Engagement

- 5.2 There are no known cultural considerations associated with the matters addressed in this report. No specific engagement with Māori or other ethnicity groups is necessary.

Community Engagement

- 5.3 There are no consultation requirements as a result of this report. CEDA were consulted in the development of the Statement of Expectations (SOE).

6 Operational Implications Ngā Pānga Whakahaere

- 6.1 CEDA uses the SOE as a key input into the development of its SOI. The draft Statement of Intent was delivered before 1 March 2026 in accordance with the Local Government Act 2002 section 64, Part 1 of Schedule 8.

7 Financial Implications Ngā Pānga Ahumoni

- 7.1 There are no financial implications as a result of this report. MDC and PNCC have both made financial provision for the service contract with CEDA.

8 Statutory Requirements Ngā Here ā-Ture

- 8.1 The Local Government Act 2002 section 64 requires that “Every council-controlled organisation must prepare and adopt a statement of intent in accordance with Part 1 of Schedule 8”.

- 8.2 The Local Government Act 2002 Schedule 8 Part 1 requires that:

“(1) The board of a council-controlled organisation must deliver a draft statement of intent—

(a) to its shareholders; and

(b) in the case of an organisation that is indirectly controlled by 1 or more local authorities (for example, a subsidiary of a holding company owned by a local authority), to each local authority that indirectly controls the organisation.

(2) The draft statement of intent must be delivered on or before 1 March in the year preceding the financial year to which the draft statement of intent relates.”

9 Next Steps Te Kokenga

- 9.1 Provide comments on the draft SOI in writing to CEDA, noting that any comments on the draft SOI agreed by Council will need to be cognisant of what they means to PNCC area a joint shareholder.
- 9.2 CEDA will deliver its final SOI to both councils (shareholders in June 2026).

10 Attachments Ngā Āpitihanga

Appendix 1 - CEDA draft Statement of Intent 2026-27

Appendix 2 – CEDA Statement of Expectations 2024 to 2027

Te Tauāki Takuine Statement of Intent

2026-27

1 March 2026

Te Tauākī Takune

Statement of Intent

2026–27

Company Directory

Central Economic Development Agency Limited

Level 1, 5 Broadway Avenue
Palmerston North 4410

Phone: 06 350 1830

Website: CEDA.nz

Chief Executive

Jeremy Shearman

Directors

Robyn O'Fee (Bobbie) (Chairperson)

Kathleen Brosnahan (Katie)

Margharita Mare (Margy)

David Norman

Antony Heywood

Colin McFadzean

Registered Office

Morrison Creed Advisory
236 Broadway Avenue
Palmerston North 4410

Bankers

Westpac New Zealand Limited

Auditors

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

Legal Status

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

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He matawhānui tiritahi, he rautaki tiritahi mā te katoa

Foreword

Tēnā koutou katoa

We are pleased to present our Statement of Intent for 2026-27.

The Manawatū region is defined by its innovation, resilience, and forward momentum. As economic conditions begin to stabilise, there is reason for cautious optimism in the year ahead. Yet we know continued success depends on staying proactive and adaptable. With a diverse economy and a strong pipeline of long-term projects, Manawatū is well positioned to embrace new opportunities and build on the progress we've made.

CEDA's focus for the year ahead centres on advancing key regional priorities – from strengthening the visitor sector to remaining agile in identifying new economic opportunities. As the region's economic development agency, we are committed to attracting new business, showcasing Manawatū to draw in talent, investment, and visitors, and supporting the ongoing growth of our local enterprises. Our long-term priorities endure: to grow the region and create a vibrant, sustainable economic future.

Among the cornerstone projects driving our focus are Te Utanganui – the Central New Zealand Distribution Hub, the Manawatū Regional Food Strategy, the Manawatū Destination Management Plan, and initiatives that attract investment into the central business districts of Feilding and Palmerston North.

Te Utanganui continues to stand out as a catalyst for economic growth, offering wide-reaching benefits for both Manawatū and New Zealand. Recent strategic refinements have positioned Te Utanganui as a national leader in distribution and logistics. Progress on enabling infrastructure, including the planned Regional Freight Hub at Bunnythorpe and the Manawatū Regional Freight Ring Road, remains a strong focus, as does our ongoing advocacy at a regional national and global level. Together, these projects will unlock significant central government investment and attract new business activity to the region.

The Manawatū Regional Food Strategy has matured into a well-established framework that guides collaborative action across industry, iwi, and key partners. Through a project-based approach centred on sustainable nutrition, the strategy focuses on three core themes, five workstreams, and a roadmap of 13 priority actions that continue to drive the sector's growth and innovation.

With Manawatū Destination Management Plan into its fourth year of implementation, we're seeing significant strides in our work as the regional tourism organisation, including product development, industry capability, marketing and brand, and access to trade markets.

CEDA remains firmly focused on showcasing the region's identity by sharing the stories, people, and achievements that define Manawatū. Through strategic marketing

initiatives, compelling content, public relations, media engagement, and the continued enhancement of regional platforms such as ManawatuNZ.co.nz, we're inspiring others to see Manawatū as we do – a place where potential thrives.

Collaboration and partnership sit at the heart of everything we do. CEDA deeply values the support and shared vision of our regional partners, including Manawatū District and Palmerston North City Councils, Rangitāne o Manawatū, Ngāti Kauwhata, Ngāti Raukawa, The Factory, Sprout Agritech, Manawatū Business Chamber, and Feilding and District Promotion. We also acknowledge Massey University, UCOL, IPU, Horizons Regional Council, Federated Farmers, and Accelerate35 whose collective commitment continues to shape the region's success. Together, we drive innovation, attract investment and talent, strengthen local business, and welcome more people and visitors to experience all that Manawatū has to offer.

Working closely with other Economic Development Agencies in our wider region ensures collective opportunities that enable growth for our region are also identified and supported. And our connections with national organisations like Air New Zealand, KiwiRail, Waka Kotahi, Tourism New Zealand, Regional Tourism New Zealand, and the Ministry of Business, Innovation and Employment, enable us to bring a broader perspective,

FOREWORD

influence policy settings, champion key regional projects, and help shape policy that benefits the future of Manawatū.

As we look ahead to the coming year, we're energised by the opportunities before us and confident that our collaborative efforts will continue to position Manawatū as an essential contributor to both the regional and national economy. Working with our board we will be reviewing CEDA's Vision and the regional goals and how CEDA delivers on these with a view to ensure we are delivering the best high impact outcomes for the region.

CEDA extends our sincere thanks to our shareholders, board, team, iwi and mana whenua, partners, and stakeholders for their unwavering support and shared belief in the region's vision. Your guidance and collaboration empower us to support and champion Manawatū – its people, businesses, and communities – as together we continue to grow a thriving, resilient regional economy.

Ngā mihi nui ki a koutou katoua,



Bobbie O'Fee
Heamana Chairperson



Purpose of the Statement of Intent

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

In accordance with the Local Government Act 2002, this annual Statement of Intent publicly states the activities and intentions of CEDA for the next three years, and the objectives to which those activities will contribute.

This Statement of Intent takes the shareholder Statement of Expectations comments into consideration and includes performance measures and targets as the basis of organisational accountability, through the Statement of Service Performance and financial forecasting.

AI was used in the production of this report.

Monitoring Indicators

In addition to CEDAs performance measures, the shareholders have identified a further set of monitoring indicators. These indicators reflect outcomes at the regional level which are impacted by a range of factors outside of our control, for example: exchange rates, natural disasters, government policy. As the region's economic development agency, we have a role in monitoring and influencing these indicators where we can, however we do not measure the performance of our organisation against them. CEDAs shareholder councils have the responsibility to report on these indicators.

As per the 2024-2027 Statement of Expectations from the shareholders have identified the following additional monitoring indicators:

- Job growth
- Increase in median household income

These are represented by the following economic data collated by Palmerston North City Council, and will be reported in CEDA's Annual Report:

- Change in total number of jobs
- Change in median salaries and wages
- Change in total earnings (salaries, wages and self-employed income)

Two further indicators as detailed in the Statement of Expectations are reported through CEDAs Statement of Service Performance each year.

- Number of investment leads and deals secured
- Strength of the relationship with strategic partners (reported biennially)

Other indicators that we will report on in CEDA's Annual Report include:

- Change in total GDP
- GDP per capita
- Electronic card spending by visitors in Manawatū region
- Number of guest nights in Manawatū region

Ki te kahore he whakakitenga, ka ngaro te iwi

Our Vision

Ko Manawatū te rohe tino ahu whakamua o Aotearoa

New Zealand's most progressive region

Our vision is purposely bold, and it encompasses the aspirations of both our shareholder Councils. It requires our region to be ambitious, proactive, and future focused, and to be adaptable to the fast-moving economic landscape we face. We believe that Manawatū has strong leadership and the ingredients to position itself on the national stage – a vibrant and innovative region that will be first choice for investment, business, talent and visitors.

Our three big goals that show we are on our way to achieving this vision are:



Manawatū is renowned for its exceptional lifestyle, competitive advantages, and is a magnet for investment, business, talent and visitors



Manawatū is a world leading agrihub



Manawatū is a leading distribution hub, and leverages off its role in central New Zealand

To achieve this vision CEDA must work in partnership with our shareholders, central government, Māori and mana whenua, industry, and other regional stakeholders – He waka eke noa, it cannot be achieved alone.

Ā Mātou Whāinga Rautaki

Our Strategic Objectives

Achieving our vision

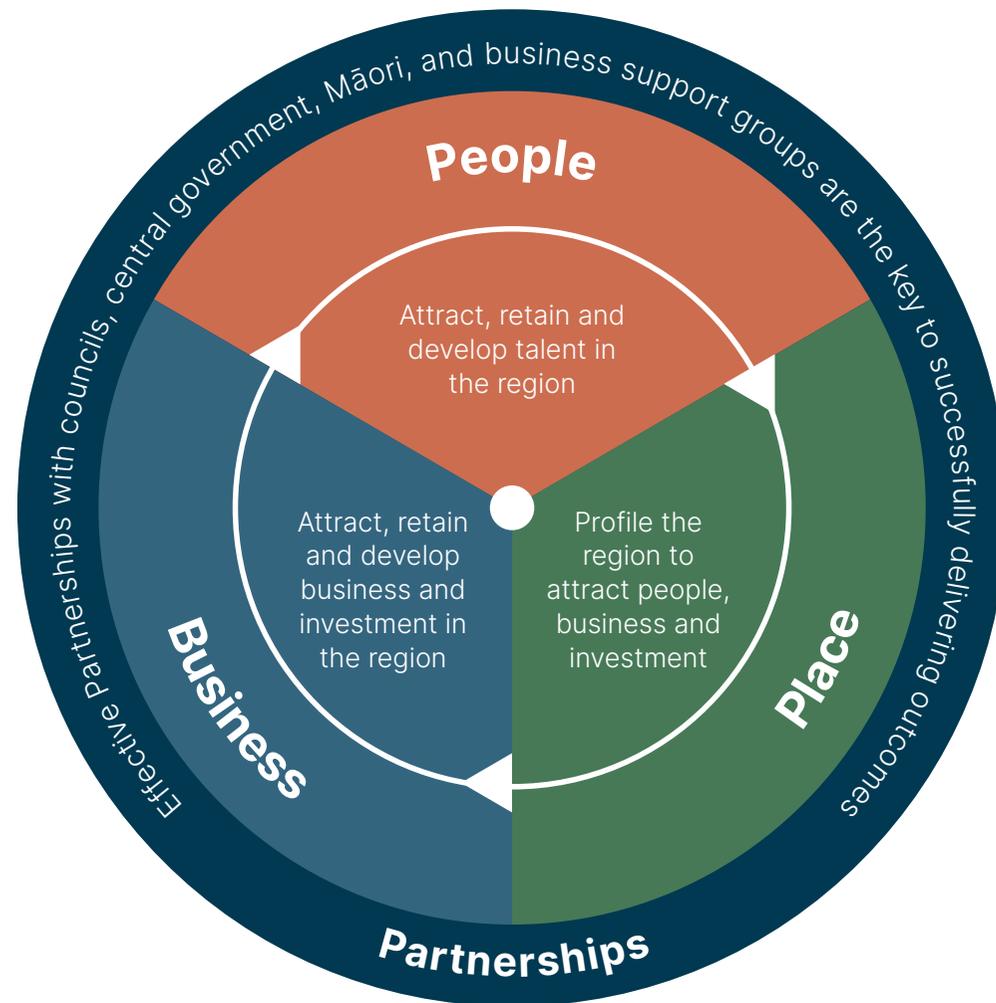
CEDA works across the three pillars of economic development; Business, People, and Place, and our success is underpinned and enabled by the strength of our relationships with our regional and national partners.

Our core objectives, programmes and activities are aligned across these pillars, and are designed to create the environment, stimulus, outcomes, and impact that will power our economic prosperity and achieve our vision for Palmerston North city and Manawatū district.

These strategic objectives guide the development of our short and medium-term programmes of work as articulated through our Statement of Intent.

When considering how to prioritise our efforts, based on our current resources, and guided by our intervention logic and the strategic priorities from our shareholder councils, we focus on programmes and activities that offer the greatest opportunities for economic prosperity.

These are identified through research, monitored, and reviewed using the latest data, and viewed through a regional, national, and international lens.





Mahia te mahi hei painga mō te iwi What We Do

Mā whero, mā pango ka oti ai te mahi

Our Intervention Logic

CEDA operates within a simplified intervention logic that shows the connection between the programmes of work and activities undertaken, the strategic objectives for the region, and strategic priorities of our shareholder

councils. This is supported by key performance indicators in the Statement of Service Performance table, project deliverables, and through the measurement of stakeholder and client satisfaction. Together these form the basis

of CEDA's accountability and performance reporting. Long-term regional outcomes are also monitored through regional monitoring indicators measured by CEDA's shareholders.

VISION			
Manawatū 2030; Ko te rohe tino ahu whakamua o Aotearoa New Zealand's most progressive region			
GOALS			
	Manawatū is renowned for its exceptional lifestyle, competitive advantages, and is a magnet for investment, business, talent and visitors		Manawatū is a world leading agrihub
	Manawatū is a leading distribution hub, and leverages off its role in central New Zealand		
ECONOMIC PILLARS	Business	People	Place
STRATEGIC OBJECTIVES	Attract, retain, and develop, business in the region	Attract, retain, and develop talent in the region	Profile the region to attract people, business, and investment
STRATEGIC PRIORITIES	Te Utanganui Central New Zealand Distribution Hub • Manawatū Regional Food Strategy • Manawatū Destination Management Plan • Central Business District Investment		
INITIATIVES LINKED TO STRATEGIC OBJECTIVES AND PRIORITIES	<ul style="list-style-type: none"> Implementation or identification of initiatives and opportunities to support investment to the region Initiatives to support development of priority sectors Business engagement to support growth retention and expansion Support of startups and innovation through partnerships 	<ul style="list-style-type: none"> Initiatives to support the attraction of talent to the region or retention of talent in the region Supporting industry to attract and retain talent Initiatives that support youth into employment or employment pathways 	<ul style="list-style-type: none"> Strengthening the regions narrative and unified positioning through the regional identity Online initiatives that support attraction of investment, people and business to the region Growing awareness of and information on the region's strengths and opportunities, including economic trends and data
Partnerships			
Effective Partnerships with councils, government, Māori, and business support groups are the key to successfully delivering outcomes			
STRATEGIC OBJECTIVE		INITIATIVES	
Lead inclusive and sustainable economic development for the region		Initiatives that grow and foster relationships with mana whenua and support Māori sector development. Partnerships with shareholders, key partners and central government to enable shared regional outcomes	

Business

He mahi kai te taonga

Attract, retain, and develop business and investment in the region

Driving business development and expansion while attracting investment to the region is at the core of economic development. This is at the forefront of CEDA's key outcomes for Manawatū. CEDA's work focuses on our

sectors of strength including food, transport and logistics, and the visitor sector, profiling the region, developing a targeted pipeline, and removing barriers to investment.

Mahia te mahi

Support the development and growth of business and sectors of strength in the region including inward investment

Identify and develop regional investment opportunities by strengthening priority sectors through targeted business development, retention, and innovation partnerships

Identifying, developing, and promoting investment opportunities with regional partners is key to attracting investment in Manawatū. CEDA has raised the profile of Te Utanganui, the Central New Zealand Distribution Hub, by appointing a dedicated Programme Director. Looking ahead, we aim to confirm commercial options for important projects like the Manawatū Regional Freight Ring Road and the planned Regional Freight Hub. We are using our updated strategies and investment materials to encourage more investment in land, facilities, and new businesses at Te Utanganui.

We continue to promote and advocate for Te Utanganui at local and national levels, showing best practice in cluster development. A clear document outlining the economic impact and benefits of the wider Te Utanganui project will support our advocacy to central government, as we seek ongoing support in policy and funding.

When the Manawatū Regional Food Strategy launched in late 2023, it showed our commitment to building a secure and robust food system that supports the community, empowers producers, and promotes sustainability. By using our scientific expertise and agricultural innovation, Manawatū is set to lead New Zealand's changing food sector, especially in sustainable nutrition.

CEDA continues to position Manawatū as a strategic place to invest, including opportunities highlighted in

the Manawatū Destination Management Plan, such as creating new products and commercial accommodation. We are moving forward with projects in green energy and hyperdata centres, staying open to new opportunities through our stakeholder relationships, especially those matching the region's strengths. We are also focusing investment in Feilding and Palmerston North's central business districts, starting with hotels, serviced accommodation, office space, and retail. We work with shareholder Councils, real estate agencies, and commercial property developers to make sure our efforts are well targeted for the most benefit.

The development of priority sectors happens through targeted business growth, retention, and innovation partnerships. CEDA's approach to sector development focuses on delivering real results through our key regional strategies. These projects form the basis of our mission to drive sustainable economic growth, strengthen the region's resilience, and unlock future potential. For the Manawatū Regional Food Strategy, we focus on land diversification and productivity, backing projects that help the sector grow and adapt. In the visitor sector, we work to improve standards among operators, find new product opportunities, and build the regions reputation internationally while also growing local tourism. We focus on high-value opportunities in all sectors to encourage long-term growth, innovation, and economic contribution, keeping in regular contact with key businesses, sector groups, and visitor operators to ensure we deliver our work well.

Our business development strategy relies on strong relationships with business leaders and stakeholders across keys sectors in Manawatū. These connections help us stay up to date with business sentiment and regional opportunities, so we can proactively support business growth and investment. We offer practical support for

BUSINESS

business growth through the Regional Business Partner Programme, workshops, connections to services like Business Mentors, and other tools that help businesses reach their potential.

Supporting innovation and start-ups is also a key focus. By working with organisations like The Factory and Sprout Agritech, CEDA fosters innovation, creates jobs, and attracts investment. The Factory supports bold start-ups through incubator programmes, while CEDA provides funding and mentoring to help new entrepreneurs succeed.

As the economic development partner for Sprout Agritech, we highlight strengths in agrifood technology, helping to grow the next generation of innovators. We also deliver funding support for Research and Development to businesses through the Ministry of Business, Innovation, and Employment Innovation Services as their regional delivery partner.



PEOPLE

Ka rere a Tama-nui-te-rā, Ka mārama te rangi

Attract, retain, and develop talent in the region

Through our data and research, we know that the biggest barrier to business growth in the region is the ability to attract the right people for the job. Developing a robust pipeline is crucial. This includes supporting industries, attracting skilled professionals, and investing in the

training and development of existing employees. Coupled with a clear understanding of the future needs of our sectors and businesses, this approach will empower the region to grow and thrive.

Mauri tū, Mauri ora

Develop the talent pipeline to grow a skilled workforce and better utilise the existing labour market

Support the development of the region's ability to attract and retain talent and skills

CEDA is committed to helping young people and job seekers connect with local businesses through programs like Accelerate Academy and the Young Enterprise Scheme. By working closely with schools, career advisors, and trades, we support students to be inspired and ready to move into local jobs.

To make sure our workforce is ready for the future, we align our talent and skills programs with wider regional strategies, such as Te Utanganui, the Manawatū Destination Management Plan, and the Manawatū Regional Food Strategy. By focusing on key sectors, we make sure our efforts to attract and keep talent match the region's strengths and support long term success of Manawatū. We also share insights with central government agencies to highlight emerging needs at a national level.

CEDA helps businesses grow by providing tools and insights through initiatives like the Employer and Workplace Hub on [ManawatuNZ.co.nz](https://www.manawatuNZ.co.nz). We support employers to attract, onboard, and retain talent, and help existing teams develop their skills. Our focus is always on preparing the workforce for the needs of tomorrow's key sectors.

We continue to build strong relationships with tertiary education providers and make sure workforce training matches the needs of major regional projects like Te Utanganui. Through collaboration, storytelling, and partnerships, CEDA works to grow, retain, and develop a skilled workforce that helps businesses thrive.

A strong regional identity is also key to attracting talent. Through collaboration with our region's priority sectors, we showcase the unique advantages of Manawatū to attract skilled professionals to live and work here. We support local businesses with curated content, targeted resources, and recruitment tools. Through platforms like [ManawatuNZ.co.nz](https://www.manawatuNZ.co.nz), we help showcase the lifestyle, businesses, and career opportunities that make our region special.

Toitū te whenua whatungarongaro te tangata

Profile the region to attract people,
business and investment

CEDA profiles the region by showcasing its strengths, people and places through a shared regional identity, targeted storytelling, and strategic partnerships across the economic pillars of People, Place and Business. This approach aligns with our core areas of work and reinforces the interconnectedness of regional growth.

When you create a region that people want to visit, you have created a place where people will choose to live. If you have created a place where people want to live and work, then you have created a region where businesses will want to invest, and if you have created a region where businesses want to invest, then you have a place that people will want to visit.

Te Mauri o Manawatū

Profile Manawatū locally, nationally, and globally

Lead and develop the stories of Manawatū, including online initiatives to support the attraction of inward investment, people and business

CEDA is focused on positioning Manawatū as a leading place for investment, business, talent, and visitors by clearly and authentically telling the region's story. We work closely with media and key partners to raise the profile of Manawatū across New Zealand and internationally. By embedding storytelling across all areas of our work, from investment attraction and tourism to talent and business support, we highlight what makes the region distinctive, competitive, and full of opportunity.

We take a consistent and thoughtful approach to how Manawatū is presented, using clear messaging, strong visuals, and targeted campaigns. This ensures every interaction - whether online, in print, or in person - reflects the region's strengths and reinforces Manawatū as an attractive place to live, work, invest, and visit.

Through strong relationships with media, and platforms such as ManawatuNZ.co.nz and the Resource Hub, we provide partners, stakeholders, and media with current information, real stories, and useful resources that showcases the value of Manawatū. As the Regional Tourism Organisation, CEDA also works with national and international partners including Tourism New Zealand, Air New Zealand, and Tourism Industry Aotearoa to expand the region's reach and support tourism and investment growth.

Our targeted digital initiatives and marketing activity promote the lifestyle, career opportunities, and strong business environment in Manawatū. Working alongside

stakeholders and the wider business community, we deliver campaigns informed by data and insights to ensure they are relevant and aligned with regional priorities. These efforts aim to increase visitation, encourage longer stays, and boost engagement, particularly around major events that deliver benefits for local businesses and communities.

By consistently promoting the lifestyle, accessibility, education and research strengths, and diverse economy of Manawatū, CEDA supports the region's reputation as a compelling destination for investors, skilled people, and businesses looking to grow.

Grow engagement on regional website for increased awareness of, and information on the region, including economic trends and data

Our region's largest marketing tool, ManawatuNZ.co.nz sits at the centre of CEDA's strategic marketing activity, serving as the primary platform to showcase the region's strengths, opportunities, and stories. This digital hub connects with a wide range of audiences by highlighting the lifestyle in Manawatū, promoting talent and investment opportunities, showcasing the many experiences on offer, and sharing authentic local narratives. Through the website and social media channels, CEDA builds a consistent and engaging profile for Manawatū – reaching people locally, nationally, and globally to enhance the region's reputation and visibility.

By leveraging these digital channels, CEDA effectively communicates what makes Manawatū remarkable, encouraging visitation, attracting new residents, and fostering connections with potential investors and businesses. This integrated, data-driven approach ensures the region's identity is presented cohesively, supporting long-term economic development and growth.

CEDA also plays a key role in collecting, analysing, and communicating economic data and insights for Manawatū. In collaboration with national data agencies, Tourism New Zealand, and the Ministry of Business, Innovation and Employment, CEDA monitors key indicators such as visitor numbers, retail activity, GDP, housing trends, building consents, employment, and the performance of key sectors.

These insights are shared regularly with businesses and stakeholders through newsletters, online, via media partnerships, and through comprehensive economic reports – delivered in partnership with Palmerston North City Council, Manawatū District Council, and regional industry leaders. By providing accurate, up-to-date information, CEDA enables informed decision-making, helping stakeholders, businesses and partners understand the region's economic landscape and identify opportunities for future growth.



Partners

He kuranui te tangata

Lead inclusive and sustainable economic development for the region

A strength of our region is the ability to work together using our combined resources, connections and skills to compete nationally and globally. Strong partnerships with key stakeholders, including regional and national

organisations, central and local government, Māori, and iwi are essential to achieving our strategic goals for the city and district.

Whiria te Tangata

Develop strategic partner relationships, leveraging opportunities

Grow and foster relationships with Māori, and mana whenua of the region

CEDA works closely with mana whenua on key strategic projects to support their economic goals and create business and employment opportunities for Māori. We also back iwi-led initiatives and help build on the region's identity 'Te Mauri o Manawatū'.

Mahia te mahi hei painga mo te iwi. We are committed to strengthening our partnerships with Māori business networks like Te Au Pakihi and the Poutama Trust, supporting initiatives that help Māori businesses grow and succeed. To build meaningful relationships, we continue to develop our team's understanding of Te Ao Māori and all it encompasses. Whaia te matauranga hei ora māu.

CEDA recognises that improving Māori economic outcomes requires more than participation alone. It requires intentional alignment with iwi aspirations, support for Māori-led enterprise, and sustained effort to increase access and opportunity. CEDA will continue to refine how it measures, supports, and reports on Māori economic outcomes to ensure its mahi delivers meaningful and enduring benefit.

Build on relationships with shareholders, central government agencies, and regional stakeholders

CEDA also builds strong relationships with shareholders, central government agencies, and regional stakeholders. By working with partners such as Rangitāne o Manawatū, Ngati Kauwhata, Ngati Raukawa, Rangitāne o Manawatū Settlement Trust, Te Roopu Hokowhitu, The Factory, Sprout Agritech, Manawatū Business Chamber, Feilding and District Promotions, Rangitikei Manawatū Federated Farmers, FoodHQ, Palmy Bid, Massey University, UCOL, IPU, New Zealand Defence Force, Economic Development New Zealand, Tourism New Zealand, Regional Tourism New Zealand, and the Ministry of Business Innovation and Employment, we connect, discover, and leverage opportunities for the region.

We regularly review our partnership agreements and workplans, always looking for new opportunities to work together and support collective progress across all our activities.

A full list of stakeholders and partners that CEDA is working with can be found on the last page.

A couple is seen from behind, leaning on a wooden railing of a deck. They are looking out over a vast, lush green valley filled with dense forest and rolling hills. The scene is bathed in the warm, golden light of a sunset or sunrise, with the sun low on the horizon, creating a soft glow over the landscape. The deck is made of light-colored wood and has a dark railing. In the foreground, there are large, dark green ferns. The overall atmosphere is peaceful and scenic.

Kei ōu ringaringa te ao

The world is yours

Ko te pae tata, whakamaua kia tina

Where we focus our time and money

CEDA receives funding from Palmerston North City Council and Manawatū District Council, its shareholders, and also from central government partners for initiatives that bring benefit to the wider region and New Zealand. This funding gives us the ability to deliver and partner in programmes of work across the region, business and community including targeted sector specific work that will bring benefit to the wider region in the long term.

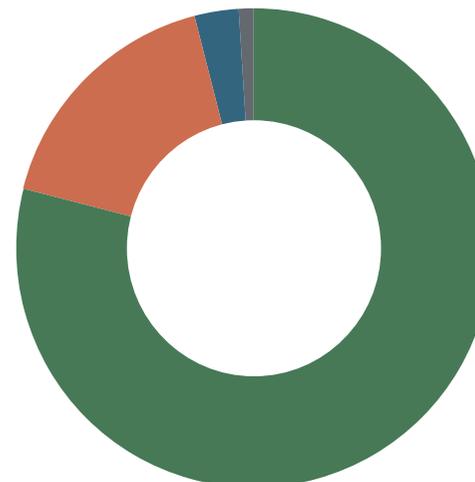
This year funding will also be received from the governments Regional Business Partner Network to support the development of business capability in the region.

***Note:**

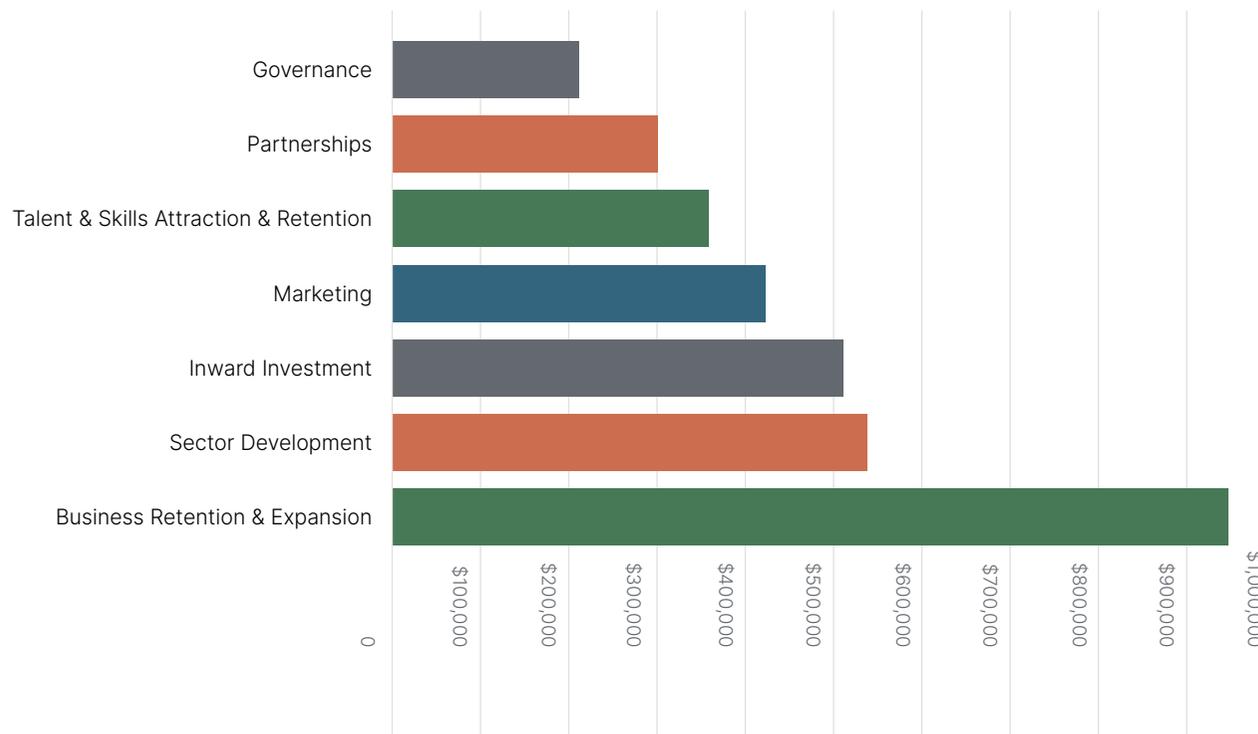
1. Council funding includes Councils contribution to projects, including Te Utanganui.
2. Central government funding includes the Regional Business Partner programme.
3. Industry/project contribution includes funding for Te Utanganui from Horizons regional council, KiwiRail, Ngāti Kauwhata, Palmerston North Airport and Rangitāne o Manawatū.
4. Marketing costs where directly related to an activity are included in the budgeted costs for that activity.
5. Sector Development includes the government Regional Events Promotion Fund.
6. Business Retention and Expansion includes the Regional Business Partner Programme.
7. Inward Investment includes project costs for the Te Utanganui programme.
8. Employee and operating expenses where not directly related to an activity have been allocated on a percentage of expenditure basis.

Our Funding*

- Council funding **80%**
- Central Government funding **17%**
- Industry contribution **3%**
- Other revenue **1%**



How we're going to allocate our funding*



Ko wai te tangata o te ao mārama

Who we are

CEDA is a team of people who are passionate about our region.

We are thought leaders, subject matter experts, and doers, working together with the common purpose of prosperity for our region and its people. Our success is underpinned by our people, connections,

partnerships, and networks locally, nationally, and internationally.

We are committed to operating efficiently and effectively, and as a future-focused organisation, to supporting initiatives that enhance and protect our natural and built environment.

Our values



**Mā te mahi tahi
e puta ai he hua
whakaharahara**

Together we can achieve
exceptional outcomes



**Me whakapono ki ō
mahī me te āhua o tō
kawae i aua mahī**

Believe in what you do
and how you do it



**Kia poho kererū,
kia mairangatia
te hautūtanga**

Be proud and
show leadership

Te Tiriti o Waitangi

We recognise the historical and ongoing significance of Te Tiriti as a living document guiding our organisation's policies and practices and acknowledge the importance of partnering with local iwi and recognition of mana whenua in the region through localised partnering.

Our focus will continue to be on 'Participation' strengthened through our growing relationships with regional iwi and mana whenua across Manawatū. Through 'Partnerships', we work alongside mana whenua for agreed outcomes that benefit the region, and we will ensure 'Protection' remains a priority through the incorporation of kaitiakitanga, mātauranga and tikanga across our projects and programmes, supported by ongoing development of the team's cultural awareness, knowledge and understanding, of the principals of Te Tiriti o Waitangi.

Our Commitment to Te Ao Māori

We honour te reo Māori not through direct translation, but by using Whakataukī, Whakatauākī, and Kīwaha that express the deeper intent, values, and worldview guiding our mahi.

Whakataukī used for CEDA's key areas of work under Business, People, Place and Partnerships, and Kīwaha for our Statement of Service Performance outcomes, are as follows:

Whakataukī

- Mā te mahi ka ora – Through work comes success
- Ka rere ko Tamanuiterā, ka mārama te rangi – When Tamanuiterā takes flight, The sky is bright
- Toitū te whenua whatungarongaro te tangata – The land is forever, People disappear
- He kuranui te tangata – The human being is precious

Kīwaha

- Mahia te mahi – Do the work
- Mauri tū, Mauri ora – An active spirit is a thriving spirit
- Te Mauri o Manawatū – The life force of Manawatū
- Whiria te tangata – Weave the people together

Other Whakataukī used throughout (Titles) are as follows:

- He matawhānui tiritahi, he rautaki tiritahi mā te katoa – A shared vision, a shared strategy for everyone (Foreword)
- Ki te kahore he whakakitenga, ka ngaro te iwi – Without foresight or vision, the people will be lost (Our vision)
- Mahia te mahi hei painga mō te iwi – Do the work for the benefit of the people (What we do)
- Mā whero, mā pango ka oti ai te mahi – With red and black, the work will be completed (Our intervention logic)
- Ko te pae tata, whakamaua kia tina – Secure the near horizon, then strive for the distant goal (Where we focus our time and money)
- Ko wai te tangata o te ao mārama – Who are we in the world of light? (Who we are)
- Te tōia, tē haumatia – Nothing can be achieved without a plan, effort, and action (Our performance measures)

Sustainability Commitment

We are committed to sustainable practices in both CEDA's office environment and the environment within which we work and live. We value diversity in both our team at CEDA and our commitment to promoting diversity in age, culture, ethnicity, and gender in all that we do.

CEDA works with businesses through its regular business engagements to encourage considerations around carbon emission reduction and sustainability options for their operations. When looking at opportunities for investment in the region we consider the environmental impacts of any businesses looking to relocate here.

CEDA also advocates for sustainability through our business and community engagements such as e-newsletters and social media and ensuring we as an organisation are doing what we can through procurement and waste reduction initiatives.

The Sustainable Development Goals or Global Goals are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all". The Goals were set in 2015 by the United Nations General Assembly and are intended to be achieved by the year 2030.

CEDA's top three Sustainable Development Goals we use to inform our programmes of work are:





Te tōia, tē haumatia

Our Performance Measures

CEDA's performance measure framework identifies quantifiable measures of our programmes and activities aligned to our key strategic outcomes. These form the basis of our accountability and will be

reported on six-monthly. In our reporting, additional commentary will be used to inform on the delivery and effectiveness of the full range of CEDA's activity.

Statement of Service Performance

OUR PERFORMANCE MEASURES

Service Level Statement	Performance Measure	2026/27	2027/28	2028/29
Mahia te mahi Support the development and growth of business and sectors of strength in the region including inward investment	Identify and develop regional investment opportunities by strengthening priority sectors through targeted business development, retention, and innovation partnerships.	Deliver 20 inward investment and priority sector development initiatives aligned to the region's key strengths.	Deliver 20 inward investment and priority sector development initiatives aligned to the region's key strengths.	Deliver 20 inward investment and priority sector development initiatives aligned to the region's key strengths.
		400 engagements with businesses and industry to support business growth*	400 engagements with businesses and industry to support business growth*	400 engagements with businesses and industry to support business growth*
		Partner with key stakeholders to deliver 6 start-up and innovation activities or initiatives	Partner with key stakeholders to deliver 6 start-up and innovation activities or initiatives	Partner with key stakeholders to deliver 6 start-up and innovation activities or initiatives
Mauri tū, Mauri ora Develop the talent pipeline to support growing a skilled workforce, and better utilise the existing labour market	Support the development of the regions ability to attract and retain talent and skills	Deliver 4 initiatives that support talent attraction and retention, industry, or youth into employment	Deliver 4 initiatives that support talent attraction and retention, industry, or youth into employment	Deliver 4 initiatives that support talent attraction and retention, industry, or youth into employment
Te Mauri o Manawatū Profile Manawatū locally, nationally, and globally	Lead and develop the stories of Manawatū, including online initiatives to support the attraction of inward investment, people and business	20 content pieces or media features profiling the region	20 content pieces or media features profiling the region	20 content pieces or media features profiling the region
		2 campaigns or targeted digital initiatives to support CEDA's objectives	2 campaigns or targeted digital initiatives to support CEDA's objectives	2 campaigns or targeted digital initiatives to support CEDA's objectives

* being meetings with businesses to support business growth and includes business engagements under the Regional Business Partner Programme

OUR PERFORMANCE MEASURES

Service Level Statement	Performance Measure	2026/27	2027/28	2028/29
	Grow engagement on regional website for increased awareness of and information on the region, including economic trends and data	190,000 'sessions' per year on ManawatuNZ.co.nz	190,000 'sessions' per year on ManawatuNZ.co.nz	190,000 'sessions' per year on ManawatuNZ.co.nz
		Distillation and communication of 4 economic updates, providing context and trends	Distillation and communication of 4 economic updates, providing context and trends	Distillation and communication of 4 economic updates, providing context and trends
Whiria te Tangata Develop strategic partner relationships, leveraging opportunities	Grow and foster relationships with Māori, and mana whenua of the region	Deliver 3 initiatives to support iwi engagement including support of iwi led projects	Deliver 3 initiatives to support iwi engagement including support of iwi led projects	Deliver 3 initiatives to support iwi engagement including support of iwi led projects
	Build on relationships with shareholders, central government agencies, and regional stakeholders	12 Partnership and funding agreements in place	12 Partnership and funding agreements in place	12 Partnership and funding agreements in place
			Complete biennial Customer Satisfaction survey	

Te Aronui

Alignment with Our Shareholders

To enable that best outcomes for the region we ensure that CEDAs objectives are aligned with our shareholder council's plans and visions for the city and district. The Palmerston North City and Manawatū District Councils signed Long Term Plans outline these objectives. CEDA plays a critical part in delivering outcomes identified in the relative Long-Term Plans as outlined below:

PNCC Long Term Plan Strategic Goals	CEDA Service Level Statement alignment
An innovative and growing city <i>He tāone auaha, he tāone tiputipu</i>	<ul style="list-style-type: none"> • Support the development and growth of business and sectors of strength in the region including inward investment. • Develop the talent pipeline to grow a skilled workforce and better utilise the existing labour market. • Profile Manawatū locally, nationally, and globally. • Develop strategic partner relationships, leveraging opportunities.
A creative and exciting city <i>He tāone whakaihiihi tapatapahi ana</i>	<ul style="list-style-type: none"> • Support the development and growth of business and sectors of strength in the region including inward investment. • Develop the talent pipeline to grow a skilled workforce and better utilise the existing labour market. • Profile Manawatū locally, nationally, and globally.
A connected and safe community <i>He hāpori tūhonohono, he hāpori haumarū</i>	<ul style="list-style-type: none"> • Support the development and growth of business and sectors of strength in the region including inward investment. • Profile Manawatū locally, nationally, and globally.
A sustainable and resilient city <i>He tāone toitū, he tāone manawaroa</i>	<ul style="list-style-type: none"> • Support the development and growth of business and sectors of strength in the region including inward investment. • Profile Manawatū locally, nationally, and globally.
MDC Long Term Plan Priorities	CEDA Service Level Statement alignment
A prosperous, resilient economy <i>He kāinga ka tōnui tōna ōhanga</i>	<ul style="list-style-type: none"> • Support the development and growth of business and sectors of strength in the region including inward investment. • Develop the talent pipeline to grow a skilled workforce and better utilise the existing labour market. • Profile Manawatū locally, nationally, and globally. • Develop strategic partner relationships, leveraging opportunities.
Infrastructure fit for future <i>He kāinga ka tūwhena tonu ōna pūnahahanga, haere ake nei te wā</i>	<ul style="list-style-type: none"> • Support the development and growth of business and sectors of strength in the region including inward investment. • Develop strategic partner relationships, leveraging opportunities.
A future planned together <i>He kāinga ka whakamaherea tahitia tōna anamata e te hāpori tonu</i>	<ul style="list-style-type: none"> • Support the development and growth of business and sectors of strength in the region including inward investment. • Develop the talent pipeline to grow a skilled workforce and better utilise the existing labour market. • Profile Manawatū locally, nationally, and globally. • Develop strategic partner relationships, leveraging opportunities.
An environment to be proud of <i>He kāinga ka rauhitia tōna taiao</i>	<ul style="list-style-type: none"> • Support the development and growth of business and sectors of strength in the region including inward investment. • Profile Manawatū locally, nationally, and globally.

About CEDA



The Central Economic Development Agency (CEDA) was incorporated with the Companies Office in October 2015 and began full operations in September 2016. CEDA is a Council Controlled Organisation jointly owned by the Palmerston North City Council and the Manawatū District Council.

CEDA's Purpose

To drive and facilitate the creation and growth of economic wealth for Manawatū and beyond.

CEDA's Constitution Objectives

- (a) The principal objectives of the Company are to achieve the objectives of the shareholders, both commercial and non-commercial as specified from time to time in the Statement of Intent and, in particular, to drive and facilitate the creation and growth of economic wealth for Manawatū and beyond;
- (b) be a good employer;
- (c) exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which the Company operates and by endeavouring to accommodate or encourage these when reasonably able to do so.

CEDA's Structure and Governance

The Board of a minimum of four and a maximum of six independent directors is responsible for the strategic direction and control of CEDA's activities.

The Board guides and monitors the business and affairs of CEDA, in accordance with the Companies Act 1993, the Local Government Act 2002, the Company's Constitution and this Statement of Intent.

The Board's approach to governance is to adopt "good practice" with respect to:

- the operation and performance of the Board
- managing the relationship with the Chief Executive
- being accountable to all shareholders and reporting to both the Manawatū District Council and Palmerston North City Council

The Chief Executive is responsible for the day-to-day operations of CEDA, engaging and oversight of staff and reporting to the directors on performance against CEDA's objectives.



Ahumoni Financial Performance

**Statement of
Comprehensive Revenue
& Expenses**

For the 12 Months to June

	2026-27 Budget	2027-28 Forecast	2028-29 Forecast
Revenue			
Council Funding	2,862,794	2,934,364	3,007,723
Other Services Revenue	597,345	10,952	-
Total Revenue	3,460,139	2,945,316	3,007,723
Cost of Sales			
Other Services Expenses	887,377	815,426	787,662
Total Cost of Sales	887,377	815,426	787,662
Gross Profit	2,572,762	2,129,890	2,220,061
Other Revenue			
Interest Revenue	20,000	15,000	15,000

**Statement of
Comprehensive Revenue
& Expenses**

For the 12 Months to June

	2026-27 Budget	2027-28 Forecast	2028-29 Forecast
Operating Expenses			
Depreciation	20,880	14,618	-
Directors Fees	180,000	180,000	180,000
Employee Costs	1,963,479	1,552,762	1,599,344
Financing Expense	100	100	200
Other Operating Expenses	446,593	445,928	452,716
Total Operating Expenses	2,611,052	2,193,408	2,232,260
Net Surplus (Deficit) before Tax			
	(18,290)	(48,518)	2,801
Taxation			
Income Tax Expense	-	-	-
Total Taxation	-	-	-
Net Surplus (Deficit) after tax			
	(18,290)	(48,518)	2,801

See Appendix for Accounting Policies

Statement of Financial Position

As at 30 June

	30 June 2027 Budget	30 June 2028 Forecast	30 June 2029 Forecast
Assets			
Current Assets			
Cash and Cash Equivalents	751,771	731,383	733,596
Receivables and Accruals	186,700	181,764	182,364
Total Current Assets	938,471	913,147	915,960
Non-Current Assets			
Property, Plant and Equipment	14,618	-	-
Total Non-Current Assets	14,618	-	-
Total Assets	953,089	913,147	915,960
Liabilities			
Current Liabilities			
Payables and Deferred Revenue	241,251	249,827	249,839
Employee Entitlements	61,000	61,000	61,000
Total Current Liabilities	302,251	310,827	310,839
Total Liabilities	302,251	310,827	310,839
Net Assets	650,838	602,320	605,121
Equity			
Contributed Capital	1,000	1,000	1,000
Retained Earnings	649,838	601,320	604,121
Total Capital and Reserves	650,838	602,320	605,121

See Appendix for Accounting Policies

Statement of Cash Flows

As at 30 June

	30 June 2027 Budget	30 June 2028 Forecast	30 June 2029 Forecast
Cash Flows from Operating Activities			
Receipts of council funding	3,291,624	3,373,836	3,458,170
Interest received	20,000	15,000	15,000
Receipts from other operating activity	679,077	18,216	-
GST	(249,815)	(258,566)	(264,472)
Payments to suppliers and employees	(3,986,819)	(3,168,774)	(3,206,385)
Interest expense	(100)	(100)	(100)
Total Cash Flows from Operating Activities	(246,033)	(20,388)	2,213
Net Cash Flows	(246,033)	(20,388)	2,213
Cash Balances			
Opening Balance	989,619	743,586	723,198
Closing Balance	743,586	723,198	725,411
Net Cash Flows	(246,033)	(20,388)	2,213

See Appendix for Accounting Policies

Shareholder requirements

Reporting to Shareholders

The Shareholders will invite CEDA to formally report to each Shareholder twice per year, being the Half Yearly Report and Annual Report.

The role of the formal reports to each shareholder is to:

- Review the performance of CEDA, and report to shareholders on that performance on a periodic basis
- Undertake performance monitoring of CEDA, as per section 65 of the Local Government Act
- Approve the appointment, removal, replacement, and remuneration of directors
- Review and approve any changes to policies, or the SOI, requiring their approval

The Board aims to ensure that the shareholders are informed of all major developments affecting CEDA's state of affairs, while at the same time recognising that commercial sensitivity may preclude certain information from being made public.

CEDA will adhere to a 'no surprises' approach in its dealings with its shareholders.

Statement of Expectations

By 1 December in each year the shareholders will deliver to CEDA a Statement of Expectations. The Statement of Expectations is intended to provide direction on issues that are important to both Councils, and to assist in the development of CEDA's next SOI. A Statement of Expectations for the three years from 2024 to 2027 has been delivered to CEDA.

Statement of Intent

By 1 March in each year CEDA will deliver to the shareholders its draft SOI for the following year in the form required by Clause 9(1) of Schedule 8 and Section 64(1) of the Local Government Act 2002.

Having considered any comments from the shareholders received by 30 April, the Board will deliver the completed SOI to the shareholders on or before 15 June each year.

Half Yearly Report

By the end of February each year, CEDA will provide to the shareholders a Half Yearly Report complying with Section 66 of the Local Government Act 2002. The Half Yearly Report will include the following information:

- Director's commentary on operations for the relevant six-month period
- Comparison of CEDA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances
- Un-audited half-yearly Financial Statements incorporating a Statement of Financial Performance, Statement of Financial Position, Statement of Changes in Equity and Statement of Cashflows

Annual Report

By 30 September each year, CEDA will provide its shareholders an Annual Report complying with Sections 67, 68 and 69 of the Local Government Act 2002 and the Companies Act.

The Annual Report will contain the information necessary to enable an informed assessment of the operations of the company, and will include the following information:

- Directors' Report
- Financial Statements incorporating a Statement of Financial Performance, Statement of Financial Position, Statement of Changes in Equity, Statement of Cashflows, Statement of Accounting Policies and Notes to the Accounts
- Comparison of CEDA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances
- Auditor's Report on the financial statements and the performance targets
- Any other information that the directors consider appropriate

Shareholder Meetings

CEDA will hold an Annual General Meeting (AGM) between 30 September and 30 November each year to present the Annual Report to all shareholders unless it is agreed between CEDA and the shareholders that the business of the AGM will be done by resolution in writing.

Shareholder Approval

Any subscription, purchase, or acquisition by CEDA of shares in a company or organisation will require shareholder approval by special resolution as will the other matters outlined in clause 3 of CEDA's Constitution.

Dividend policy

CEDA is a not for profit Council Controlled Organisation, as such the Board is not intending to pay any dividends in the foreseeable future.

Appendices

Accounting Policies

1. Reporting Entity

Central Economic Development Agency Ltd (CEDA) was established and commenced operations in New Zealand on 15 October 2015 under the Companies Act 1993 (NZBN 9429042001096). As the shareholders of CEDA are Palmerston North City Council (50%) and Manawātū District Council (50%). CEDA is a council-controlled organisation as defined in section 6 of the Local Government Act 2002.

CEDA has designated itself as a public benefit entity (PBE) for financial reporting purposes.

2. Statement of Accounting Policies

Basis of Preparation

The financial statements are prepared on the going concern basis, and the accounting policies have been applied consistently throughout the period, unless otherwise stated.

Statement of Compliance

The financial statements of CEDA have been prepared in accordance with the requirements of the Local Government Act 2002, the Companies Act 1993, and the Financial Reporting Act 2013. This includes the requirement to comply with generally accepted accounting practice in New Zealand (NZ GAAP).

These financial statements comply with Public Benefit Entity International Public Sector Accounting Standards (PBE IPSAS) Reduced Disclosure Regime (RDR). CEDA is eligible and has elected to report in accordance with Tier 2 PBE standards RDR on the basis the entity has no public accountability and has expenses < \$33m.

Presentation Currency

The financial statements are presented in New Zealand dollars (NZ\$) and all values are rounded to the nearest NZ\$, except when otherwise indicated.

Historical Cost

These financial statements have been prepared on a historical cost basis.

Changes in Accounting Policies

There have been no changes in accounting policies. Policies have been applied on a consistent basis with those of the previous reporting period.

Revenue Recognition

Non-exchange transactions are transactions where, an entity either received value from another entity without directly giving approximately equal value in exchange or gives value to another entity without directly receiving approximately equal value in exchange. CEDA considers that the nature of the core funding received from Councils is 'non exchange' in nature as the service value that CEDA returns to Councils as 'economic development' is not always directly provided to the Councils as funders, but rather to the broader community on behalf of the Councils.

Other services revenue has been classed as non-exchange revenue as the services are generally provided to the community rather than the funder.

Exchange transactions are transactions in which one entity receives assets or services or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of cash, goods, services, or use of assets) to another entity in exchange. In CEDA exchange revenue is derived from interest revenue and the provision of office meeting space.

Interest received is recognised using the effective interest method. Interest revenue on an impaired financial asset is recognised using the original effective interest method.

Grants are recognised as revenue when they become receivable unless there is an obligation in substance to return the funds if conditions of the grant are not met. If there is such an obligation, the grants are initially recorded as grants received in advance and recognised as revenue when conditions of the grant are satisfied.

Donated assets. Where a physical asset is gifted to or acquired by CEDA for nil consideration or at a subsidised cost, the asset is recognised at fair value. The difference between the consideration provided and fair value of the asset is recognised as revenue.

The fair value of donated assets is determined as follows:

- For new assets, fair value is usually determined by reference to the retail price of the same or similar assets at the time the asset was received.
- For used assets, fair value is usually determined by reference to market information for assets of a similar type, condition, and age.

Inventories

Inventories held for use in the provision of goods and services on a commercial basis are valued at the lower of cost and net realisable value.

The amount of any write-down for the loss of service potential or from cost to net realisable value is recognised in the surplus (deficit) in the period of the write-down.

Property, Plant and Equipment

Property, plant and equipment are stated at historical cost less any accumulated depreciation and impairment losses. Historical cost includes expenditure directly attributable to the acquisition of assets and includes the cost of replacements that are eligible for capitalisation when these are incurred.

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the year the asset is derecognised.

Depreciation

Account	Method	Rate
Office Furniture & Equipment	Diminishing Value	0% – 50%
Office Furniture & Equipment	Straight Line	8.5% – 30%
Vehicles	Diminishing Value	30%
Websites	Straight Line	40%

Income Tax

Income tax expense includes components relating to current tax and deferred tax.

Current tax is the amount of income tax payable based on the taxable profit for the current year, and any adjustments to income tax payable in respect of prior years.

Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit.

Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.

Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset or liability in a transaction that affects neither accounting profit nor taxable profit.

Current tax and deferred tax are measured using tax rates (and tax laws) that have been enacted or substantively enacted at balance date.

Current and deferred tax is recognised against the profit or loss for the period, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities in the statement of financial position.

Receivables

Receivables are recorded at their face value, less any provision for impairment.

Impairment of financial assets

Financial assets are assessed for evidence of impairment at each balance date. Impairment losses are recognised in the surplus or deficit.

Loans and receivables

Impairment is established when there is evidence CEDA will not be able to collect amounts due according to the original terms of the receivable. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy, receivership, or liquidation and default in payments are indicators that the asset is impaired. The amount of the impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate. For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectable, it is written-off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is, not past due). Impairment in term deposits or bonds are recognised directly against the instrument's carrying amount.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the balance date, which are included in non-current assets.

After initial recognition, they are measured at amortised cost, using the effective interest method, less impairment. Gains and losses when the asset is impaired or derecognised are recognised in the surplus or deficit.

Payables

Short-term creditors and other payables are recorded at their face value.

Equity

Equity is the shareholders' interest in CEDA and is measured as the difference between total assets and total liabilities.

Good and Services Tax

All items in the financial statements are stated exclusive of GST, except for receivables and payables, which are presented on a GST inclusive basis. Where GST is not recoverable as input tax, it is recognised as part of related asset or expense.

The net amount of GST recoverable from, or payable to, the IRD is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from, the IRD, including the GST relating to investing and financing activities, is classified as operating cash flow in the statement of cashflows.

Commitments and contingencies are disclosed exclusive of GST.

Employee Entitlements

Employer contributions to KiwiSaver are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

Short-term employee entitlements – Employee benefits that are due to be settled within 12 months after the end of the year in which the employee provides the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, and annual leave earned but not yet taken at balance date, and sick leave. These are classified as a current liability.

A liability and an expense are recognised for bonuses where there is a contractual obligation or where there is past practice that has created a constructive obligation and a reliable estimate of the obligation can be made.

CEDA does not provide for long service or retirement leave entitlements.

Provisions

A provision is recognised for future expenditure of uncertain amount or timing when there is an obligation (either legal or constructive) as a result of a past event, it is probable that an outflow of future economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to the passage of time is recognised as an interest expense and is included in 'finance costs'.

Leases – Where CEDA is the Lessee

An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset to the lessee. Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives received are recognised in the surplus or deficit as a reduction of rental expense over the lease term.

Tauākī Kawatau

Statement of Expectations



22 December 2023

Bobbie O'Fee
Chair
Central Economic Development Agency Ltd
Level 1/1-19 Fitzherbert Avenue
PALMERSTON NORTH 4410

Dear Bobbie,

CEDA Statement of Expectations 2024/25 to 2026/27 (2024/34 Long Term Plan)

This Statement of Expectations (SOE) covers the period 1 July 2024 to 30 June 2027, which is years 1-3 of the Shareholders' 2024/34 Long Term Plan. Amendments to the Statement of Expectations may be sought during this period.

The purpose of this SOE is to provide CEDA with the Shareholders' focus and priorities for delivery, against its purpose of driving and facilitating the creation and growth of economic wealth in the Manawatū region and beyond.

When working beyond the Manawatū, there must be a causal link of the outcomes or benefits back to the Manawatū region based on the core functions and measures of success outlined below.

It is also expected that CEDA will use this SOE to guide the development of an annual Statement of Intent (SOI) for 2024/25, 2025/26 and 2026/27.

Strategic Relationships

Taking a leadership position and building strategic relationships in the Manawatū region and beyond, is fundamental for CEDA to achieve its purpose. CEDA must be relationship-driven at all levels and we appreciate your commitment to this. From our perspective (both as shareholders and partners), this means CEDA developing a deep understanding of the roles of its strategic partner organisations, what their priorities and strengths are, and how CEDA can add value to the relationship (and vice versa) to achieve better economic outcomes for the region.

CEDA formalising these strategic relationships, is important to us as shareholders, to ensure we have cohesion in the region around economic development activities. We would like this to be driven further by CEDA through mutually agreed partnership agreements or similar, to ensure everyone is on the same page and provide the basis for a consistent and collective approach with measurable outcomes.

Ongoing review of the existing strategic partnership agreements already in place is expected.

The shareholders have identified the following key partners for CEDA: Palmerston North City Council, Manawatū District Council, Horizons Regional Council, Iwi, Manawatū Chamber of Commerce, NZ Defence Force, Federated Farmers, Accelerate 25, KiwiRail, FoodHQ, Massey University, The Factory, Palmy BID, Feilding & District Promotions, and key Government agencies.

The Shareholders and CEDA will continue to work together to update the existing list of strategic partners.

Key Agreed Functions and Outcomes

We understand that to be effective, CEDA must be able to focus on key outcomes within a well-defined mandate. We also recognize this is a challenge given there can be differing stakeholder expectations.

This means CEDA focusing on the delivery of its core functions and outcomes in:

- Stimulate inward investment (both national and international), retention and expansion of business in the Manawatū region.
- Developing a talent pipeline.
- Support domestic visitation and tourism.

Top priorities are:

- Te Utanganui, Central New Zealand Distribution Hub.
- Strategic oversight and coordination of the **Manawatū** Food Strategy.
- Promotion and development of key tourism and visitor destinations.
- Inward investment in the Feilding town centre and Palmerston North city centre.

Action plans to deliver on these core functions should identify KPIs based on clear intervention logic. The SOI should include specific KPIs for the new top priority regarding inward investment in the Feilding town centre and Palmerston North city centre.

It is expected that CEDA will work very closely with key stakeholders of the regions strengths of food production and research, distribution and logistics, defence, health, visitor, education (domestic and international), digital and technology, and a growing Māori economy.

CEDA is expected to scan for new opportunities, whether or not it is a key strength, where this can benefit the region.

CEDA's success will be measured by the shareholders using the following indicators of the health of the regional economy:

- Job growth.
- Increase in median household income.
- Number of investment leads and deals secured.
- Strength of the relationship with strategic partners.

The Shareholders acknowledge that the first two measures are not directly under CEDA's control. Significant changes in international and national economic factors will be taken into account when the Shareholders measure CEDA's performance.

Understanding the strategic drivers of the Shareholders and aligning CEDA's core functions to those drivers is critical to the partnership between the Councils and CEDA.

The Shareholders have a key role in setting the economic environment for business to flourish and CEDA acts on the Councils behalf in facilitating opportunities for improved economic outcomes. CEDA is the Councils' agency for the delivery of economic development across the region.

Therefore, it is expected that CEDA will engage with the Councils in the development and implementation of their strategies and plans. These strategies and plans are expected to demonstrate active engagement with other strategic partners in their development.

The Councils are obliged to ensure that our services are delivered effectively and efficiently. As a Council-Controlled Organisation (CCO), this expectation extends to CEDA. The Shareholders require CEDA to provide an activity-based budget so the Councils can effectively communicate levels of service and value for money to their ratepayers. In addition, there are many opportunities where shared resourcing, expertise and services should be explored and we would like to discuss these opportunities from both a short-term and long-term perspective.

To ensure the Shareholders and CEDA are on the same page, the focus, scope of activity, and priorities will be set through the Statement of Intent (SOI), and delivery managed through any relationship agreement that is put in place.

The Shareholders expect that where CEDA is marketing the Manawatū region and this requires differentiating between the Manawatu, Feilding and Palmerston North, that this will continue to be delivered by CEDA in close collaboration with both Shareholders.

The Shareholders would like to continue the bi-monthly team meeting between the Mayors, Council CE's and relationship managers with the CEDA Chair and CE.

The Shareholders will invite CEDA to formally report to each Shareholder twice per year, being the 6-month report and Annual Report.

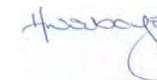
CEDA will host two informal meetings with the Shareholders together to share progress on key priorities and connect outside of the formal reporting processes.

We look forward to working with CEDA to develop an economic development model that successfully delivers. We thank the Board, CEDA CE, and CEDA staff for their continued commitment to economic growth in the Manawatū region.

Yours sincerely



Grant Smith
Mayor
PALMERSTON NORTH CITY COUNCIL



Helen Worboys
Mayor
MANAWATŪ DISTRICT COUNCIL

Ngā Manawa Tītī

Our Partner Organisations

Local

Central Skills Hub
Feilding and District Promotion
FoodHQ
IPU New Zealand
Lamberts
ManawaTech
Manawatū Business Chamber
Manawatū District Council
Manawatū Young Chamber
Manawatū Young Professionals Network
Manfeild
Massey University Te Kunenga ki Pūrehuroa
Network of Skilled Migrants
Palmerston North City Council
Palmerston North Airport
Palmy BID
Rangitāne o Manawatū
Rangitāne o Manawatū Settlement Trust
Regional Schools
Sport Manawatū
Sprout Agritech
Talent Central
Te Au Pakihi
Te Manawa

Te Roopu Hokowhitu

The Factory

UCOL

Venues and Events Palmerston North

Welcoming Communities

Regional

Accelerate35

Business Central and Export NZ

Business Whanganui Chamber of Commerce

Hawkes Bay Regional Economic Development Agency

Horizons Regional Council

Horowhenua District Council

MidCentral Health | Te Pae Hauora o Ruahine o Tararua

Rangitīkei District Council

Rangitīkei Manawatū Federated Farmers

Ruapehu District Council

Tararua District Council

The Horowhenua Development Company

Te Utanganui partners, Kiwirail, Centreport and Napier Ports

Venture Taranaki

Wellington Regional Economic Development Agency

Whanganui District Council

National

AgResearch

Agritech New Zealand

Air New Zealand

Business Mentors New Zealand

Department of Internal Affairs | Te Tari Taiwhenua

Department of Conservation

Economic Development New Zealand

Health New Zealand | Te Whatu Ora

Immigration New Zealand

Ministry of Business, Innovation and Employment | Hīkina

Whakatutuki

Ministry of Culture and Heritage | Manatū Taonga

Ministry of Education | Te Tāhuhu o te Māturanga

New Zealand Careers Expo

New Zealand Defence Force

New Zealand Motor Caravan Association

New Zealand Trade and Enterprise | Te Taurapa Tuhono

New Zealand Transport Agency | Waka Kotahi

Poutama Trust

Regional Tourism New Zealand

Stuff

Tourism Industry Aotearoa

Tourism New Zealand



22 December 2023

Bobbie O'Fee
Chair
Central Economic Development Agency Ltd
Level 1/1-19 Fitzherbert Avenue
PALMERSTON NORTH 4410

Dear Bobbie,

CEDA Statement of Expectations 2024/25 to 2026/27 (2024/34 Long Term Plan)

This Statement of Expectations (SOE) covers the period 1 July 2024 to 30 June 2027, which is years 1-3 of the Shareholders' 2024/34 Long Term Plan. Amendments to the Statement of Expectations may be sought during this period.

The purpose of this SOE is to provide CEDA with the Shareholders' focus and priorities for delivery, against its purpose of driving and facilitating the creation and growth of economic wealth in the Manawatū region and beyond.

When working beyond the Manawatū, there must be a causal link of the outcomes or benefits back to the Manawatū region based on the core functions and measures of success outlined below.

It is also expected that CEDA will use this SOE to guide the development of an annual Statement of Intent (SOI) for 2024/25, 2025/26 and 2026/27.

Strategic Relationships

Taking a leadership position and building strategic relationships in the Manawatū region and beyond, is fundamental for CEDA to achieve its purpose. CEDA must be relationship-driven at all levels and we appreciate your commitment to this. From our perspective (both as shareholders and partners), this means CEDA developing a deep understanding of the roles of its strategic partner organisations, what their priorities and strengths are, and how CEDA can add value to the relationship (and vice versa) to achieve better economic outcomes for the region.

CEDA formalising these strategic relationships, is important to us as shareholders, to ensure we have cohesion in the region around economic development activities. We would like this to be driven further by CEDA through mutually agreed partnership agreements or similar, to ensure everyone is on the same page and provide the basis for a consistent and collective approach with measurable outcomes.

Ongoing review of the existing strategic partnership agreements already in place is expected.

The shareholders have identified the following key partners for CEDA: Palmerston North City Council, Manawatū District Council, Horizons Regional Council, Iwi, Manawatū Chamber of Commerce, NZ Defence Force, Federated Farmers, Accelerate 25, KiwiRail, FoodHQ, Massey University, The Factory, Palmy BID, Feilding & District Promotions, and key Government agencies.

The Shareholders and CEDA will continue to work together to update the existing list of strategic partners.

Key Agreed Functions and Outcomes

We understand that to be effective, CEDA must be able to focus on key outcomes within a well-defined mandate. We also recognize this is a challenge given there can be differing stakeholder expectations.

This means CEDA focusing on the delivery of its core functions and outcomes in:

- Stimulate inward investment (both national and international), retention and expansion of business in the Manawatū region.
- Developing a talent pipeline.
- Support domestic visitation and tourism.

Top priorities are:

- Te Utanganui, Central New Zealand Distribution Hub.
- Strategic oversight and coordination of the **Manawatū** Food Strategy.
- Promotion and development of key tourism and visitor destinations.
- Inward investment in the Feilding town centre and Palmerston North city centre.

Action plans to deliver on these core functions should identify KPIs based on clear intervention logic. The SOI should include specific KPIs for the new top priority regarding inward investment in the Feilding town centre and Palmerston North city centre.

It is expected that CEDA will work very closely with key stakeholders of the regions strengths of food production and research, distribution and logistics, defence, health, visitor, education (domestic and international), digital and technology, and a growing Māori economy.

CEDA is expected to scan for new opportunities, whether or not it is a key strength, where this can benefit the region.

CEDA's success will be measured by the shareholders using the following indicators of the health of the regional economy:

- Job growth.
- Increase in median household income.
- Number of investment leads and deals secured.
- Strength of the relationship with strategic partners.

The Shareholders acknowledge that the first two measures are not directly under CEDA's control. Significant changes in international and national economic factors will be taken into account when the Shareholders measure CEDA's performance.

Understanding the strategic drivers of the Shareholders and aligning CEDA's core functions to those drivers is critical to the partnership between the Councils and CEDA.

The Shareholders have a key role in setting the economic environment for business to flourish and CEDA acts on the Councils behalf in facilitating opportunities for improved economic outcomes. CEDA is the Councils' agency for the delivery of economic development across the region.

Therefore, it is expected that CEDA will engage with the Councils in the development and implementation of their strategies and plans. These strategies and plans are expected to demonstrate active engagement with other strategic partners in their development.

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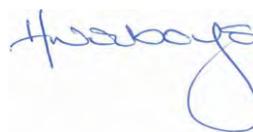
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Yours sincerely



Grant Smith
Mayor
PALMERSTON NORTH CITY COUNCIL



Helen Worboys
Mayor
MANAWATŪ DISTRICT COUNCIL

Council

Meeting of 01 April 2026

Business Unit: People and Corporate

Date Created: 12 February 2026

Submissions made on behalf of Council – 1 November 2025 to 04 March 2026

Purpose Te Aronga o te Pūrongo

To present to Council for information, copies of recent submissions lodged on behalf of the Manawātū District Council.

Recommendations Ngā Tūtohinga

That the Council receives and notes the listed submissions, lodged on behalf of the Manawātū District Council between 1 November 2025 to 04 March 2026.

- 1 MBIE Insights Briefing – Productivity in a Changing World
- 2 Consultation on amending the Second Emissions Reduction Plan (ERP2)
- 3 Drinking Water Quality Assurance Rules for Schemes 501 or more people
- 4 Public consultation on proposed data collection approach and content for the census
- 5 Land Transport (Revenue) Amendment Bill
- 6 Building and Construction Sector (Strengthening Occupational Licensing Regimes) Amendment Bill.
- 7 Building and Construction Sector (Self-Certification by Plumbers and Drainlayers) Amendment Bill.
- 8 Public Works Amendment Bill
- 9 Rates Target Model for New Zealand
- 10 Emergency Management Bill
- 11 Planning Bill
- 12 Natural Environment Bill
- 13 Earthquake Prone Buildings Amendment Bill
- 14 Infrastructure Funding and Financing Amendment Bill
- 15 Development Levies Consultation and Local Government (Infrastructure Funding) Amendment Bill
- 16 Simplifying Local Government
- 17 Inquiry into the 2025 Local Elections
- 18 Disestablishment of the Ministry for the Environment

Report prepared by:

Steph Skinner

Governance and Strategy Officer

Approved for submission by:

Frances Smorti

General Manager - People and Corporate

1 Background Ngā Kōrero o Muri

- 1.1 The Council established the Submissions Assessment Panel as a subordinate decision-making body of Council, on 16 June 2022. This was to address timing issues for making submissions within the often-limited submission response timeframes.
- 1.2 The Panel is delegated the authority to consider and approve submissions on regional or national policy consultations, for submitting either under the signature of the Mayor, or under the signature of the Chief Executive.
- 1.3 The Council agreed that to ensure transparency of process, completed submissions would be reported to the next scheduled Council meeting for receipt and noting.

2 Strategic Fit Te Tautika ki te Rautaki

- 2.1 Not applicable as this is a legislative / operational item.

3 Discussion and Options Considered Ngā Matapakinga me ngā Kōwhiringa i Wānangahia

- 3.1 The following is a list of submissions that have been lodged on behalf of Council since the last report to Council at the 03 December 2025 meeting.

Attach #	Submission topic:	Date lodged:
1	MBIE Insights Briefing – Productivity in a Changing World	18 Nov 2025
2	Consultation on amending the Second Emissions Reduction Plan (ERP2)	26 Nov 2025
3	Drinking Water Quality Assurance Rules for Schemes 501 or more people	19 Dec 2025
4	Public consultation on proposed data collection approach and content for the census	19 Dec 2025
5	Land Transport (Revenue) Amendment Bill	07 Jan 2026
6	Building and Construction Sector (Strengthening Occupational Licensing Regimes) Amendment Bill	08 Jan 2026
7	Building and Construction Sector (Self-Certification by Plumbers and Drainlayers) Amendment Bill	08 Jan 2026
8	Public Works Amendment Bill	26 Jan 2026
9	Rates Target Model for New Zealand	04 Feb 2026
10	Emergency Management Bill	03 Feb 2026
11	Planning Bill	13 Feb 2026
12	Natural Environment Bill	13 Feb 2026
13	Earthquake Prone Buildings Amendment Bill	16 Feb 2026
14	Infrastructure Funding and Financing Amendment Bill	20 Feb 2026
15	Development Levies Consultation and Local Government (Infrastructure Funding) Amendment Bill	20 Feb 2026
16	Simplifying Local Government	20 Feb 2026
17	Inquiry into the 2025 Local Elections	25 Feb 2026
18	Disestablishment of the Ministry for the Environment	4 Mar 2026

4 Risk Assessment Te Arotake Tūraru

- 4.1 Submissions are prepared on behalf of the Manawatū District Council and, depending on the nature of the topic, are intended to reflect the views and needs of the wider Manawatū Community. The primary risk that has been identified in relation to submissions prepared on behalf of Council to national and regional consultations is reputational risk. That is, if individuals or the community at large disagree with the views raised in submission prepared on behalf of the Council and the Manawatū Community, this could be damaging for the reputation of the Council. Council adopts a cautious approach with respect to reputational risk.
- 4.2 Reputational risk is managed via an informed and collaborative approach to preparing submissions. Officers draft submissions using the best available information, including input from technical experts from across the organisation. Officers also consider submissions prepared by local government sector organisations including Taituarā and Local Government New Zealand, where available. Any submissions that involve potentially controversial topics are reviewed by the Executive Leadership Team prior to being shared with the members of the Submissions Assessment Panel.
- 4.3 The submissions assessment panel is made up of elected members, who are democratically elected to represent the views of the Manawatū Community, and members of the executive leadership team. Feedback from the submissions assessment panel members is considered and incorporated where appropriate prior to the final submission being approved by Mayor Ford for lodgement. This collaborative approach to submission drafting ensures that submissions are reflective of the collective views of the Council, rather than individual views.
- 4.4 Where submissions relate to matters of broad Council interest, officers will involve all elected members, not just those that are members on the submissions assessment panel. Where time allows, officers will hold educational workshop sessions and invite feedback on the draft submission prior to it being finalised. This ensures that submissions are representative of the collective views of Council.

5 Engagement Te Whakapānga

Significance of Decision

- 5.1 The Council's Significance and Engagement Policy is not triggered by matters discussed in this report. No stakeholder engagement is required.

Māori and Cultural Engagement

- 5.2 There are no known cultural considerations associated with the matters addressed in this report. No specific engagement with Māori or other ethnicity groups is necessary.

Community Engagement

- 5.3 The Submissions Assessment Panel is delegated authority to approve submissions for lodging on behalf of the Manawatū District Council. A copy of submissions lodged are required to be reported to a future council meeting for receipt and noting by Council.

6 Operational Implications Ngā Pānga Whakahaere

6.1 Due to often limited timelines to consider a Council response to regional and national matters, the Submissions Assessment Panel was delegated authority to consider and approve submissions for lodgement on behalf of the Manawatū District Council. This enables Council to contribute to consultations on national and regional policy matters, that often have short timeframes in which to make a submission.

6.2 Copies of submissions lodged under delegated authority are reported to Council for noting and receipt.

7 Financial Implications Ngā Pānga Ahumoni

7.1 There are no financial implications with this report.

8 Statutory Requirements Ngā Here ā-Ture

8.1 There are no statutory requirements for this report.

9 Next Steps Te Kokenga

9.1 There are no next steps required.

10 Attachments Ngā ĀpitiHanga

- Lodged submissions, attached separately to the agenda due to size:

ITEM	NAME
1	MBIE Insights Briefing – Productivity in a Changing World
2	Consultation on amending the Second Emissions Reduction Plan (ERP2)
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16	Simplifying Local Government
17	Inquiry into the 2025 Local Elections

18	Disestablishment of the Ministry for the Environment
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Council

Meeting of 01 April 2026

Business Unit: People and Corporate

Date Created: 12 March 2026

Endorsement of the Triennial Agreement for the Manawatū-Whanganui Region 2025-28

Purpose Te Aronga o te Pūrongo

To present the Manawatū-Whanganui Region's Triennial Agreement for the 2025-28 triennium to Council for endorsement.

Recommendations Ngā Tūtohinga

That the Council:

1. Endorses the attached Triennial Agreement for the Manawatū-Whanganui Region for the 2025-28 triennium.
2. Authorises His Worship the Mayor to sign the Agreement on behalf of the Council.
3. Appoints His Worship the Mayor as Council's representative on the Climate Action Joint Committee.

Report prepared by:

Ash Garstang

Governance and Assurance Manager

Approved for submission by:

Frances Smorti

General Manager - People and Corporate

1 Background Ngā Kōrero o Muri

- 1.1 Horizons Regional Council has coordinated the development of the Manawatū-Whanganui Triennial Agreement for the 2025–28 triennium, in consultation with the region’s territorial authorities. The agreement has been discussed at the Mayoral Forum, prior to its presentation to councils for adoption.
- 1.2 The Agreement establishes a framework for collaboration between councils across the region, including arrangements for regional leadership and coordination on matters of shared interest. These include environmental resilience, climate change response, infrastructure planning, economic development, and wider regional wellbeing initiatives.
- 1.3 The Agreement also confirms governance arrangements that support regional collaboration, including the Manawatū-Whanganui Mayoral Forum, supported by the region’s Chief Executives Forum.

2 Strategic Fit Te Tautika ki te Rautaki

- 2.1 This report relates to Council’s strategic priority of **“Value for money and excellence in local government.”**
- 2.2 The Triennial Agreement supports effective collaboration between councils in the Manawatū-Whanganui region, enabling coordinated leadership and improved regional outcomes for communities.

3 Discussion and Options Considered Ngā Matapakinga me ngā Kōwhiringa i Wānangahia

- 3.1 The attached Triennial Agreement for the Manawatū-Whanganui Region 2025–28 outlines how local authorities in the region will collaborate on matters of shared interest.
- 3.2 The Agreement confirms the continuation of regional governance arrangements, including the Manawatū-Whanganui Mayoral Forum and the Climate Action Joint Committee.
- 3.3 The Climate Action Joint Committee continues across trienniums under Schedule 7 of the Local Government Act 2002. However, councils typically confirm their representation following elections. It is therefore recommended that the Mayor be appointed as Council’s representative on the committee.
- 3.4 Council is asked to endorse the Agreement and authorise the Mayor to sign it on behalf of the Council.

4 Risk Assessment Te Arotake Tūraru

- 4.1 The risk is considered low. Endorsing the Agreement ensures Council meets its statutory obligations under the Local Government Act 2002.

5 Engagement Te Whakapānga

Significance of Decision

- 5.1 The Council's Significance and Engagement Policy is not triggered by matters discussed in this report. No stakeholder engagement is required.

Māori and Cultural Engagement

- 5.2 The Agreement recognises the importance of Māori participation in local decision-making and regional collaboration.

Community Engagement

- 5.3 No community engagement is required.

6 Operational Implications Ngā Pānga Whakahaere

- 6.1 There are no operational implications with this report.

7 Financial Implications Ngā Pānga Ahumoni

- 7.1 There are no new financial implications arising from this report.
- 7.2 The Agreement acknowledges existing regional collaboration arrangements, including a secretariat hosted by Horizons Regional Council to support the Manawatū-Whanganui Mayoral Forum. Any associated costs are managed through existing regional arrangements and are not affected by the recommendations in this report.

8 Statutory Requirements Ngā Here ā-Ture

- 8.1 Section 15 of the Local Government Act 2002 (LGA) requires local authorities within each region to enter into a Triennial Agreement following each triennial local government election. The purpose of the agreement is to set out how local authorities within a region will work together to promote effective and efficient governance of their districts, cities and the region as a whole.

9 Next Steps Te Kokenga

- 9.1 If endorsed, the Mayor will sign the Agreement on behalf of the Council and Horizons Regional Council will finalise the Agreement with the region's local authorities.

10 Attachments Ngā Āpitihanga

- Triennial Agreement Manawatū-Whanganui Region 2025-2028

TRIENNIAL AGREEMENT
Manawatū-Whanganui REGION
2025 -2028

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Purpose

The signatories are committed to working together to promote the social, economic, environmental, and cultural wellbeing of their communities—in accordance with principles of sustainable management for current and future generations, and of the Treaty of Waitangi.

The purpose of this Triennial Agreement (the Agreement) is to ensure appropriate communication, coordination and collaboration between local authorities within the Manawatū-Whanganui Region.

This Agreement is established under section 15 of the Local Government Act 2002 (LGA). It is effective until such time as it is either amended by the agreement of all parties or is renewed following the 2028 local authority elections (and no later than 1 March 2029).

Parties

The signatories to this agreement comprise principal signatories (those local authorities whose boundaries are completely or primarily encompassed within the Manawatū-Whanganui Region and who primarily identify with that region) and non-primary signatories (those local authorities whose boundaries bisect the Manawatū-Whanganui Region but whose principal identification is with another region).

Principal Signatories:

- Manawatū-Whanganui Regional Council (Horizons)
- Horowhenua District Council
- Manawatū District Council
- Palmerston North City Council
- Rangitīkei District Council
- Ruapehu District Council
- Tararua District Council
- Whanganui District Council

Non-primary Signatories:

- Stratford District Council
- Taupō District Council
- Waitomo District Council

This Agreement is binding on all local authorities of the Manawatū-Whanganui Region. It is recognised that non-primary signatories retain discretion over the extent of their involvement, in proportion to the extent to which issues and decisions under consideration affect them.

Working Together

This Agreement focuses on responding to issues and opportunities facing our communities and local environment. The parties agree to work together in good faith for the good governance and sustainable development of their local areas and the region as a whole.

Signatories to this Agreement recognise that obligations to the Treaty of Waitangi, and to provide opportunities for Māori to contribute to local decision-making, extend to regional cooperation and joint decision-making. Central Government, too, has overlapping but distinct priority areas. The parties will seek to collaborate on matters of shared interest.

The wellbeing of our communities and health of our environment are best served by local authorities working together. We face increasingly complex governance issues, many of which cannot be resolved by any one organisation acting alone. Cooperation is necessary to tackle challenges such as:

- Delivering better social outcomes for communities, through affordable housing, well-functioning urban environments, infrastructure, and transport links;
- Improving the resilience of our environment and communities to the effects of climate change;
- Improving the health of our ecosystems and waterways;
- Supporting the development of a vibrant, sustainable regional economy.

The parties value and will maintain open communication, collaboration and trust, applying a 'no surprises' policy by ensuring other parties receive early notification of significant proposals that may affect them and their communities, and of divergent views on proposed decisions before critical public announcements are made.

Collaboration and cooperation between local authorities can yield administrative efficiencies, allowing for better use of available resources and more effective community participation. The parties undertake to work together toward common priorities and community outcomes, and making efficient use of resources, in accordance with LGA s14(1)(e).

While collaboration and cooperation are desirable, the region's communities and landscapes are diverse, and each local authority has the legislative mandate to govern its own area as appropriate.

Governance

The primary mechanism to implement this Agreement is the Manawatū-Whanganui Mayoral Forum (the Mayoral Forum), comprised of the region's Mayors and the Chair of Horizons Regional Council. The Forum will meet quarterly and operate in accordance with its agreed terms of reference, which are attached at Appendix One.

The Manawatū-Whanganui Mayoral Forum will:

- Provide governance oversight of our response to regionally significant challenges;
- Promote understanding and alignment of effort across councils, with central government, and with tangata whenua;
- Advocate for the interests of the region, its councils and communities.

The Mayoral Forum will be supported by the Manawatū-Whanganui Chief Executives Forum.

The Chief Executives Forum will:

- Identify and escalate to the Mayoral Forum strategic issues and opportunities for collaboration;
- Report to the Mayoral Forum on the delivery of its agreed actions, work programmes or collaborative projects.

Other groups will support regional coordination:

- The Climate Action Joint Committee is to continue. Terms of Reference are attached at Appendix Two.

- Regional Transport Committee is to continue, as required by s105(2) of the Land Transport Management Act 2003.
- For the avoidance of doubt, Manawatū-Whanganui Civil Defence and Emergency Management Group will continue, as required by s12 of the Civil Defence Emergency Management Act 2002.
- The Accelerate 35 (A35) Lead Team will continue to progress regional economic development.
- The Regional Leadership Group, convened by the Ministry for Social Development, will bring together senior officials from central and local government, tangata whenua, and other community groups with a focus on social wellbeing, health, and education.

These arrangements complement other mechanisms for inter-council collaboration, such as Local Government New Zealand, Taituarā, the Association of Local Government Information Management, the Institute of Public Works Engineering Australasia, the Local Authorities Public Relations Network, and the Manawatū-Whanganui Local Area Shared Services CCO (MWLASS).

Recognition of Resolutions by Joint Committee

Within the parameters set through legislation – and acknowledging each local authority’s mandate to govern in its own area – the parties agree to:

- Have particular regard to resolutions made by joint committees in developing policies, determining priorities, and allocating resource;
- Progress to the fullest possible extent actions identified through joint planning and decision-making arrangements.

Servicing and Support

Horizons will host a permanent secretariat to support the Manawatū-Whanganui Mayoral Forum. The secretariat will be funded jointly by participating councils.

Significant New Activities

When a party is considering a major policy initiative or proposal that may have implications for other parties, and unless such disclosure is inconsistent with the Local Government Official Information and Meetings Act 1987 or commercial confidences precludes such disclosure, they will give early notification to the affected parties and share the information with the Mayoral Forum and the Chief Executives Forum.

Horizons Regional Council will provide early advice to the Chief Executives Forum and the Mayoral Forum of any significant new regional council activity, in addition to other requirements specified in LGA s16.

Significant Facilities and Services

The Mayoral Forum and Chief Executives Forum may from time to time explore options for identifying, delivering and funding facilities and services of significance to more than one district. Any Party to this Agreement may raise these issues for consideration.

Consultation in Relation to Resource Management Act 1991 (RMA) Policy & Plans

The following consultation process will apply to the preparation of a new, or change, variation, or review of an existing, regional policy statement, regional plan or district plan by a local authority in the Region:

- The Regional Council will seek the input of territorial authorities, and vice-versa, for the preparation or review of the regional policy statement, or regional or district plan.
- For the regional policy statement or a regional plan, the Regional Council will make the draft version available to all territorial authorities in the Region for discussion and development.
- The parties to this Agreement acknowledge their obligation to act in accordance with the principles of consultation set out in LGA s82.

In addition, the parties agree to cooperate in implementing national policy statements, to ensure alignment of regional and district policies and plans, as well as efficiency of process. The parties undertake to report, through Chief Executives, to the Mayoral Forum on opportunities to share information, jointly commission advice, or otherwise pool effort in order to give effect to national direction within appropriate timeframes and in a practicable way.

Other Agreements

This Agreement does not prevent the Parties from entering into other agreements among themselves or outside the Manawatū-Whanganui region. Any other such agreement should not, however, be contrary to this Agreement.

Resolving Disagreement

All parties to this Agreement are committed to working strenuously, in good faith, to resolve any disagreements that may arise in relation to its application. Where a party has a significant disagreement with the position of the others, all parties will make every effort to accommodate, acknowledge or at least fairly represent the dissenting view.

In the event of a disagreement over the actions taken to give effect to this Agreement that cannot be successfully resolved by affected parties, the parties agree to refer the issue of disagreement to mediation. Should agreement on a mediator not be possible, a mediator will be appointed by the president of the Manawatū Branch of the Law Society. If mediation is unsuccessful, any of the local authorities affected may ask the Minister of Local Government to make a binding decision on the proposal. The cost of mediation will be met equally by the parties that have agreed to the mediation.

Agreement to Review

This Agreement remains in force until local authorities ratify a new agreement.

Any party may request an amendment to this Agreement by writing to the Chair of the Mayoral Forum at least two weeks before a regular quarterly meeting of the Forum. The Mayoral Forum will review the Agreement no later than the final meeting before triennial local body elections and recommend any changes to the incoming councils.

Any agreed amendment will be referred to each local authority for ratification. No amendment to this Agreement has effect until signed by all parties.

Statutory Requirements

This document is deemed to duly constitute fulfilment of section 14(1)(e), 15 and 16 of the LGA, and Schedule 1 Clause 3A(1) of the RMA.

Authority

This Agreement is signed by the following on behalf of their respective authorities.

Signing Page

This Agreement is signed by the following on behalf of their respective authorities.

Council	Role / Name	Signature	Date
Horizons Regional Council	Nikki Riley Chairperson		
Horowhenua District Council	Bernie Wanden Mayor		
Manawatu District Council	Michael Ford Mayor		
Palmerston North City Council	Grant Smith Mayor		
Rangitikei District Council	Andy Watson Mayor		
Ruapehu District Council	Weston Kirton Mayor		
Stratford District Council	Neil Volzke Mayor		
Taranua District Council	Scott Gilmore Mayor		
Taupō District Council	John Funnell Mayor		
Waitomo District Council	John Robertson Mayor		
Whanganui District Council	Andrew Tripe Mayor		

Appendix One - Manawatū-Whanganui Mayoral Forum Terms of Reference

Statement of Purpose

The purpose of the Manawatū-Whanganui Mayoral Forum is to support effective leadership on shared priorities and matters of importance to the region's communities.

Objectives

The Manawatū-Whanganui Mayoral Forum has the following objectives:

- To enable Manawatū-Whanganui councils to work more collaboratively in response to regionally significant challenges and opportunities;
- To provide a forum for engagement between councils, central government, tangata whenua, and other leaders in the region;
- To explore, with iwi and hapū, how governance relationships might be further progressed in future;
- To provide a collective voice to advocate for and raise the profile of these issues and opportunities;
- To increase the effectiveness of local government in meeting the needs of Manawatū-Whanganui communities;
- To develop and implement programmes (including joint plans where appropriate), which are responsive to the needs and expectations of the community; and
- To prepare for institutional changes, such as joint planning arrangements, and oversee preliminary work to inform joint strategies and plans.

Principles

In pursuit of these objectives the Manawatū-Whanganui Mayoral Forum will observe the following principles:

- Establish and maintain close liaison with other local government networks to ensure as far as possible the pursuit of common objectives and the minimisation of duplication;
- Establish and maintain close liaison with Ministers of the Crown and local Members of Parliament;
- Recognise that obligations to the Treaty of Waitangi, and opportunities for Māori to contribute to local decision-making, extend to regional cooperation and joint decision-making;
- Work towards shared positions on issues of mutual concern, formalising these through letters of support, submissions and/or public statements as appropriate;
- Exercise its functions with due regard to the tangata whenua and cultural diversity of the community;
- Establish processes for reporting back to its respective councils and communities.

Powers

The Manawatū-Whanganui Mayoral Forum shall have the power to:

- Make submissions and undertake advocacy to external organisations on matters germane to the Committee's objectives;
- Engage with key agencies and neighbouring regions on matters relating to the Committee's objectives;
- Recommend to the parties actions that materially contribute to attainment of the Committee's objectives.

Membership

Membership shall be open to the eight councils wholly or primarily within the Manawatū-Whanganui Region (Horowhenua District Council, Manawatū District Council, Palmerston North City Council, Rangitīkei District Council, Ruapehu District Council, Tararua District Council, Whanganui District Council, Manawatū-Whanganui Regional Council (Horizons)).

Each member council shall be represented by its Mayor (or Chair in the case of the Regional Council) and supported by its Chief Executive. On occasions where the Mayor or Chair cannot attend, a council may be represented by its Deputy Mayor or Chair.

The Mayoral Forum will have the power to co-opt other members on a permanent and/or issues basis.

Election of Chair

The Manawatū-Whanganui Mayoral Forum shall select a Chair and Deputy Chair at the first meeting immediately following the Triennial Elections. These appointments may be reviewed after a period of 18 months.

The Chair selected will preside at all meetings of the Mayoral Forum.

The Mayoral Forum may appoint spokespersons from its membership for issues being considered, in which case each member council agrees to refer all requests for information and documents to the duly appointed spokespersons.

Meetings

Meetings will be held quarterly at Regional House in Palmerston North, unless otherwise advised.

Special meetings may be called at the request of members.

The secretariat will prepare an agenda for Mayoral Forum meetings in consultation with the Chair and the Chief Executives Forum.

Agendas for meetings will be issued and minutes will be taken and circulated.

Quorum

The quorum will consist of four members (half the number of members including vacancies).

Meetings may be held in person or by other means (such as audiovisual link) as the Committee agrees and where permissible under New Zealand law and the standing orders of the parties.

Decision Making

The practice of the Forum will be to determine issues before it by consensus.

If the consensus is to determine issues by voting, the determination shall be determined by a majority of votes of members attending the meeting.

Remuneration and Expenses

Each party shall be responsible for remunerating its representative on the Committee.

Standing Orders

The Committee shall apply the standing orders of Manawatū-Whanganui Regional Council.

Secretariat

The Manawatū-Whanganui Mayoral Forum will appoint Manawatū-Whanganui Regional Council to carry out the secretariat function on such terms and conditions as it shall decide for the discharge of duties, including the taking of minutes and the keeping of any books and accounts and attending to any other business of the forum.

Variations to this Agreement

Amendments to this agreement may be required from time to time. Changes will be approved by the parties, on the recommendation of the Mayoral Forum.

Appendix Two – Climate Action Joint Committee Manawatū-Whanganui Terms of Reference

Statement of Purpose

The purpose of the Climate Action Joint Committee (CAJC) is to support a coordinated response to climate change across the Councils and communities of the Manawatū-Whanganui Region.

It is established in accordance with Section 7, clauses 30 and 30A of the Local Government Act 2002.

Objectives

The Climate Action Joint Committee's operating objectives are to:

- Collaborate on action to build organisational, community, and regional resilience in the face of climate change;
- Make use of available environmental, social, cultural and economic research, skills and capabilities to leverage opportunities and mitigate the impacts of climate change;
- Develop a climate action plan, including recommended actions for councils to contribute to mitigation of greenhouse gas emissions and to support community resilience to the effects of climate change;
- Work collectively as a region to engage with central government, including any actions to deliver on responsibilities under the National Adaptation Plan and Emissions Reduction Plan, and to support a Just Transition for our region;
- Promote consistent and effective leadership, advocacy, communication and engagement on climate change issues to enable individual and collaborative action;
- Champion the integration of partner strategies, programmes, and plans and encourage partnerships with iwi and others in central and local government, health, education, youth, NGOs and business;
- Oversee implementation of agreed joint projects;
- Share climate change evidence and guidance to inform Council work programmes and support explicit consideration of climate change impacts in decisions; and
- Monitor and report annually on implementation of the joint action plan.

Powers

The Climate Action Joint Committee does not have the power to legally bind any Council to any act or decision, unless that act or decision has been agreed to by decision of that council.

Within that context, the parties agree to:

- Have particular regard to the recommendations of the Committee in developing policies, determining priorities, and allocating resource;
- Progress, to the fullest possible extent, actions identified through joint planning and decision-making arrangements.

The Climate Action Joint Committee shall have the power to:

- Receive regular monitoring reports and presentations on the matters relevant to the Committee's objectives;
- Develop, adopt, and progress a joint climate action plan;
- Make submissions and undertake advocacy to external organisations on matters germane to the Committee's objectives;
- Engage with key agencies and neighbouring regions on matters relating to the Committee's objectives;
- Recommend to the parties actions that materially contribute to attainment of the Committee's objectives;
- Receive any grant or subsidy;

- Receive financial contributions from member authorities, as may be mutually determined and acceptable to individual local authorities; and
- Determine and make payments from its funds for any or all of the purposes of its objects.

Decision making

The practice of the forum will be to determine issues before it by consensus.

If the consensus is to determine issues by voting, the determination shall be determined by a majority of votes of members attending the meeting.

Council decisions on the Joint Committee's recommendations

Where a Council makes specific decisions on the Climate Action Joint Committee's recommendations, these will be reported to the Joint Committee by its delegate. Where the decision is materially different from the Joint Committee's recommendation the report will set out the reasons for that decision.

Membership

The Committee consists of the following members:

- The Mayor/Chair or designated delegate of each local authority within the Manawatū-Whanganui Region (total 8 members); and
- Up to eight non-Councillor members, to represent the views of Tangata Whenua. These appointments will be made by Horizons (HRC) on the recommendation of iwi leaders, taking into consideration their skills, attributes or knowledge that will assist the work of the Committee.

This Committee may invite advisors to attend relevant portions of the Committee's business.

Election of Co-Chairs

The committee will elect Co-Chairs by the system described in clause 25(4) Schedule 7 of the Local Government Act 2002.

The governance group will have two Co-Chairs:

- A Councillor member of the group; and
- A Tangata Whenua member of the group.

Each Co-Chair shall preside on an alternate basis. If a Co-Chair is absent from a meeting at which they are scheduled to be the presiding member, the other Co-Chair shall preside at the meeting.

Remuneration and Expenses

Each party shall be responsible for remunerating its representative on the Committee.

Tangata Whenua members shall be eligible for compensation for joint committee activity including travel and attendance at meetings.

Standing Orders

The Committee shall apply the standing orders of Manawatū-Whanganui Regional Council.

Meeting Quorum

The quorum will consist of:

- Half of the members present (in-person or on-line) if the number of members (including vacancies) is an even number; or
- A majority of members present (in-person or on-line) if the number of members (including vacancies) is an odd number.

Non-elected positions to which no appointment has been made are not considered to be vacancies for the purposes of forming a quorum.

Meetings may be held in person or by other means (such as audio visual link) as the Committee agrees where permissible under New Zealand law and the standing orders of the parties.

Meeting Schedule

The Committee will sit at least twice each year.

Special meetings may be called at the request of members.

Agendas for meetings will be issued and minutes will be taken and circulated.

Approved minutes and approved final reports and papers will be made available via Horizons' website.

Duration

In accordance with clause 30(7) of Schedule 7 of the Local Government Act 2002, the Climate Action Joint Committee is not to be discharged following each triennial local government election.

Variations to this Agreement

Amendments to this agreement may be required from time to time. Changes will be approved by the parties, on the recommendation of the Climate Action Joint Committee.