AGENDA/KAUPAPA

Te Kaunihera o Te Tairāwhiti
GISBORNE
DISTRICT COUNCIL

P O Box 747, Gisborne, Ph 06 867 2049 Fax 06 867 8076
Email service@gdc.govt.nz Web www.gdc.govt.nz

MEMBERSHIP: Debbie Gregory (Chair), Colin Alder, Alexandra Boros, Larry Foster, Samuel Gibson, Anne Huriwai, Jeremy Muir, Rawinia Parata, Deputy Mayor Aubrey Ria, Her Worship the Mayor Rehette Stoltz, Rob Telfer, Daniel Thompson, Rhonda Tibble and Nick Tupara

ENVIRONMENT & **COMMUNITIES/NGĀ** WHAKAMAHI - TE TAIAO ME **NGĀ** HAPORI Committee

DATE: Thursday 1 October 2026

TIME: 9:00AM

AT: Te Ruma Kaunihera (Council Meeting Room), Awarua, Fitzherbert Street, Gisborne

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Environment & Communities Committee

Reports to:	Council
Chairperson:	Cr Debbie Gregory
Membership:	Mayor and all Councillors
Quorum:	Half of the members when the number is even and a majority when the membership is uneven.
Meeting frequency:	Six weekly (or as required).

Purpose

- Provide integrated governance oversight of operational programmes and services including environmental protection, land and catchment management, biodiversity, flood resilience, and community development including libraries, parks, recreation and cultural assets.
- Ensures Council's regulatory compliance
- Ensures the effective operational delivery of statutory duties
- Supports community wellbeing across rural and urban Tairāwhiti through oversight of Council services.

Scope

The committee's scope includes the following matters.

Environment Services and Protection

- Animal Control
- Building Services
- Enforcement
- Environmental Health

Land Management

- Pests and Plant Management
- Biodiversity
- Integrated Catchments

Flood Resilience

Harbour Master

Community development

- Cultural assets and activities including theatres, museum and public art, library and Tairāwhiti Navigations.
- Recreation and amenity assets and activities – including open spaces, parks and gardens, cemeteries, community property and the Olympic Pool complex.

Planning and Development

- Customer Engagement
- Support Services

Terms of Reference

Operational Oversight

- Provide governance direction for the Council's operational activities within its purpose and scope.
- Review and adjust relevant working programme priorities within agreed budgets, activity management plans and levels of service as per the Council's Long Term Plan.
- Receive updates on delivery, projects and activities.
- Oversee management of Council's community assets.
- Input into, and make decisions on, operational proposals, options and cost of projects/major projects.
- Contribute to the development of short term plans for community services and community facilities.
- Consider the strategic regulatory and compliance issues.
- Prepare submissions on any matter that is within its rationale and terms of reference for Council approval and submit on behalf of Council when timelines do not allow Council prior approval.

Asset Management

- Oversee the management of all Council's community assets.
- Make decisions on community assets becoming Council's and on infrastructure and community assets on behalf of Council.
- Progress the sale of properties as approved in the Long Term Plan and Annual Plan.
- Contribute to the development of and oversee delivery of economic development projects.
- Consider proposals to change the status or revoke the status of a reserve as defined in the Reserves Act 1977 (including the hearing of submissions).

Power to Act

To make all decisions necessary to fulfil the role and scope of the Committee.

To establish subcommittees, working parties and forums as required.

To appoint non-voting advisory members (such as tangata whenua representatives) to assist the Committee.

Power to Recommend

To Council and/or any Council committee as it deems appropriate.

MINUTES

Draft & Unconfirmed

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MINUTES of the ENVIRONMENT & **COMMUNITIES/NGĀ** WHAKAMAHI - TE TAIAO ME **NGĀ** HAPORI Committee

Held in Te Ruma Kaunihera (Council Meeting Room), Awarua, Fitzherbert Street, Gisborne on Thursday 6 August 2026 at 9:00AM.

PRESENT:

Her Worship the Mayor Rehette Stoltz, Colin Alder, Alexandra Boros, Larry Foster, Samuel Gibson, Debbie Gregory, Anne Huriwai, Jeremy Muir, Daniel Thompson, Rhonda Tibble

IN ATTENDANCE:

Chief Executive Nedine Thatcher Swann, Director Lifelines Tim Barry, Director Internal Partnerships & Protection James Baty, Chief Financial Officer Pauline Foreman, Acting Director Sustainable Futures Awhina White, Liveable Spaces Manager Tyler Kirk, Chief Advisor Maori Gene Takurua, Democracy & Support Services Manager Donna Shaw and Committee Secretary Jill Simpson.

Secretarial Note: Her Worship the Mayor Rehette Stoltz, Director Internal Partnerships & Protection James Baty and Chief Advisor Maori Gene Takurua attended the meeting via audio visual link.

The meeting commenced with a prayer/karakia.

1. Apologies

MOVED by Cr Foster, seconded by Cr Gibson

That the apologies from Cr Parata, Cr Ria, Cr Telfer, Cr Tupara be accepted. CARRIED

2. Declarations of Interest

Councillor Alder declared an interest in report 26-125 regarding Te Arai River Catchment.

3. Confirmation of non-confidential Minutes

3.1 Confirmation of non-confidential Minutes 4 June 2026

MOVED by Cr Boros, seconded by Cr Foster

That the Minutes of 4 June 2026 be accepted. CARRIED

3.2 Governance Work Plan

Noted.

4. Leave of Absence

There were no leaves of absence.

5. Acknowledgements and Tributes

There were no acknowledgements or tributes.

6. Public Input and Petitions

6.1 Nisbet Smith - Natural Burials

Nisbett Smith, Meg Hilton and Annie Meridith attended and spoke on Natural Burials Tairāwhiti.

Points raised:

- For a body to be buried naturally, rigorously applied environmental, operational, and ethical standards must be followed. Burial must take place in a designated site where nothing interferes with or pollutes environmental processes.
- The designated width of the site allows regeneration of trees, and the shallow depth makes the body accessible to plant roots and soil organisms.
- Plots can be identified by a personal natural engraved marker or GPS coordinates of the burial site.
- Over time the designated area of the cemetery is gradually restored to native bush and is a living memorial to those buried there. It is a home to native flora and fauna and a place for whanau and friends to visit.
- To ensure professionalism and that the standards are met a New Zealand non-for-profit organisation called "Natural Burial" provides advice to District Councils on establishing natural burial cemeteries.
- To date there are approximately 21 District Councils in New Zealand with certification.
- Scientific analysis carried out over recent years confirmed two of Gisborne's cemeteries lend themselves to natural burial - Patutahi and Ormond Cemeteries.
- Natural burial means natural care of the tupapaku of the body.
- Cremation burns fossil fuels and releases carbon dioxide into the atmosphere making it far from the environmentally neutral choice many people assume it to be.

- Benefits for a natural burial include lower costs both to Council and to families, reduced maintenance requirements in existing cemeteries, the prevention of soil and groundwater contamination, and the avoidance of pollution associated with cremation.
- Would like to see a vote from Council to establish a natura burial site at Ormond Cemetery. This would give an end-of-life choice for the people of Te Tairāwhiti which is much needed.

Questions of clarification included:

- Traditional taonga, for example pounamu can be buried with the deceased in a natural burial.
- Whanau can take an active role in caring for their loved one throughout the natural burial process, with funeral directors available to provide guidance and support where needed.
- Apart from District Councils gaining certification from the Natural Burial Organisation, Funeral Directors can also undergo training and receive certification.
- There will be some establishment costs involved and Council will need to follow an approval process.
- There will be unique Tairāwhiti challenges and a public consultation process would be appropriate.
- One of the primary challenges identified during the initial exploration of natural burials in Tairāwhiti was the level of the groundwater table. This, however, is not an issue in Patutahi and Ormond Cemeteries.
- Ormond Cemetery is ready to proceed and has existing plots for natural burials possibly for the next 30 to 50 years. Patutahi is more of a regional cemetery and a smaller area, however there is land available.
- While natural burial grounds require biodegradable materials and prohibit toxic chemicals, surgically implanted medical devices and titanium or metal joint replacements and pins are acceptable.
- There are other requests for alternative burial options which will be included in the next report to this Committee.

7. Extraordinary Business

There was no extraordinary business.

8. Notices of Motion

There were no notices of motion.

9. Adjourned Business

There was no adjourned business.

10. Reports of the Chief Executive and Staff for INFORMATION

10.1 26-166 Update on Projects Funded by the Natural Heritage Fund 2025

Senior Regional Biodiversity Advisor Melanie Cheetham and Regional Biodiversity Transformation Manager Amy England attended.

Questions of clarification included:

- The applicant withdrew their application because the funding was intended for the purchase of trees, which they were able to source from an alternative provider.
- Applications over the last several years have come in about $300k - $400k and funding only allows for $100k.

The Chief Executive noted that Trust Tairāwhiti had undertaken a funding round for transformational projects with objectives similar to those of the Natural Heritage Fund. Funding announcements are expected in September, which may present opportunities for stronger collaboration and alignment of investment.

MOVED by Cr Boros, seconded by Cr Foster

That the Environment & Communities/Ngā Whakamahi - Te Taiao me Ngā Hapori:

1. Notes the contents of this report.

CARRIED

10.2 26-183 Haumanu Tū Ora Programme Close-Out and Legacy Report

Regional Biodiversity Transformation Manager Amy England and Programme Manager Haumanu Tu Ora Robbie Inglis attended.

Questions of clarification included:

- Water quality has been measured throughout the project, and this will continue. It is recognised that many of the project's benefits and resulting trends will only become evident over a longer timeframe. Benefit realisation monitoring has been undertaken this year, and it is acknowledged that this work will need to continue.
- The project is expected to deliver long term benefits through improved soil health and retention enhanced water retention. During site selection, the team worked closely with Council's Rivers Team to ensure activities would not adversely affect water flows. Soil quality assessments were undertaken before and after project works to inform planting decisions. Areas with high water retention were identified, and suitable plant species were selected to increase water uptake and support site resilience.
- The final year of the project will provide valuable story telling opportunities to communicate achievements, outcomes, and learnings with the wider community. As part of this work, the Project Team has collaborated with Enviroschools to support education and community engagement initiatives.

- The team hosted the Ministry for the Environment's Investment Manager to showcase the work completed through the project and to discuss future funding.

MOVED by Cr Gregory, seconded by Cr Gibson

That the Environment & Communities/Ngā Whakamahi - Te Taiao me Ngā Hapori:

1. Notes the successful completion of the Haumanu Tū Ora Freshwater Improvement Fund Programme.
2. Notes the ecological, partnership, climate resilience and workforce development outcomes achieved through the programme.
3. Notes the transition of programme outcomes into Biodiversity-led delivery for ongoing maintenance, monitoring and benefits realisation activities during the 2027 financial year.
4. Notes that the Waikanae Awa Taiao Improvement Project will be completed during spring 2026.

CARRIED

10.3 26-125 Liveable Communities Update

Liveable Spaces - Liveable Spaces Manager Tyler Kirk

Questions of clarification included:

- Staff are currently assessing the options and associated costs for addressing the more challenging areas of Turanga Gardens. Owing to the nature of the site, multiple approaches are being evaluated. Staff recognise the significant contribution of volunteers and the high level of community interest and support for the reopening of the gardens.

Aquatics - Aquatics Manager Campbell Macgregor

- Favourable weather conditions, the addition of extra inflatables in the pool, and a well-defined operational plan contributed to increased admission numbers during the recent school holidays.
- Kiwa Pools is a 'PoolSafe' accredited facility, which legally requires a minimum for one lifeguard per water body. During the winter period, the original facility operated with only one pool in service. In contrast, the current Kiwa Pools complex includes three primary aquatic areas, requiring at least three poolside staff members at all times. At the same time, Kiwa Pools has experienced significant growth in visitor admissions.

Cultural Activities - Cultural Activities Manager Pene Walsh

- A report will be prepared in the Long Term Plan with regard to the future of the four public art works currently in critically poor condition.
- Council has made a significant contribution to the new roof on the Tairāwhiti Museum and additional funding will be sourced externally.
- An independent security review of the HB Williams Memorial Library has been undertaken and will provide a comprehensive reassessment of measures required to minimise safety and security risks.

- The damaged totem pole at the Information Centre is considered a nationally significant asset. Although the risk is predominantly political and reputational in nature, provisions for addressing the asset have been included in the Long Term Plan for future consideration.

Land Management Operations - Bryce McLoughlin Senior Land Management Advisor

- Coast community nurseries are funded through Government grants, with Council providing staff support and advisory services to assist community's groups in sourcing seeds and plants and coordinating planting activities. The pole nurseries are Council owned and operated. Plants are sold at market rate while poles are sold for $17 plus GST, a price that is comparable with those charged by other Councils.

Regional Biodiversity and Biosecurity - Amy England Regional Biodiversity Transformation Manager

- The Ministry of Primary Industry (MPI) is the lead agency for managing HPAI (Highly Pathogenic Avian Influenza), with Council supporting community awareness by reinforcing and are amplifying MPI communications. HPAI is a highly contagious that is expected to spread further and may eventually become endemic. Current response efforts are focused on ensuring people to not handle bird carcasses or have unnecessary contact with potentially infected animals. Overseas, cases have been identified not only in domestic animals but also in cattle and marine mammal populations.

Solid Waste - Michael Ayton Solid Waste Project Manager Regional Infrastructure

- Cameras will be installed in strategic positions to monitor illegal dumping. Infringement notices are issued for anyone identified illegally dumping.
- Paokahu caretaker will monitor methane discharge from the historical landfill and undertake compliance actions to meet consent requirements.
- Options for the remediation of the Tokomaru Bay Landfill are continuing to be investigated, including potential funding arrangements. Ministry for Cities, Environment, Regions and Transport (MCERT) has provided funding to support the remediation project. Council is currently assessing the volume of material requiring remediation and exploring whether MCERT can increase its financial contribution. Any costs not covered through external funding would need to be met by Council.
- The Tairāwhiti Environment Centre requested the establishment of a Waste Advisory Group to support the implementation of the Waste Management and Minimisation Plan. This group will be established in due course and upon Council adopting the finalised Waste Management and Minimisation Plan on 27 August 2026.
- Background work is proceeding in relation to the Resource Recovery Centre. No date has been set for a meeting with Rongowhakaata Iwi Trust. It is anticipated that an update report will be submitted to a future Council meeting.

MOVED by Cr Muir, seconded by Cr Boros

That the Environment & Communities/Ngā Whakamahi - Te Taiao me Ngā Hapori:

1. Notes the contents of this report.

CARRIED

Secretarial Note: The meeting adjourned at 10:26am for morning tea and reconvened at 10:40am.

10.4 26-177 Environment & Communities- Land Rivers & Coastal

Director Lifelines Tim Barry and Regional River Manager Joss Ruifrok attended and updated the Committee on the drain regrades.

Questions of clarification included:

- The proposed 300% increase in funding for drain management is intended to ensure the drainage network can operate effectively and meet required service levels. Community expectations do not always align with the level of work that Council is able to deliver within available resources. Of the 14 drainage districts, only six are subject to increases, indicating that the impact is not consistent across all areas. Historically, drain regrading has been under-delivered, averaging 7% to 8% per annum, compared with the target rate of 10% annually.
- Consent conditions can prohibit Council from doing works in certain timeframes. Extra costs are imposed because of eel relocation requirements.
- Following Cyclone Gabrielle, additional investment was made in drain regrading works. Staff are now focusing on the assessment, surveying and design of the drainage networks to support more effective and efficient management practices. It has also been identified that some drains are deteriorating more rapidly than originally anticipated. To address these challenges, additional funding will be required and will be considered in the Long Term Plan.
- Drains are split into reaches or assets, and it is not unusual for a private drain to morph into a public drain and further downstream become private again. This is mapped out in Council's GIS system to indicate where the public drain stops and restarts which could result in maintenance work being stopped at a finite point. For some drains, because of their length, the maintenance work may need to be broken into successive years in order to deliver multi-kilometres of work. It is more efficient to focus on a full length of drain rather than breaking it up.
- The 2.5 metre diameter culvert at Patutahi was installed last summer. As part of the resource consent conditions, measures are required to facilitate fish passage and remove barriers to aquatic movement. A common issue associated with culverts is the formation of a step or waterfall at the inlet or outlet, which can impede fish passage. It has been specified as a condition in our Resource Consent for Council to reduce the size of these steps for all new culverts installed to improve fish passage. Since its installation the Patutahi floodgate has failed to properly seal during two of the last three significant weather events, floodgate modifications have just been made to reduce the likelihood of the floodgate catching on debris and not sealing by lifting up the floodgate, and Fulton Hogan have been instructed to regularly clean the pipe outlet to maintain functionality and reduce the chance of the floodgate catching on debris and not sealing.

- The Patutahi culvert is located in the Whakaahu Stream, just downstream of the Lavenham Road Bridge.

MOVED by Cr Huriwai, seconded by Cr Thompson

That the Environment & Communities/Ngā Whakamahi - Te Taiao me Ngā Hapori

1. Notes the contents of this report.

CARRIED

11. Close of Meeting

There being no further business, the meeting concluded at 10:59am.

Debbie Gregory
CHAIR

3.2. Governance Work Plan

2026 Environment & Communities including Operations						Meeting Dates					
HUB	Activity	Name of agenda item	Purpose	Report type	Owner	19-Feb	23-Apr	4-Jun	6-Aug	1-Oct	19-Nov
Engagement & Māori Partnerships	Community Projects	City Centre Revitalisation Programme - Action and Investment Plan	Present the final Action and Investment Plan to committee for approval.	Decision (D)	De-Arne Sutherland						
Liveable Communities	Integrated Catchments	Allocation of the Natural Heritage Fund	To approve the allocation of the 2027 round of the NHF	Decision (D)	Melanie Cheetham						
Community Lifelines	Regional Rivers	26- 215 Environment & Communities - Land Rivers & Coastal	Update the Committee on Land Rivers and Coastal	Information (I)	Joss Ruifrok						
Liveable Communities	Liveable Spaces	26-200 Wainui & Okitu Coastal Access Framework	Update the committee on the Wainui & Okitu Coastal Access Framework that has been developed	Decision (D)	Natalie Waihi						
Liveable Communities	Cultural Activities	26-202 Tairawhiti Museum Annual Plan 2026-2027	To present the trading arm of Gisborne Museum of Art and History Trust; Tairawhiti Museum's Annual Plan for July 2026-June 2027.	Information (I)	Pene Walsh						
Liveable Communities	Liveable Spaces	Overnight vehicle restrictions Titirangi	To seek decision on restricting vehicle access overnight on Titirangi	Decision (D)	Chris Visser						

Te Kaunihera o Te Tairāwhiti GISBORNE DISTRICT COUNCIL

26-168

Title:	26-168 City Centre Revitalisation Action and Investment Plan
Section:	City Centre Revitalisation
Prepared by:	De-Arne Sutherland - City Centre Revitalisation Programme Manager
Meeting Date:	Thursday 1 October 2026

Legal: No	Financial: No	Significance: Medium

Report to ENVIRONMENT & **COMMUNITIES/NGĀ** WHAKAMAHI - TE TAIAO ME **NGĀ** HAPORI Committee for decision

PURPOSE - TE TAKE

The purpose of this report is to seek adoption of the City Centre Revitalisation Action and Investment Plan (AIP) as Council's long-term strategic framework for guiding future revitalisation, investment and partnership opportunities within Turanganui-a-Kiwa/Gisborne's city centre; to note the findings of Community Engagement Report; and to endorse the supporting Business Case.

This report will be supported by a presentation in the meeting.

SUMMARY - HE **WHAKARĀPOPOTOTANGA**

The City Centre Revitalisation Programme was established through the Three-Year Plan 2024-2027 in response to long-standing community aspirations to revitalise Turanganui-a-Kiwa/Gisborne's city centre and recognising that many city centre public realm assets are approaching the end of their useful life and require renewal.

The Action and Investment Plan (AIP) has been developed to provide a shared framework for aligning future Council investment with emerging investment from strategic partners and future external funding opportunities, helping to maximise the impact of revitalisation efforts and guide future decision-making across the city centre.

This report seeks adoption of the AIP as Council's strategic framework for future city centre revitalisation, notes the findings of the Community Engagement Report that informed its development, and seeks endorsement of the supporting Business Case as the basis for future funding, partnership and investment discussions. Note, future funding or delivery of individual projects within the AIP will remain subject to future Long Term Plan, Annual Plan and other relevant Council decision-making processes.

The decisions or matters in this report are of Medium significance in accordance with the Council's Significance and Engagement Policy.

RECOMMENDATIONS - **NGĀ TŪTOHUNGA**

That the Environment & **Communities/Ngā** Whakamahi - Te Taiao me **Ngā** Hapori Committee:

1. Adopts the City Centre Revitalisation Action and Investment Plan (Attachment 1) as Council's strategic framework for guiding future revitalisation of Turanganui-a-Kiwa/Gisborne's city centre.
2. Notes the findings of the Community Engagement Report (Attachment 2) which informed the development of the Action and Investment Plan.
3. Endorses the Business Case (Attachment 3) as the basis for future funding, partnership, and investment discussions.
4. Notes the adoption of the Action and Investment Plan does not constitute approval of future capital projects, detailed design, procurement, or construction works.
5. Notes that future funding requirements arising from the Action and Investment Plan will be considered through future Long Term Plan, Annual Plan and external funding and investment processes, subject to separate Council decisions consistent with delegated authority,
6. Authorises staff to utilise the Action and Investment Plan and supporting Business Case to support funding, partnership, advocacy and investment discussions with relevant organisations and stakeholders.

Authorised by:

Anita Reedy-Holthausen - Director Engagement & **Māori** Partnerships

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Keywords: central business district, cbd, revitalisation city centre, action and investme4nt plan, long term plan, ten year plan, annual plan, business case

BACKGROUND - HE **WHAKAMĀRAMA**

The City Centre Revitalisation Programme Overview:

1. The City Centre Revitalisation Programme (CCRP) was established through the Three-Year Plan 2024-2027 in response to long-standing community aspirations to revitalise Gisborne's city centre and strengthen its role as the civic, cultural, and economic heart of Tairāwhiti. The programme recognised that many city centre public realm assets were approaching the end of their useful life. Many of these assets were installed as part of city centre improvements undertaken in the late 1990s and lead up to the new millennium and are now approaching, or have exceeded, their intended service life.
2. As these assets require renewal, there is an opportunity to align replacement investment with broader revitalisation, placemaking and economic development outcomes. The programme also recognised that that economic and social challenges were impacting city centre vitality, and that a more coordinated long-term approach was required to support revitalisation and future growth.
3. The CCRP has been progressed through three connected workstreams:
    a. Early Wins programme, led by Council.
    b. Preparation of the Action and Investment Plan (AIP), led by Council.
    c. Catalyst Initiatives Project, led by Trust Tairāwhiti.
4. Together these workstreams have sought to deliver immediate improvements while also establishing a long-term strategic direction for investment, placemaking, infrastructure renewal and economic development within the city centre via the preparation of the AIP.
5. The Committee has been kept informed across the delivery of the CCRP through a series of reports and a Councillor workshop held early this year. These updates include report 25-82, report 26-18, report 26-81, and report 26-131.
6. The Early Wins programme was designed to provide visible improvements and build momentum while longer-term planning through the development of the AIP, was undertaken. As the programme transitions into AIP implementation, many of these activities are expected to continue through the AIP delivery framework, particularly through city centre management, activation, business engagement and placemaking initiatives.
7. The Early Wins programme has delivered the Art in the City programme, Downtown Lounge street music activations, the CBD custodian role focused on improving city centre street and furniture maintenance and cleanliness, and delivery of heritage building facade improvement fund. The Art in the CIty and Facade Fund initiatives have been co-funded with Trust Tairāwhiti.

8. Trust Tairāwhiti's Catalyst Initiatives Project focused on exploring transformational opportunities for the city centre and undertaking early engagement with the community and key stakeholders. Feedback and insights gathered through the project helped shape subsequent AIP development and contributed to understanding community aspirations, opportunities and constraints associated with future revitalisation.



The Action and Investment Plan (AIP):

9. Building on the community engagement undertaken by Trust Tairāwhiti through the Catalyst Initiatives Project in 2024, Council has progressively engaged with Councillors, businesses, community organisations, developers, key stakeholders, mana whenua, and the wider public to inform the development of the AIP. This has included consistent efforts to engage with Rongowhakaata Iwi Trust, recognising the importance of mana whenua perspectives in shaping the long-term future of the city centre.

10. Preparing the AIP has included review of previous planning work, urban analysis, site investigations, workshops, stakeholder engagement, community consultation, assessment of revitalisation approaches used elsewhere in New Zealand, development of investment logic and preparation of a supporting Business Case.

11. Community engagement undertaken during development of the AIP identified broad support for city centre revitalisation, while emphasising the importance of affordability, staged delivery, and demonstrating value over time. The findings are summarised later in this report and detailed within the Community Engagement Feedback report (Attachment 2).

12. Development of the supporting Business Case tested a range of interventions and investment scenarios and concluded that a staged approach (e.g. delivering the full three phases over time) provides the greatest opportunity to achieve the programme's economic, social, cultural, and environmental objectives.

13. The preferred pathway balances the ambition required to create meaningful change with the practical realities of affordability, funding availability, implementation risk, and market capacity. The Business Case also highlights that significant external investment, and partnership funding will be required alongside Council investment to achieve the long-term vision identified in the AIP.

14. The resulting AIP brings together the outcomes of this work into a single framework that establishes a shared vision, guiding principles, priority projects, implementation sequencing and funding pathways for future revitalisation of the city centre for delivery by Council, with the support of key partners and others to provide cost effective transformational change.

DISCUSSION and OPTIONS - WHAKAWHITINGA **KŌRERO** me **ngā KŌWHIRINGA**

The AIP as the Proposed Strategic Framework:

15. The AIP recognises that revitalisation is not a single project but an ongoing process that requires coordinated action across public realm improvements, placemaking, cultural expression, infrastructure renewal, city centre activation, economic development, and private sector investment.

16. The AIP provides a shared vision and a coordinated pathway (or road map) intended to guide future decision-making and investment across these areas. The AIP is founded on five guiding principles developed through engagement with the community, mana whenua, and key stakeholders:

    - Manaakitanga in Everyday Life.
    - Place shaped by Mana Whenua.
    - Great Streets, Places to Gather, A City to Live In.
    - The Civic and Economic Heart of Tairāwhiti.
    - Connected to Te Taiao.

17. These principles seek to create a city centre that is more vibrant, welcoming, accessible and resilient, while strengthening connections to the awa, supporting economic growth and investment, celebrating cultural identity and encouraging more people to live, work, visit and spend time in the city centre. They also provide the strategic framework that underpins the AIP and guides future revitalisation decisions, investment priorities, and partnership opportunities.

18. The adoption of the AIP will establish this framework as Council's agreed strategic direction for future city centre revitalisation and provide a basis for future funding, partnership, and investment discussions. Please see the AIP for full details.

Information supporting the Framework:

19. The Community Engagement Feedback Report outlines the engagement process undertaken and the key findings, as summarised here, which supported the development of the AIP:

    a. The AIP has been informed by significant community, stakeholder and partner engagement undertaken throughout the City Centre Revitalisation Programme. Feedback received helped shape the vision, guiding principles, project priorities and implementation approach contained within the AIP. Key themes included support for a more vibrant and welcoming city centre, improved public spaces, stronger connections to the awa, increased cultural expression, support for local businesses and economic development, and a desire for a staged and affordable approach to implementation.

    b. Community feedback showed strong support for city centre revitalisation, with respondents seeking a more vibrant, connected, culturally rich and accessible city centre. Overall, 82% supported delivery of at least part of the programme, reinforcing support for a staged approach while highlighting the importance of affordability, transparency, and demonstrating value over time.

    c. The engagement outcomes provide confidence that the AIP reflects community aspirations, concerns and priorities identified throughout the revitalisation process. Further detail on the engagement process and feedback received is provided in the Community Engagement section of this report and the attached Community Engagement Feedback Report.

20. The Business Case is a full programme business case prepared to support future funding, partnership and investment discussions and is summarised here:

    a. The Business Case was developed alongside the emerging AIP to test the merits of different investment pathways and to assess how revitalisation outcomes might best be achieved. The Business Case examined a range of scenarios, including maintaining the status quo, undertaking renewal-only interventions, and delivering progressively more transformational city centre improvements.

    b. The assessment found that delivering the full programme scope and coordinated investment options demonstrated the greatest potential to deliver economic, social, cultural, and environmental outcomes when compared with maintaining existing conditions or undertaking renewal-only interventions.

    c. The assessment concluded that coordinated and phased investment provides significantly greater public value than isolated improvements and offers the best opportunity to support economic growth, increase activity within the city centre, improve connections to the awa, strengthen cultural identity and encourage future private sector investment. Importantly, the preferred option identified through the Business Case aligns closely with the vision, priorities and staged implementation approach contained within the AIP, providing an evidence-based rationale for adoption of the plan as Council's strategic framework for city centre revitalisation.

d. The proposed approach allows benefits from earlier projects to be demonstrated, supports the pursuit of external funding and investment opportunities, and enables subsequent stages to be refined before progressing to larger investments (in line with community engagement feedback to test and review along the way).

e. The Business Case provides the evidence base for the preferred implementation pathway and will support future funding, partnership and investment discussions associated with delivery of the AIP.

Why Adopt the AIP now:

21. The AIP provides Council with a clear strategic direction for future city centre revitalisation and establishes a framework for future investment planning, funding discussions, and partnership development. It confirms Council's strategic intent and provides certainty to stakeholders, funding agencies, development partners, and the community regarding the future direction of the city centre.

22. The AIP also provides a shared framework for aligning investment and partnership opportunities across the city centre. Significant investment is already being advanced by key partners, including Trust Tairāwhiti and Gisborne Holdings Limited. Collectively, supported by Council delivery of the AIP, these investments have the potential to unlock a coordinated programme of public realm and adjacent private sector improvements that can strengthen city centre vitality, support economic growth, and improve investor confidence to create transformational change.

23. The AIP positions Council and its partners to pursue future external funding opportunities where these align with the AIP objectives. Implementation of the AIP is reliant on future Council funding decisions through the Long-Term Plan and Annual Plan processes, alongside external funding, and investment partnerships where available.

24. The AIP sets out an integrated approach to city centre revitalisation that combines public realm investment, city centre management, activation, partnerships, cultural expression, private sector investment, and ongoing maintenance. Key components of delivery include city centre management and coordination, placemaking and activation initiatives, events and market programming, cultural expression and storytelling, strategic partnerships, private sector investment attraction, and alignment with planned infrastructure renewals and maintenance programmes. Feedback from city centre businesses consistently identified city centre management, coordination, and activation as priorities, with the AIP providing an ongoing framework to support these functions.

25. Under the status quo, Council would continue to maintain and renew city centre assets as required. While this could address some asset condition issues, it would not deliver the broader revitalisation outcomes identified through the AIP process. The Business Case identified that renewing end-of-life city centre paving assets alone would require significant investment, estimated at approximately $8.6 million, without delivering the wider economic, social, cultural, and place-based benefits sought through the revitalisation programme. In contrast, the AIP provides a coordinated framework that aligns public realm improvements with city centre management, activation, cultural expression, and partnership opportunities. Without the AIP, opportunities to coordinate investment, attract external funding and partner contributions, and strengthen city centre vitality, business confidence and private sector investment would be significantly reduced.

What Adopting the AIP does not do:

26. Adoption of the AIP does not constitute approval of individual projects, detailed design, procurement, construction works or future funding allocations.

27. Subject to funding being confirmed, individual projects identified within the AIP will progress through Council's standard project development and delivery processes, including detailed design, statutory approvals and any further Council approvals required prior to implementation.

ASSESSMENT of SIGNIFICANCE - AROTAKENGA o **NGĀ** HIRANGA

Consideration of consistency with and impact on the Regional Land Transport Plan and its implementation
Overall Process: Medium Significance
This Report: Medium Significance

Impacts on Council's delivery of its Financial Strategy and Long Term Plan
Overall Process: Low Significance
This Report: Low Significance

Inconsistency with Council's current strategy and policy
Overall Process: Low Significance
This Report: Low Significance

The effects on all or a large part of the Gisborne district
Overall Process: Medium Significance
This Report: Low Significance

The effects on individuals or specific communities
Overall Process: Medium Significance
This Report: Medium Significance

The level or history of public interest in the matter or issue
Overall Process: Medium Significance
This Report: Medium Significance

28. The city centre is of significant interest to the wider community and is recognised as an important economic, cultural, and civic asset for Tairāwhiti. These factors, together with the level of public interest and the influence of the AIP on future potential investment and funding decisions, support the Medium Significance assessment for this report.

29. The decisions or matters in this report are considered to be of Medium significance in accordance with Council's Significance and Engagement Policy.

TREATY COMPASS ANALYSIS

Kāwanatanga

30. The AIP has been developed through Council's established governance and decision-making processes and aligns with Council's responsibility to promote the social, economic, environmental, and cultural wellbeing of current and future communities. The plan provides a transparent framework for future decision-making and investment discussions relating to the city centre.

Rangatiratanga

31. Council recognises the importance of Rongowhakaata as mana whenua throughout development of the AIP and will continue to seek input into future project phases. While direct input into development of the AIP was more limited than originally anticipated, the AIP acknowledges the importance of mana whenua identity, cultural narrative and ongoing engagement as future projects move into planning, design, and delivery. Council is actively pursuing a pathway with Rongowhakaata to enable greater partnership, participation and input into future stages of the revitalisation programme, and remains committed to working collaboratively to support outcomes that reflect the cultural significance and aspirations of mana whenua within the city centre.

Oritetanga

32. The AIP seeks to create a city centre that is more accessible, welcoming, and inclusive through improvements to public spaces, accessibility, safety, and opportunities for participation in city centre life. The AIP also supports greater visibility of mana whenua identity, cultural narratives, and cultural expression within the city centre, contributing to a place that better reflects the history, identity, and aspirations of tangata whenua alongside the wider community.

Whakapono

33. Council has approached development of the AIP in good faith, recognising the importance of engaging with mana whenua on a project of long-term significance to the city centre. While engagement outcomes during development of the AIP did not fully reflect the level of participation originally sought, Council has continued to provide opportunities for involvement and remains committed to strengthening its relationship with Rongowhakaata as future projects are developed. Ongoing discussions are providing a pathway to support greater participation and input into future stages of the revitalisation programme

TANGATA **WHENUA/MĀORI** ENGAGEMENT - **TŪTAKITANGA** TANGATA WHENUA

34. Council has engaged with Rongowhakaata Iwi Trust (RIT) throughout development of the AIP, recognising Rongowhakaata as mana whenua for the city centre area. Engagement efforts have included governance-level discussions, project briefings, wānanga, presentations on emerging work, discussion regarding development of a Cultural Narrative, review of guiding principles and opportunities to participate in the development of the AIP.

35. While these engagement opportunities have assisted Council in understanding broader aspirations for the city centre, the level of direct input into the detailed content of the AIP has been more limited than anticipated. Council acknowledges the competing priorities and capacity pressures faced by mana whenua organisations and remains committed to continuing this relationship as revitalisation projects progress.

36. Feedback received through engagement to date has reinforced the importance of cultural identity, connection to whenua and awa, recognition of significant sites, and development of an authentic Cultural Narrative to inform future city centre projects. These themes have influenced the guiding principles and strategic direction contained within the AIP.

37. The AIP is intended to establish a framework for future revitalisation. Should the plan be adopted, Council intends to continue engagement with Rongowhakaata and other tangata whenua as individual projects move into planning, design, and delivery phases, where more detailed opportunities for cultural expression, storytelling and project-specific input will exist.

38. In addition to engagement efforts with Rongowhakaata Iwi Trust, Council also engaged with Te Rūnanga o Tūranganui-a-Kiwa (TROTAK) as a significant city centre landowner and potential investment partner with interests in the revitalisation area. Engagement focused on future development opportunities, the relationship between the Nga Wai e Rua building and adjoining public realm improvements, and opportunities to align public and private investment to support broader revitalisation outcomes, increased activity, and long-term economic growth within the city centre. Through discussions between TROTAK and Council, Rongowhakaata was recognised as mana whenua for the city centre area and cultural engagement was directed accordingly.

COMMUNITY ENGAGEMENT - **TŪTAKITANGA** HAPORI

39. The AIP has been informed by a significant programme of engagement undertaken initially through the Catalyst Initiatives Project and then subsequently through the AIP development process. Engagement activities included stakeholder workshops, community events (including attending East Coast Rugby matches in Uawa/Tolaga), farmers market engagement, city centre drop-in sessions, business and developer discussions, online engagement, written submissions and direct discussions with community organisations and service providers. The project team also dropped in to each City Centre business to either set up a meeting with the project team, or to direct them to Council's engagement webpage.

40. The engagement process generated 887 recorded feedback comments, including 365 from in-person and direct engagement, 507 from online channels and 15 through written submissions. Feedback was received through community events, stakeholder workshops, business engagement, drop-in sessions, online surveys, online vision boards, written submissions, and targeted discussions with key stakeholder groups.

41. Community feedback demonstrated broad support for city centre revitalisation, with 82% of respondents supporting delivery of at least one phase of the programme. Key themes included creating a more vibrant and welcoming city centre, stronger connections to the awa, improved public spaces, cultural expression, support for local business, and increased activation and events. Feedback also reinforced the importance of affordability, transparency, and staged delivery that demonstrates value over time. These findings directly informed development of the AIP vision, guiding principles, project priorities and implementation pathway.

42. Several participants referenced previous city centre improvement projects, particularly the Grey Street project, when providing feedback on the AIP. Concerns raised included the importance of meaningful engagement, understanding potential impacts on businesses and users, affordability, parking provision, construction disruption, and demonstrating value from public investment. Recognising these concerns, the project team undertook direct engagement with representatives and individuals involved in the Grey Street process, including several one-on-one meetings, to better understand their experiences and perspectives. Lessons identified through those discussions informed both the engagement approach adopted for the AIP and the emphasis placed on staged delivery, testing initiatives, providing for parking and ease of traffic movement, ongoing communication, and minimising disruption during future implementation phases.

CLIMATE CHANGE – Impacts / Implications - **NGĀ REREKĒTANGA ĀHUARANGI** – **ngā** whakaaweawe / **ngā** ritenga

43. Climate change considerations have informed development of the AIP and are reflected throughout the proposed revitalisation approach. The plan promotes increased urban greening, improved stormwater management, enhanced connections to natural systems, increased opportunities for walking and cycling and the integration of blue-green infrastructure into future public realm projects.

44. The AIP also seeks to support long-term resilience by encouraging coordinated infrastructure investment, improving environmental performance, and recognising the role of natural systems in supporting climate adaptation within the city centre. Further climate resilience assessments will be undertaken as individual projects move into design and implementation phases.

CONSIDERATIONS - HEI WHAKAARO

Financial/Budget

45. The costs associated with preparing the AIP, Business Case and supporting engagement programme have been funded through the existing City Centre Revitalisation Programme budget. No additional budget allocation is sought through this report.

46. The AIP identifies a long-term programme of revitalisation initiatives intended to be delivered progressively over approximately ten years. The supporting Business Case indicates that the preferred implementation pathway will most likely require investment beyond Council's potential funding provision in the next Long Term Plan, and that delivery will likely be reliant on a combination of Council funding, external grants, government investment, partnership contributions and private sector investment. The Business Case identified staged delivery as the most achievable approach, enabling investment to be aligned with funding availability, partnership opportunities and future Council decision-making processes while progressively demonstrating benefits and building confidence for subsequent stages.

47. The preferred delivery pathway identified through the Business Case assumes an indicative Council contribution of up to approximately $10m capital funding over the life of the programme, alongside a further approximately $24.9m required from external funding partners and investment sources to deliver the full AIP. The AIP considers two differing funding scenarios with various scales of contribution from Crown and others following funding considerations in the Business Case.

48. Similar to other place-based investment programmes delivered by Council across the district, including township improvement initiatives, the preferred delivery pathway involves staged investment over time, aligning investment with available funding, delivery capacity, and community priorities.

49. The AIP and Business Case have been intentionally structured and delivery phased to inform future Long-Term Plan discussions, funding prioritisation, and external funding applications. Without an agreed framework, future renewal, revitalisation, and investment opportunities may be considered on a more ad hoc basis, reducing Council's ability to align projects, leverage partner investment and pursue external funding opportunities.

50. Adoption of the AIP signals Council's intent to progress the long-term revitalisation of the city centre and establishes the basis for pursuing both Council and external investment opportunities, it does not constitute approval of future funding allocations, which remain subject to subsequent Council decision-making processes.

Legal

51. There are no direct legal implications arising from adoption of the AIP. Future projects identified within the AIP will be subject to applicable statutory processes, procurement requirements, consents, and approvals as required.

POLICY and PLANNING IMPLICATIONS - KAUPAPA HERE me **ngā** RITENGA WHAKAMAHERE

52. The AIP aligns with Council's strategic planning framework and supports implementation of a number of existing strategies, plans, and programmes. These include the Three-Year Plan 2024-2027, Tairāwhiti Future Development Strategy, and the City Centre Spatial Framework (2019).

53. The AIP establishes a coordinated framework for future revitalisation activities and provides an evidence base to inform future Long Term Plan discussions, infrastructure planning, funding applications, and investment decisions relating to the city centre.

RISKS - **NGĀ TŪRARU**

54. Development of the AIP, together with engagement undertaken throughout the process, has helped build confidence in the future of the city centre and supported approximately $20m of partner investment in city centre property acquisitions and a further $5m of proposed improvements and enhancements. These investments reflect growing confidence in the future direction of the city centre and the opportunities identified through the revitalisation programme. Should Council not endorse the AIP, this would create uncertainty regarding Council's strategic direction for city centre revitalisation and may undermine confidence built through the programme to date.

55. There is also a risk associated with maintaining the status quo city centre asset management approach. Many public realm assets within the city centre are approaching, or have reached, the end of their useful life and will require renewal. Without an agreed long-term framework, future renewal decisions may occur on a reactive or piecemeal basis, reducing opportunities to coordinate asset renewal with place-making, accessibility, economic development, and urban design outcomes. Delaying investment may also increase lifecycle costs and prolong existing amenity and functionality challenges within the city centre.

56. There are also potential risks associated with delivery of the AIP, including funding availability, affordability, changing economic conditions, maintaining community confidence, securing external funding and partnership contributions, future shifts in Council priorities, and ongoing participation by key stakeholders. These risks are recognised within the supporting Business Case and are partially mitigated through the staged implementation approach identified within the AIP. The proposed sequencing enables projects to be delivered progressively, allows time to pursue funding opportunities, supports ongoing stakeholder engagement, and provides opportunities to test and refine initiatives before progressing to subsequent stages.

NEXT STEPS - **NGĀ** MAHI E WHAI AKE

Date	Action/Milestone	Comments
October 2026	Adoption and publication of the Action and Investment Plan.	Subject to Committee approval.
Late 2026 – Mid-2027	Implementation planning and funding development.	Progress planning, partnerships, and funding activities to support future delivery and Long-Term Plan considerations, while establishing priority projects and implementation pathways for staged delivery.
Late 2026	Continue discussions with key partners, stakeholders, and funding agencies.	Support future implementation planning and funding opportunities.
Late 2026 - 2027	Continue engagement with Rongowhakaata Iwi Trust regarding Cultural Narrative development and future implementation opportunities.	Support project-specific cultural outcomes and place-based initiatives.
Late 2026 – early 2027	Consideration of future Council funding requirements via the 2027-2037 LTP process.	Subject to affordability, prioritisation, and Council decision-making.
Ongoing	Pursue external funding and investment opportunities.	Support implementation of projects identified within the AIP.

ATTACHMENTS - **NGĀ TĀPIRITANGA**

1. Attachment 1 - Action and Investment Plan Revitalising the City Centre - 2027-2037 [26-168.1 - 66 pages]
2. Attachment 2 - Options Feedback Report [26-168.2 - 80 pages]
3. Attachment 3 - City Centre Revitalisation Business Case [26-168.3 - 60 pages]
4. Attachment 4 - Problems Priorities Analysis (Appendix B-City Centre Revitalisation Business Case) [26-168.4 - 3 pages]
5. Attachment 5 - Benefits Priorities Analysis (Appendix C-City Centre Revitalisation Business Case) [26-168.5 - 6 pages]
6. Attachment 6 - Investment Logic Map (Appendix D-City Centre Revitalisation Business Case) [26-168.6 - 1 page]
7. Attachment 7 - Long List Options Appraisal (Appendix E-City Centre Revitalisation Business Case) [26-168.7 - 1 page]
8. Attachment 8 - Short List Options Appraisal (Appendix F-City Centre Revitalisation Business Case) [26-168.8 - 1 page]
9. Attachment 9 - WOLC and NPV Model (Appendix G-City Centre Revitalisation Business Case) [26-168.9 - 1 page]
10. Attachment 10 - Funding Mechanisms Analysis (Appendix H-City Centre Revitalisation Business Case) [26-168.10 - 2 pages]
11. Attachment 11 - Non- Monetised Long List Benefits Register (Appendix I-City Centre Revitalisation Business Case) [26-168.11 - 5 pages]
12. Attachment 12 - Capex Estimate Report (Appendix J-City Centre Revitalisation Business Case) [26-168.12 - 32 pages]

Action and Investment Plan

Te Kaunihera o Te Tairāwhiti
GISBORNE
DISTRICT COUNCIL

Revitalising the city centre – 2027-2037





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Prepared By

This Action and Investment Plan has been prepared by Athfield Architects Limited, Wraight + Associates Landscape Architects and Te Hono. This collaborative team has been supported by specialist input from WT New Zealand in advisory services and quantity surveying, Urban Connections for transport engineering, Strata Group Engineers for civil and Morphum Environmental for water quality and resilience.

The Plan establishes a coordinated ten-year programme of action to guide investment, revitalisation and partnership-led delivery across the city centre.

Finalised: September 2026

Environment & Communities - 1 October 2026

Mayor's foreword

I am genuinely excited about the vision set out in the Gisborne City Centre Action and Investment Plan and what it could mean for the future of our city and our wider region.

During the election, I spoke about moving Tairāwhiti beyond recovery and creating a vibrant, welcoming city where people want to live, work, visit and invest. This plan is an important step towards making that ambition real.

Our city centre is much more than a collection of streets and buildings. It is the heart of our community, a place where people work, do business, access services, meet one another and experience the unique identity and stories of Tairāwhiti.

We also need to be honest that our city centre faces challenges. Some of its infrastructure and public amenities are reaching the end of their useful life, the way people use city centres is changing, and our businesses and property owners are operating in a difficult economic environment. Doing nothing is not a realistic option.

This plan gives us a clear and practical way forward. It sets out a staged programme to improve public spaces and connections, support local businesses and investment, celebrate our identity and create places where people feel welcome and want to spend time.

It has been shaped through extensive engagement with residents, businesses, property owners, community organisations, government agencies and iwi. While people expressed a range of views about what should happen and when, there was a shared desire for a city centre that is thriving, resilient and something our community can feel proud of.

This is a long-term vision, not a single construction project. We will take a staged approach, beginning with practical improvements, learning from what works and making further decisions as funding and opportunities become available.

Council cannot deliver the full transformation on its own. It will take continued commitment and investment from Council, our partners Gisborne Holdings Limited and Trust Tairāwhiti, mana whenua, businesses, property owners, government agencies, investors and our wider community.

Thank you to everyone who shared their time, knowledge and ideas in developing this Plan. Your contribution has helped shape a vision that is ambitious, but also grounded in the realities facing our region.

I look forward to seeing the first projects get underway and working alongside our partners and community to create a city centre that reflects the character, confidence and potential of Tairāwhiti.

Rehette Stoltz

Mayor | Gisborne District Council

Key partner support

Trust Tairāwhiti

Trust Tairāwhiti supports the Gisborne City Centre Action and Investment Plan as a fundamental framework for coordinated long-term investment.

A vibrant and resilient city centre is important to the wider region. It supports local businesses, strengthens the destination and visitor experience and helps build confidence in Tairāwhiti as a place to live, work, visit and invest.

The Trust's decision to acquire the Emerald Hotel precinct reflects a collaborative, best-for-region perspective. The investment is intended to complement Council-led public realm improvements and other city centre initiatives, rather than operate in isolation.

Council leadership and investment in the surrounding public realm also provide important confidence signals for private-sector investment. Together, coordinated public and private investment can help create the confidence for further activity, development and sustainable revitalisation.

The Trust looks forward to continuing to work with GDC, GHL, mana whenua, businesses and other partners to support a more active, connected and welcoming city centre.

Trust Tairāwhiti
Regional Wellbeing
He Tohu Ora

Gisborne Holdings Limited

Gisborne Holdings Limited (GHL) strongly supports the Action and Investment Plan and its vision to revitalise the heart of Tairāwhiti as a vibrant, resilient, and attractive place to live, work, visit, and invest.

As Council's commercial partner and the region's investment partner, GHL is committed to supporting initiatives that deliver long-term economic, social, environmental, and cultural benefits for our community.

The Action and Investment Plan aligns closely with GHL's strategic purpose of using our commercial capability, assets, and partnerships to make Tairāwhiti a better place. We recognise that a thriving city centre is critical to attracting investment, supporting local businesses, creating employment opportunities, strengthening visitor experiences, and enhancing community wellbeing.

GHL sees significant value in a coordinated, partnership-led approach that brings together Council, iwi, business, landowners, investors, and the wider community around a shared vision for the city centre. Through our experience in property investment, asset management, tourism accommodation, and regional development initiatives, we are committed to working alongside Council and other stakeholders to help unlock opportunities that support the successful implementation of the Plan.

The recent purchase and refurbishment of the Bates Building at 2-18 Lowe Street is clear evidence of our commitment to this process.

We look forward to contributing to the delivery of a stronger, more prosperous, and more connected city centre that will benefit both current and future generations of Tairāwhiti.

GHL
GISBORNE HOLDINGS LTD
Investment for local return

Introduction

This Action and Investment Plan (AIP) sets out a coordinated pathway to revitalise our city centre over the next ten years. It translates long-standing aspirations into a targeted, staged action plan. It provides a predictable sequence of projects that build upon each other rather than a single large investment. It begins with a practical first phase of work on Lowe Street that will be delivered, tested and reviewed. Each subsequent phase of work will require further evidence, funding, community input and council decision making. The full transformation will be delivered by Council alongside our key partners and will require external sources of funding that will be targeted and secured through the ten-year life of the plan.

The primary purpose of this document is to drive city centre revitalisation. It sets out a pragmatic investment and delivery strategy, identifying priority projects, sequencing, and funding pathways to to coordinate action across Council, mana whenua, key partners, the private sector and the community towards shared outcomes.

This AIP sits within a broader context of plans and strategies that together shape the future of Tairāwhiti. These include the Tairāwhiti 2050 Spatial Plan, the Future Development Strategy, and the City Centre Urban Framework. The AIP is a key component of the City Centre Revitalisation Programme and builds on previous and ongoing initiatives including the Early Wins and Catalyst Initiatives programmes. Together, these documents establish strategic directions, growth patterns, aspirations and policy settings. The AIP translates them into tactical, meaningful and deliverable projects that can achieve significant outcomes.

It responds to the community's ambitions: to create a compact, connected, and culturally grounded city centre that supports economic vitality, urban living, and community wellbeing, while reflecting the unique identity of Tairāwhiti.

The purpose of this document is twofold. First, it establishes spatial, landscape and urban design principles that strengthen the look, feel, and function of the city. Second, it sets out a pragmatic investment and delivery strategy, identifying priority projects, sequencing, and funding pathways to enable coordinated action.

A critical focus of this AIP is integration, bringing together infrastructure renewal, placemaking, cultural expression, and development feasibility into a single, coherent programme. This includes embedding mana whenua values and narratives, strengthening connections to the awa and coastline, and reorienting the city centre toward its natural and cultural assets.

This AIP document is designed to be both aspirational and deliverable. It provides a clear line of sight between vision and implementation, aligning with Council's Long-Term Plan cycles, identifying realistic funding mechanisms, and supporting partnerships that will be essential to project delivery.



Sunset over the city from Kaiti. CC BY-NC-ND 2.0

Vision

Tairāwhiti holds a unique place in the story of Aotearoa as the first point of arrival for Horouta, Tākitimu, and Te Ikaroa-a-Rauru waka and later Cook's Endeavour. Tūranga-nui-a-Kiwa/ Gisborne city centre is the heart of Tairāwhiti, a place where people gather, where we connect to our culture and community, where businesses thrive, and the stories of our place are visible in everything we do.

This Action and Investment Plan sets out a shared pathway to create a city centre that is vibrant, welcoming, resilient, and uniquely grounded in the identity of its whenua, awa and people.

Our vision is for a city centre that is designed for people first. A place where families, rangatahi, kaumātua, residents, workers and visitors enjoy safe and attractive streets, lively public spaces, and year-round activity. A place that celebrates mana whenua leadership and cultural identity, strengthens community wellbeing, and fosters a strong sense of belonging and pride.

We see a city centre that supports a thriving local economy by attracting investment, enabling housing and business growth, and creating opportunities for local and Māori enterprises. We see stronger connections to the rivers and natural environment, greener streets, and infrastructure that supports both growth and resilience in the face of future challenges.

Success will be measured by the life these investments bring, including more people using the city centre, stronger local businesses, greater cultural expression, improved wellbeing, and a renewed community heart that reflects the aspirations of Tairāwhiti for generations to come.

Our vision is for a city centre that is designed for people first.



Te Tauihu Tūranga Whakamana CC-BY-SA-4.0

Guiding principles

Five guiding principles have emerged through the community and key stakeholder engagement process and build upon themes established through earlier engagement efforts within the Catalyst Initiative and the City Centre Revitalisation Programme.

MANAAKITANGA IN EVERYDAY LIFE



The city centre should feel welcoming, safe, and easy to move through, a place that expresses care, hospitality, and respect in the texture of daily life. This means spaces that work for everyone, infrastructure that is well maintained and invested in, and an environment that earns the confidence and pride of the people who use it every day.

PLACE SHAPED BY MANA WHENUA



The city centre should be shaped by mana whenua values, narratives, relationships and leadership. Tairāwhiti identity, pūrākau, history and aspirations should be expressed and celebrated in streets and urban spaces.

GREAT STREETS, PLACES TO GATHER, A CITY TO LIVE IN



The city centre should offer streets and public spaces that invite people to meet, rest, share kai, play, celebrate, and connect. Beyond visits, it should support more people to live in and around it, with the amenity, activity, and sense of belonging needed for everyday life across generations.

CONNECTED TO TE TAIAO



The city centre should strengthen its relationship with the Taruheru, Tūranganui and Waimatā awa, which are the lifelines of the region and central to mana whenua identity. Trees, shade, planting, biodiversity, and nature-based systems should be woven into the heart of the city, making it cooler, greener, and more alive.

THE CIVIC AND ECONOMIC HEART OF TAIRĀWHITI



The city centre should serve as the community, civic and economic heart of the region, as a place for commerce, governance, culture, and community life. A city centre supported by clear processes, strong coordination, practical partnerships and visible early action that makes positive change easier to sustain over time.

Revitalisation strategy

Revitalising a city centre is a long-term undertaking, requiring patience, commitment and partnership. Change happens incrementally. Successful regeneration is rarely delivered through a single project. Rather, it results from coordinated public, private and community-led actions that build confidence, improve amenity, attract investment and strengthen the city centre over time.

Revitalisation requires balancing vision with structure, and certainty with agility. Each city has needs, budgets, risk appetites and economic conditions. Capital investment in the public realm provides the backbone, but funding operations, coordination, programming, management and activation is equally important. Plans must remain adaptable to private-sector response while supporting communities and businesses through change.

For Tūranga-nui-a-Kiwa/Gisborne, this means building on existing strengths: a compact, walkable core, strong cultural identity, connections to the awa and coastline, existing civic investment, a rich heritage environment, identified development opportunities, mandated partners and a community invested in its future. The following strategy outlines a practical pathway to revitalisation.

We have already started

The revitalisation process has already begun in the city centre. Early Wins initiatives have demonstrated the value of temporary activations, Catalyst projects continue, façade upgrades are underway, community-led projects are happening in Treble Court

and elsewhere, Gisborne Holdings Limited has purchased and renovated the Bates Building, while Trust Tairāwhiti has invested in the Emerald Precinct, demonstrating growing confidence in the future of the city centre and providing momentum for further revitalisation.

Next Steps:

1. Build alignment around the vision and the AIP

The development of this Action and Investment Plan provides a shared direction for Council, mana whenua, key partners, businesses, property owners and the wider community. Establishing a common vision and guiding principles, clear priorities and a coordinated programme of work creates the certainty needed to support long-term decision-making, community confidence and private investment.

2. Support the existing city centre

Continued support across the city centre is critical. Establishing a city centre Management structure and funding this through annual operational budgets is a necessary step.

Markets, public art, public realm activation, place-making initiatives, façade improvements, relationship management and ongoing maintenance all contribute to a city centre that feels welcoming,vibrant and cared for. This work requires energy, collaboration, co-ordination and dedicated management.

It is critical that both the most vibrant and least active areas of the city centre are cared for and that programs such as art in storefronts and temporary events continue. Maintaining strong relationships and communication between the wide variety of stakeholders engaged in the city centre should be a key focus.

3. Public realm activation

Low cost interventions, events programming, cultural activation and creative placemaking in Gladstone Road, Peel Street, Lowe Street and Reads Quay will provide the opportunity for increased visitation, behaviour change, and new positive experiences of these places for residents and visitors. Experience based interventions focused on family activities and play will attract a new generation of visitors to the rivers edge and meet community needs for spaces that are focused on rangatahi and whanau.

4. Lowe Street

The Lowe Street Shared Space is proposed as the first significant public realm investment

and catalyst project. This project will enable the transformation of an under-utilised and compact section of street into a new destination public space in the city centre. The street is not a part of the primary vehicle movement network and its redevelopment will minimise negative construction impacts on more established areas of the city centre.

Lowe Street is envisaged as a vibrant hospitality, dining and gathering destination where people can meet, share kai, relax and experience the unique character of Tairāwhiti. The shared space will support outdoor dining, cafés, local food and beverage experiences, markets, community events, cultural celebrations and seasonal activations. Its design will allow the street to accommodate temporary closures for special events and create opportunities for new visitor experiences that support local businesses and contribute to a livelier and more welcoming city centre, helping stimulate future private investment and inform the next steps of investment in the public realm.

5. Gladstone and Peel Streets

A series of simple targeted intersection, street and crossing improvements aimed at pedestrian prioritisation, enhancing accessibility, integration of cultural expression, paving replacement and enhanced native planting will expand the programme on Gladstone Road between Lowe and Peel, and on North Peel Street. This phase of work will set a new pattern for Gladstone Road, enhance the setting for local retail and businesses and work to stimulate an additional cluster of private redevelopment opportunities. On North Peel Street focused improvements will strengthen the important role of the street as a hub for community activities, extending the presence of nature, providing easier street crossings and increasing space for people to gather.

6. Connect to the awa at Reads Quay

The final stage of the programme focuses on strengthening the relationship between the city centre and the awa. Investment along Reads

Quay and the river edge will create new opportunities for recreation, gathering, cultural expression and ecological restoration, helping to establish a city centre that is uniquely grounded in the landscape, identity and aspirations of Tairāwhiti. This phase will make permanent change based on results from the period of temporary activation. It will work to increase visitor numbers through events and activity, enhance the appeal of the city centre for families, and promote improvement in adjacent development sites as they activate building frontages against the promenade.

Why invest in the public realm?

We want to invest in a city centre that is lively, safe, welcoming, and good for our future. Success will mean:

More people using the city centre

What we want to see:

- more people visiting
- people staying longer
- more activity during evenings and weekends.

Why it matters:

- more people leads to more spending in shops, cafés and local businesses
- stronger local economy and more jobs
- a place with more people is more attractive for investment.

A greener, more resilient city centre

What we want to see:

- more trees, shade and attractive spaces
- better connections to the river
- enhanced water quality, reduced flooding and heat.

Why it matters:

- people are attracted to nature for its health benefits
- lower long-term infrastructure costs
- better environment for future generations
- a stronger sense of place.

More thriving local businesses

What we want to see:

- fewer empty shops
- more local businesses opening and growing
- more local spending staying in Gisborne
- more private sector investment in the city centre
- local businesses delivering our projects.

Why it matters:

- stronger local economy
- more jobs and opportunities
- opportunities for māori businesses and artists.

A place people enjoy and feel good in

What we want to see:

- people feel safe, welcome, and proud of the city centre
- more social connection and community activity
- an increased residential population
- a place that attracts families and people of all ages

Why it matters:

- better wellbeing and quality of life
- people spend longer in places they enjoy
- places with more residents are safer and more active.

Safer, easier ways to get around

What we want to see:

- safer streets for walking and cycling
- fewer accidents
- easier access for everyone
- a city that is still easy to navigate by car.

Why it matters:

- fewer injuries and safer communities
- health benefits from more walking and activity
- more equitable and multi-generational access to the city centre.

A city centre that reflects our identity

What we want to see:

- stronger presence of local culture and stories
- mana whenua involved in design and decisions
- more cultural events and activity.

Why it matters:

- a unique, authentic city centre
- stronger cultural identity and pride
- a great place for locals will also attract visitors
- opportunities for māori businesses and artists.

When we invest in better public spaces, we see more people using the city centre, people enjoying being there, businesses growing and more private investment.

The plan - a call to action

The time to invest in the city centre is now.

Tūranga-nui-a-Kiwa/Gisborne is at a crossroads. As Aotearoa approaches 200 years since the signing of Te Tiriti o Waitangi we have a unique opportunity to further recognise and celebrate the stories of navigation, arrival, settlement, and connection that define this place and its people at the confluence of the awa. The local community recognises the need and supports change in the city centre. Key partners acknowledge the urgency of revitalisation and are ready to build on the momentum of public investment.

Local developers have land assembled and are looking for certainty and leadership from the Council. It has been almost 30 years since the last major investment into the city centre public realm and much of the paving and hard surfaces are at end of life.

This presents both a challenge and an opportunity to access New Zealand Transport Agency renewals funding that will shore up Council investment. Investments in Three Waters infrastructure have already been approved and are being procured now. Coordination with these efforts will maximise their positive impact and minimise disruption to existing businesses.

Regional centres like Whanganui, Rotorua and Hastings show us that this strategy works:

- build alignment around a strong vision
- start small, activate, test, develop and build momentum
- engage key partners
- private investment will follow.

A city centre that people want to visit, live and work within is key to the to the economic health of the region. Trust Tairāwhiti has recognised this within the Tairāwhiti Destination Management Plan. A vibrant city centre is key in attracting people,businesses and investment.

The cost of not investing is real. A deteriorating physical environment, increasing maintenance costs, growing vacancy, environmental, social and economic challenges and a lack of community pride in place.

The AIP presents a call to action - the time to act is now.

BUILD ALIGNMENT AROUND THE VISION

SUPPORT THE CITY CENTRE COMMUNITY

ACTIVATE EXISTING SPACES

DELIVER PUBLIC REALM PROJECTS

ENABLE KEY PARTNERS

CATALYSE PRIVATE SECTOR INVESTMENT



Looking over Waikanae beach

Actions and initiatives



Ref	Initiative	Led by	Likely Funding Source	Principle
1	**Public Realm Improvement Projects**			
1.1	North Lowe Street shared space	GDC	GDC / NZTA	
1.2	Lowe Street / Gladstone Road intersection	GDC	GDC / NZTA	
1.3	Gladstone Road- Lowe to Peel	GDC	GDC / NZTA	
1.4	Peel Street / Gladstone Road intersection	GDC	GDC / NZTA	
1.5	Peel Street North	GDC	GDC / NZTA	
1.6	Reads Quay Promenade	GDC	GDC / NZTA / EXT	
1.7	Co-ordinated roading maintenance and renewals projects	GDC	AMP / NZTA	
1.8	Infill of Gladstone to Reads Quay turn lane	GDC	GDC / NZTA	
1.9	Future improvements to Gladstone / Customhouse I\ intersection scope TBC	GDC	GDC / NZTA	
1.10	Hei Pipi - mana whenua-led landscape project	RIT/ TT	TT	

Ref	Initiative	Led by	Likely Funding Source	Principle
2	**Placemaking and Activation**			
2.1	City centre management structure	GDC / TT	GDC/ TT	
2.2	Arts / cultural workshop as activator	RIT	TBC	
2.3	Activation programming for Peel Street	GDC	GDC	
2.4	Continued support for façade fund	GDC	GDC	
2.5	Public realm activation to Reads Quay (years 1-7)	GDC	GDC	
2.6	Public realm activation to Lowe Street (years 1-2)	GDC	GDC	
2.7	Encourage markets on Reads Quay	GDC	GDC	
2.8	Test night market location at North Peel / Treble Court	GDC	GDC	
2.9	Promote activation of laneways and courtyards by adjacent property owners and businesses	GDC	GDC	
2.10	Deliver City Centre Loop trail within the public realm projects - establish a programme of mahi toi, interpretative signage and wayfinding elevating mana whenua narrative alongside european history and contemporary culture.	GDC/ RIT	GDC / EXT	
2.11	Explore naming opportunities linked to cultural narrative	RIT / GDC	GDC / RIT	
2.12	Repair river front promenade lighting to enhance safety and enable ease of use at night	GDC	GDC	

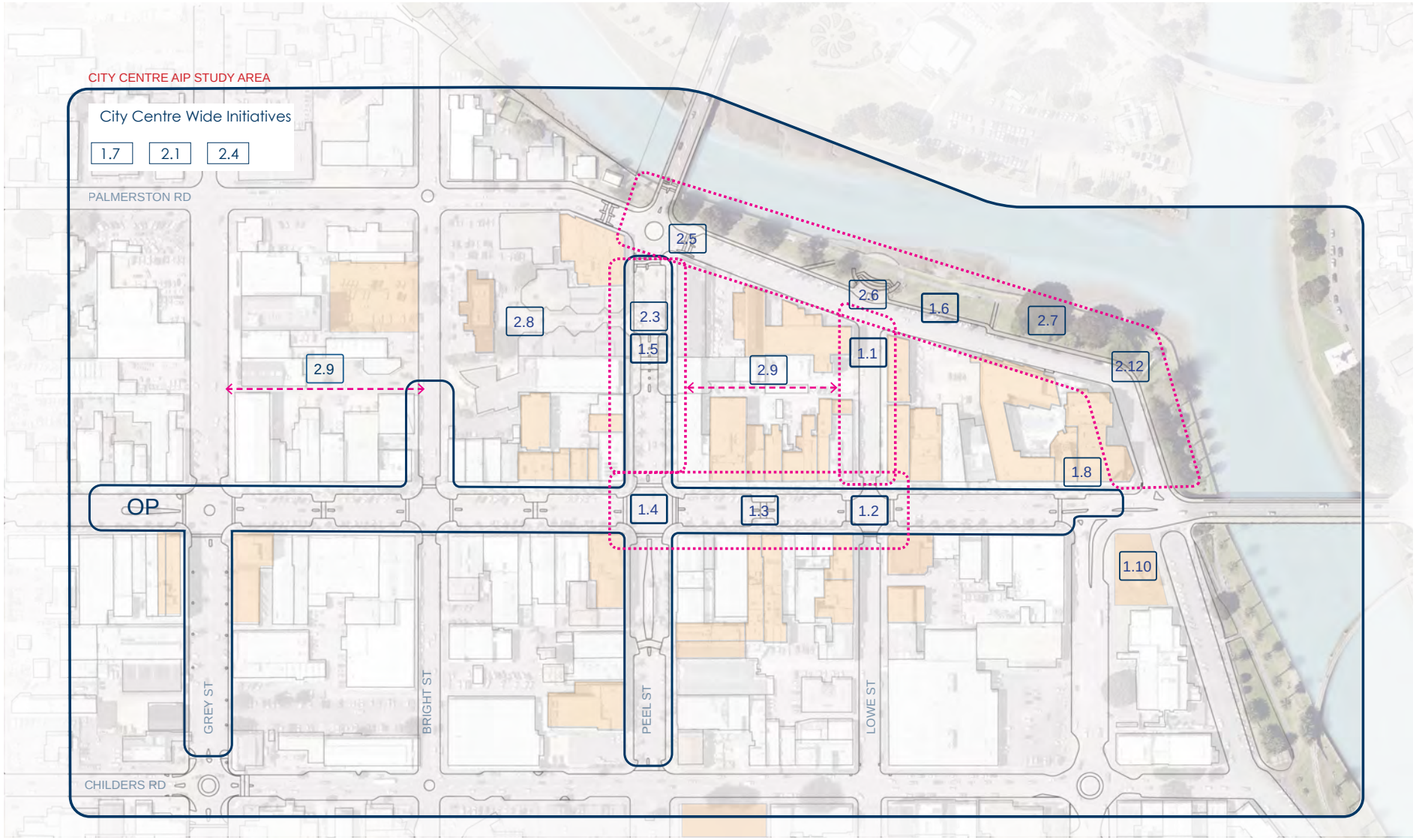
Lead agency identifies the primary organisation responsible for coordinating delivery. Where Gisborne District Council is not the lead agency, Council will still have an important supporting, regulatory, landowner,funding or partnership role in the successful delivery of the initiative.

Actions and initiatives plan

1_3000 A3

Key development opportunities

OP - Works covered within operational budgets



Public realm and placemaking

Public realm projects provide the primary mechanism for Council to invest directly in city centre revitalisation. In response to the Guiding Principles, community engagement, analysis of previous plans, the current context and potential city centre development opportunities, AIP public realm projects are focused on the north-east quadrant of the study area and set between the established city centre and the river confluence.

While city centre management, maintenance, renewals, business support and activation continue across the city centre this geographic focus balances the need to protect established centres of activity from disruption, test revitalisation and activation strategies and provide new destination spaces that draw people to the centre and stimulate opportunity.

These projects will establish a connected network of welcoming, accessible and people-focused destinations that reinforce the role of the city centre as the community, cultural and economic heart of Tairāwhiti. They will connect the city centre more fully to the awa and the energy of the inner harbour and create opportunities for development to follow.

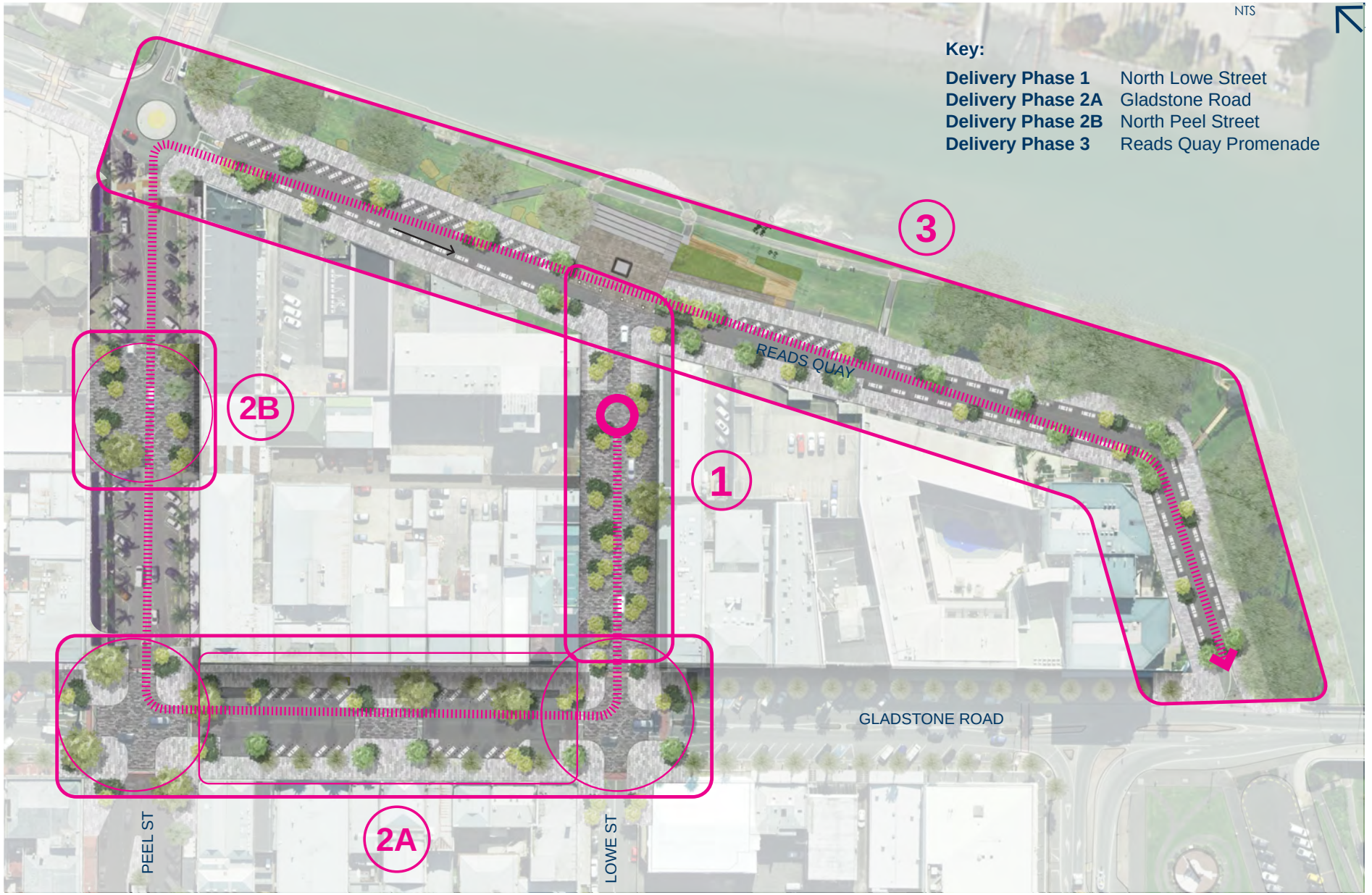
Placemaking activations, located at key street nodes, will provide interactive experiences supporting social engagement, play and/or occupation of newly defined public space. See 'Placemaking and Activation Strategy' within Supporting Information section (Page 51) for more detail.

In addition to Council's standard procurement and delivery requirements, each project is recommended to complete:

- project-specific cultural expression, naming, interpretation and mahi toi developed with mana whenua
- a co-design strategy, including for integrated mahi toi and cultural elements
- an operations and maintenance strategy and budget (including handover documentation)
- a coordination plan with roading and three waters infrastructure upgrades, renewals and maintenance aligned to asset management plans
- a community engagement process specific to each project and group of key stakeholders
- coordination with adjacent development opportunities where possible
- a parking and access management plan specific to each project, demonstrating how any parking changes will be mitigated, relocated or offset to maintain accessibility, business functionality and visitor convenience
- a business disruption mitigation plan
- coordination with livable spaces on play opportunities and landscape.



Lowe Street precedent images - creating a sense of place and destination


NTS
Key:
Delivery Phase 1 North Lowe Street
Delivery Phase 2A Gladstone Road
Delivery Phase 2B North Peel Street
Delivery Phase 3 Reads Quay Promenade
3
2B
1
2A
READS QUAY
GLADSTONE ROAD
PEEL ST
LOWE ST

1. Lowe Street

Lowe Street has been identified through community engagement* and planning studies as a place with real transformation potential. This short section of street opens to the awa in a way that is unique within the city centre.

Removed from primary vehicle routes, the street is currently quiet and underutilised. Historic buildings and high-quality storefronts give the space distinctive character, and recent investment in the Bates building by Gisborne Holdings Limited has built momentum for adaptive reuse. Multiple adjacent development sites, combined with a small number of tenancies, offer the opportunity to minimise vacancy and maximise continuous street-level activity. At the north-west corner, the Ngā Wai e Rua Building anchors opportunities for iwi-led transformation at the river's edge.

The street already has the ingredients of a great destination, good scale, historic character, established restaurants, and an easy walk to the river. The current street environment does little to support this character and promote pedestrian priority and activation.

Through considered design, planting, seating, lighting and cultural expression, and and programme activations, Lowe Street will become a new destination hospitality and gathering precinct within the city centre. The shared space will create opportunities for outdoor dining, seasonal events, markets and community celebration experiences that spill into the street. The design supports temporary street closures and special events, creating a distinctive "eat street" atmosphere that strengthens connections between local businesses, residents and visitors.

**via Catalyst early engagement led by Trust Tairāwhiti.*

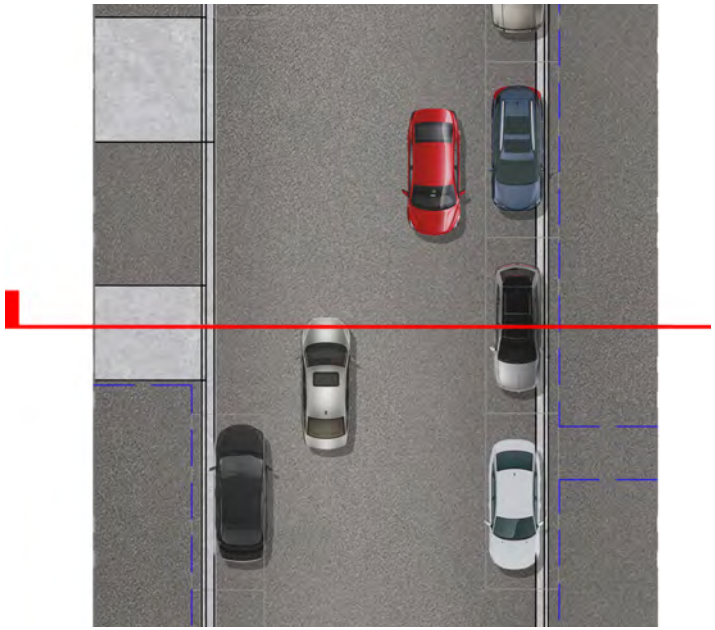


View looking east to the Bates Building

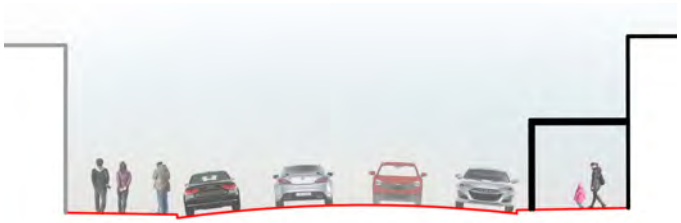
NTS

Existing condition

Lowe Street experiences low traffic volumes, in comparison to its neighbouring streets. It has poor lighting conditions, limited amenity and narrow footpaths, undermining both its vibrancy and its sense of public safety.



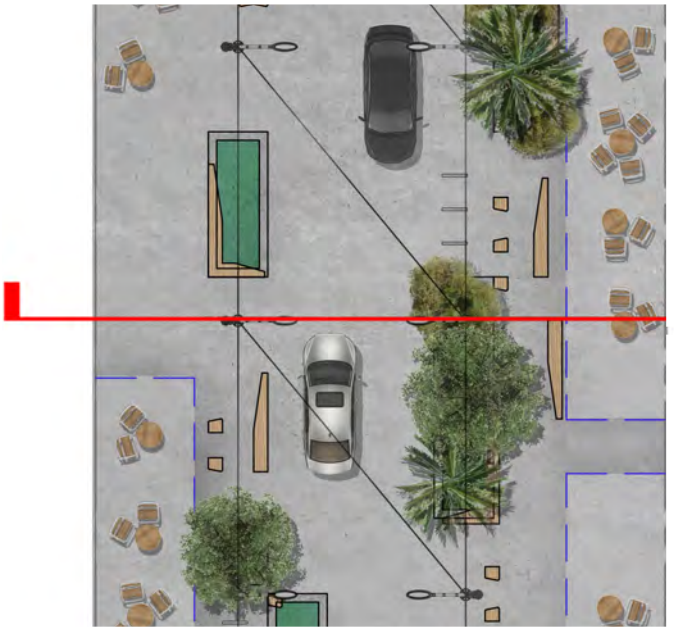
Existing plan diagram



Existing section diagram

Proposed condition

A pedestrian focused shared space. This space will reinforce Lowe St north as a place for the community to inhabit and enjoy, stimulate adjacent development, support retail and food and beverage uses and increase foot traffic for the city centre. The street transformation will provide new ecological planting and storm water treatment, significant accessibility enhancements, new street lighting and opportunities for Tairāwhiti's cultural identity to be strongly expressed within the city centre.



Proposed plan diagram



Proposed section diagram

Benefits:

- canvas for cultural identity
- place for community
- connects city centre spine, gladstone road, to the river
- significant enhancement / amenity (ecological interventions and contemporary streetscape finishes)
- improve the quality of stormwater run off
- significant accessibility improvements (cross falls and road camber).

Considerations:

- layout of surface drainage/ overland flow paths
- location of services in relation to new planting interventions
- assess requirements for loading/services parking
- assess traffic flows, determine whether two way or one-way provides optimum level of service/ safety
- pavement loadings for shared surfaces
- lateral shifts to control vehicle speeds
- bike/ active mode parking
- communication of traffic changes to motorists, local businesses and residents
- catenary lighting design in relation to emergency access and position of overhead cables
- asset maintenance (cost, expertise, effort)
- maintaining existing access to properties.





View looking North-East towards Taruheru awa

2A. Gladstone Central

Gladstone Road provides the primary retail spine for the city centre. The street's length and the current low demand for retail space mean its energy is dispersed with high levels of vacancy and many lower quality storefronts and spaces. Paving is at end of life and the current exotic palm trees provide significant challenges for maintenance and safety while providing little in the way of shade.

While the palms and historic buildings are visually striking, a lack of planting and amenity at street level limits the streets potential as a place to linger for many. Existing assets include a number of exemplary historic buildings, the Odeon Theatre and a number of potential development sites along its length.

The proposed improvements to the block between Lowe and Peel Streets focus on paving renewals for end of life surfaces and aim to increase the level of hospitality and comfort within the street environment. The work would introduce upgraded pavements, new planting and furniture, and safer, more accessible pedestrian crossings.

This will shift the balance toward a more people-friendly street, improving accessibility and identity while retaining the existing layout and parking. This vision encourages people to spend more time in the area, enhancing the value of adjacent tenancies, providing places for people to meet and gather, celebrating key buildings like the Odeon and creating the potential for further development opportunities to follow.

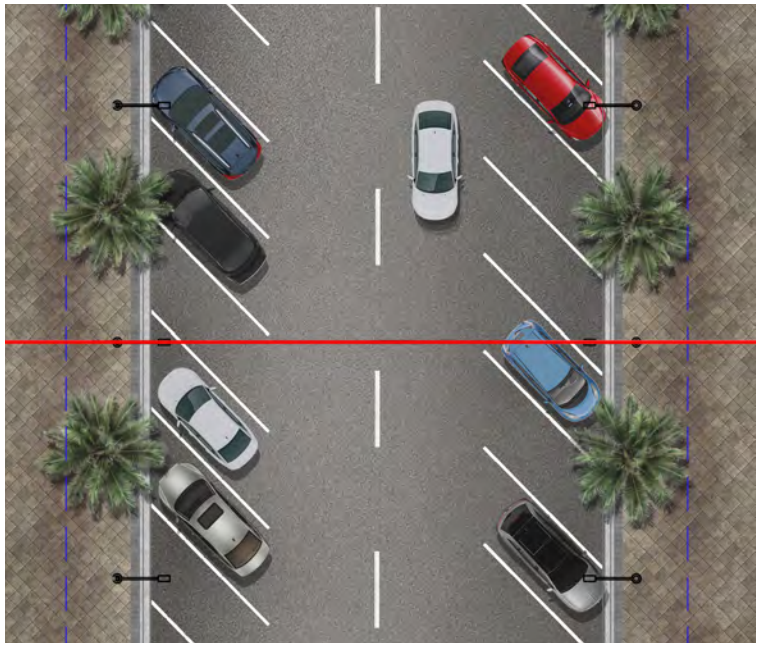


View on Gladstone showing a refurbished Odeon Theatre and potential infill development

NTS

Existing condition

Generously proportioned, central Gladstone Road (between Peel and Lowe Streets) lacks character and vibrancy by virtue of its tired and end of life street furnishings and finishes. Palm trees provide a degree of 'green' amenity. However, they provide little in the way of shade, shelter or ecological benefit.



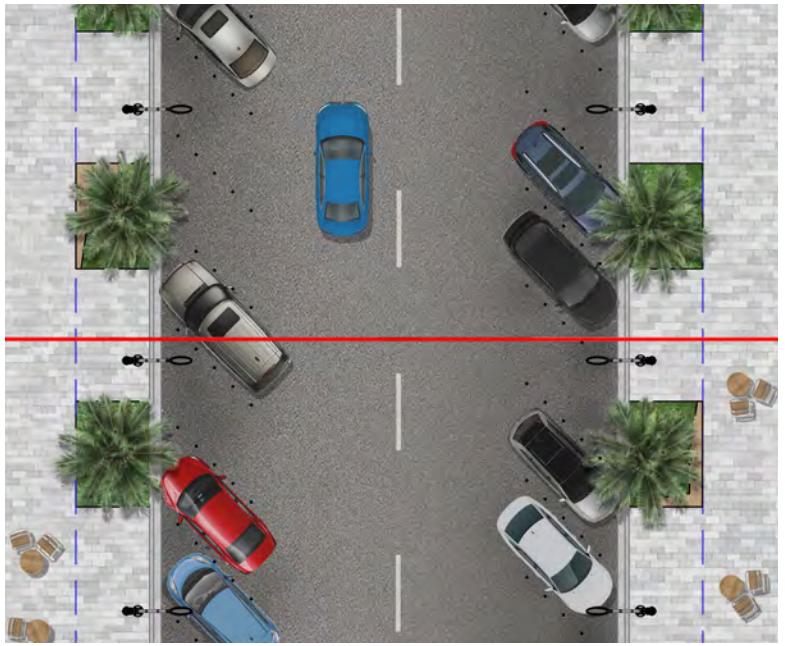
Existing plan diagram



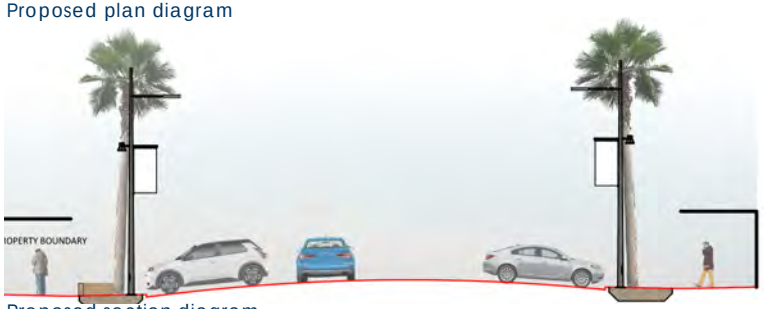
Existing section diagram

Proposed condition

Upgraded pavements, new planting and furniture, better pedestrian crossings, and enhanced intersections. These changes will shift the balance toward people-friendly streets, improving accessibility, comfort, and identity while maintaining the existing street layout and parking.



Proposed plan diagram



Proposed section diagram

Benefits:

- canvas for cultural identity
- place for community
- resolves localised trip hazards and broken paving
- ecological stormwater treatment at crossing points
- more street-side seating and amenity provisions
- improved midblock crossing
- significant enhancement / amenity (ecological interventions and contemporary streetscape finishes)
- retains existing parking.

Considerations:

- location of services in relation to new planting interventions
- careful management of existing palms and surrounding vegetation during construction, while enabling future landscape succession and ecological enhancement over time
- ongoing maintenance of palms will be required
- overland flow path design in relation to raised crossings
- emergency vehicle access in relation to raised crossings
- consistency of street-lighting elements
- asset maintenance (cost, expertise and effort)
- maintaining existing access to properties.

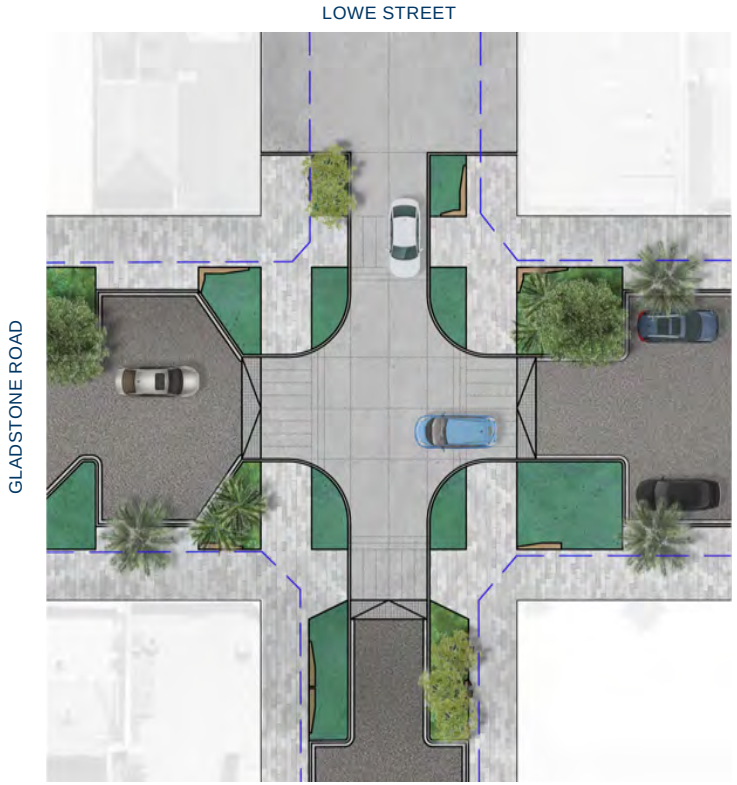




Aerial view looking North-West on Gladstone Road

Intersection upgrades

NTS



Lowe and Gladstone
detail plan



Peel and Gladstone
detail plan

Proposed Condition

Reconfigured to raised pedestrian table, tightened corner turning radii, improve mobility parking close to intersections, minimise changes to existing parking conditions on Gladstone Road.

Benefits:

- canvas for cultural identity
- significant improvement to accessibility
- priortises pedestrian over vehicle movements
- localised ecological stormwater treatment

Improves on-street mobility parking facilities.

Considerations:

- layout of surface drainage/ overland flow paths in relation to raised crossings
- emergency vehicle access in relation to raised crossings
- sight lines for motorists and pedestrians in relation to tree layout
- traffic light signal improvements for Peel Street (green wave technology, sequencing to prioritise pedestrian movements, audio signals for vision impaired)
- mobility requirements (e.g. tactile)
- smart pole technology
- communication of traffic changes to motorists
- consistency of streetlighting elements across the city centre
- asset maintenance (cost, expertise, effort)
- detailed modelling of traffic movements and flow.



View looking west at the intersection of Lowe and Gladstone and possible residential conversion of the Masonic building

2B. Peel Street North

North Peel Street provides the community heart of the city centre and is currently one of the more vibrant, active areas within the AIP study area. The HB Williams Memorial Library provides an anchoring civic building that draws families into the city and Treble Court is consistently identified by rangatahi as a key space for youth.

Proposed changes are intended to strengthen and amplify this role. removing a line of palms at the centre of the street, adding lower native planting, added seating and amenity, and providing an upgraded, leveled crossing zone. This space would link both sides of the street more strongly into one shared space and slow traffic through it, turning an already-active street into an even stronger community destination.

While the new street maintains the existing kerb condition and parking, additional programmes such as a night market are proposed to support rangatahi requests for activities that build on the existing offers within Treble Court.

It is anticipated that careful coordination with the roading AMP may allow for paving renewals across the balance of the street - refreshing a tired physical environment that succeeds due to the energy and commitment of the community that occupies it.

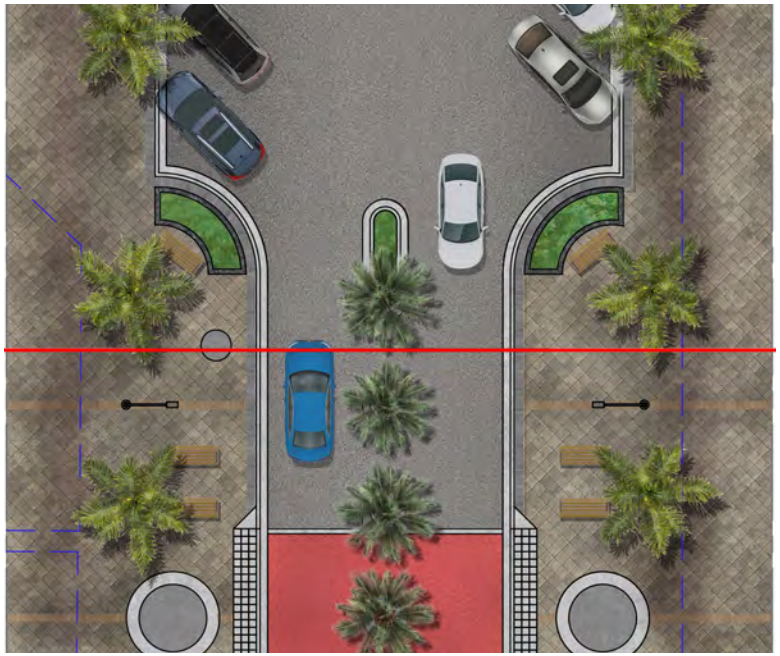


View looking north over Peel street toward Treble Court

Existing condition

The central crossing zone at Peel Street (on the section between Reads Quay & Gladstone Rd) provides a generously proportioned pedestrian environment free of parked cars in close proximity to the city's key community facility, the public library.

The poor condition and age of streetscape finishes and furnishings, however, negatively affects its appeal. The central line of palm trees is challenging for both pedestrians and vehicles to navigate.



Existing plan diagram



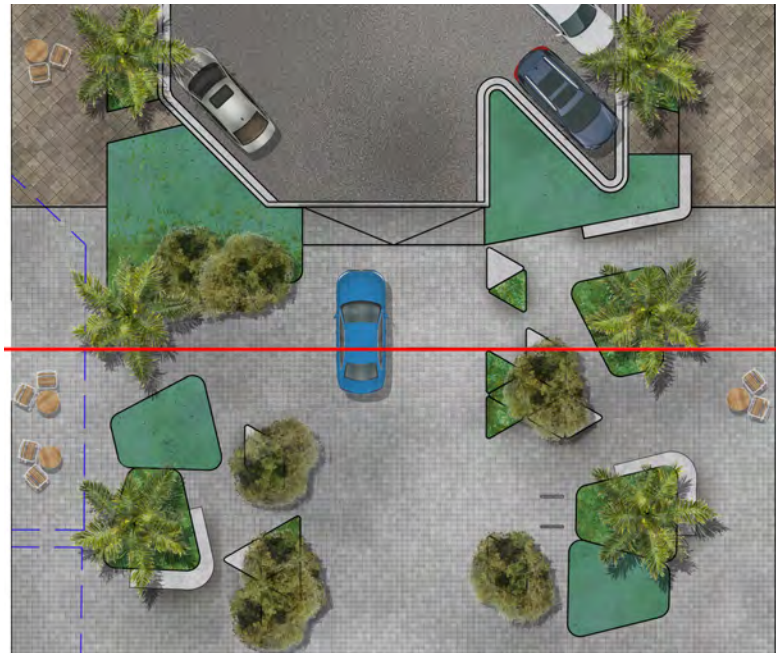
Existing section diagram

Proposed condition

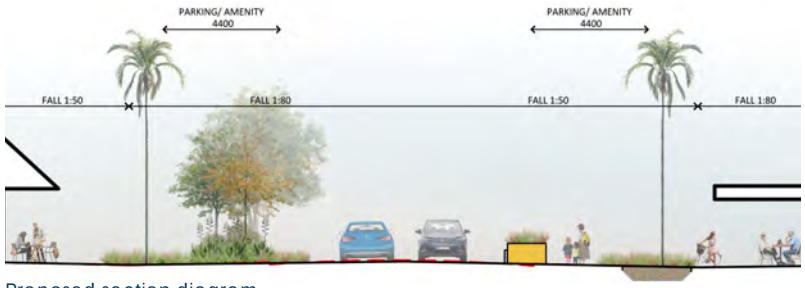
NTS

New central raised crossing with localised upgraded pavements, new planting and furniture.

Improving pedestrian comfort and building identity while maintaining the existing street layout and parking.



Proposed plan diagram



Proposed section diagram

Benefits:

- canvas for cultural identity
- place for community
- resolves localised trip hazards and broken paving
- ecological stormwater treatment at crossing points
- more street-side seating and amenity provisions
- improved midblock crossing
- significant enhancement / amenity (ecological interventions and contemporary streetscape finishes)
- retains existing parking
- flexible community space capable of supporting temporary events, evening activations and night activities through planned traffic management and event-based street use.

Considerations:

- location of services in relation to new planting interventions
- ongoing maintenance of existing palms, establishment care for new planting, and long-term landscape management will be required to ensure successful ecological enhancement over successive phases
- overland flow path design in relation to raised crossings
- emergency vehicle access in relation to raised crossings
- consistency of street-lighting elements
- asset maintenance (cost, expertise and effort)
- maintaining existing access to properties.





Aerial view looking North on Peel Street

3. Reads Quay Promenade

Reads Quay offers the city centre's best opportunity to connect to the green environment and amenity of the river corridor. This potential is limited however by the configuration of the street and the series of building 'backs' that currently address the river.

Historically, the banks of the Taruheru functioned as a site of arrival, exchange and trade. Revitalising Reads Quay offers a chance to restore these functions to the awa's edge, creating a lively promenade where markets, events, hospitality, recreation and community life can flourish.

This vision proposes a shift to one-way traffic, freeing up space for an enhanced riverfront promenade, family-friendly destinations and play, and greater capacity to host events. Reads Quay revitalisation has the strongest outcomes in terms of connection to the awa, opportunities for cultural expression along Te Ara Hīkoi, environmental enhancement and resilience, and vibrancy.

Setting this project in Year 8 of the AIP enables time to identify and secure the external funding required for this project and allows for building redevelopment projects to begin to adjust their frontages to the street to promote further activation and support events



View looking east over Reads Quay Promenade

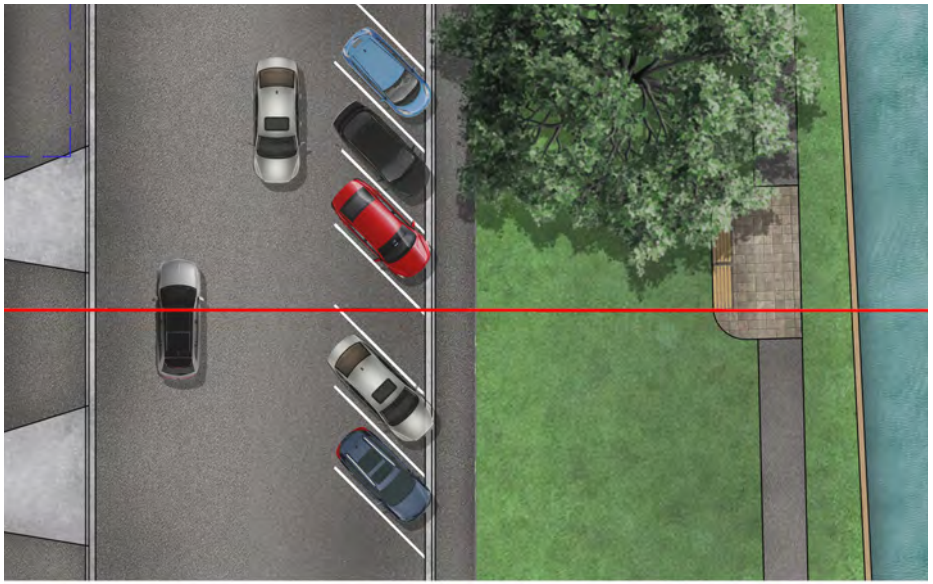
Existing condition

While greatly advantaged by its riverside location, Reads Quay lacks vitality and vibrancy. Building frontages largely face away from the river or offer blank façades at street level.

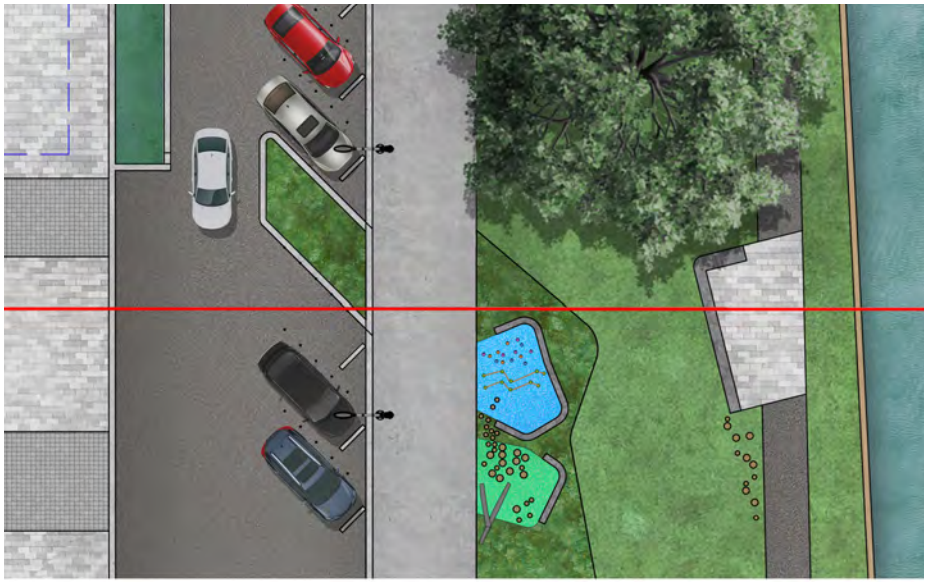
Ungenerously dimensioned footpaths provide little in the way of amenity or space for streetside activity. The riverside path is particularly narrow at an average width of 2.0 m.

Proposed condition

Long-term transformation into a highly walkable, people-focused and destination-led environment. A shift to one-way traffic, removal of kerbs, increased public space, opportunities for family destinations and play, increased capacity to host events and an enhanced riverfront promenade.



Existing plan diagram



Proposed plan diagram



Existing section diagram



Proposed section diagram

Benefits:

- canvas for cultural identity, meaningful connections to taruheru river
- destination for community
- significant enhancement / amenity (ecological interventions and contemporary streetscape finishes)
- improved lighting and safety
- improves the quality of stormwater run off
- significant accessibility improvements (cross falls and road camber)
- increase opportunities for riverside events (afforded by flattened grades)
- priortises pedestrian over vehicle movements
- largely retains existing parking.

Considerations:

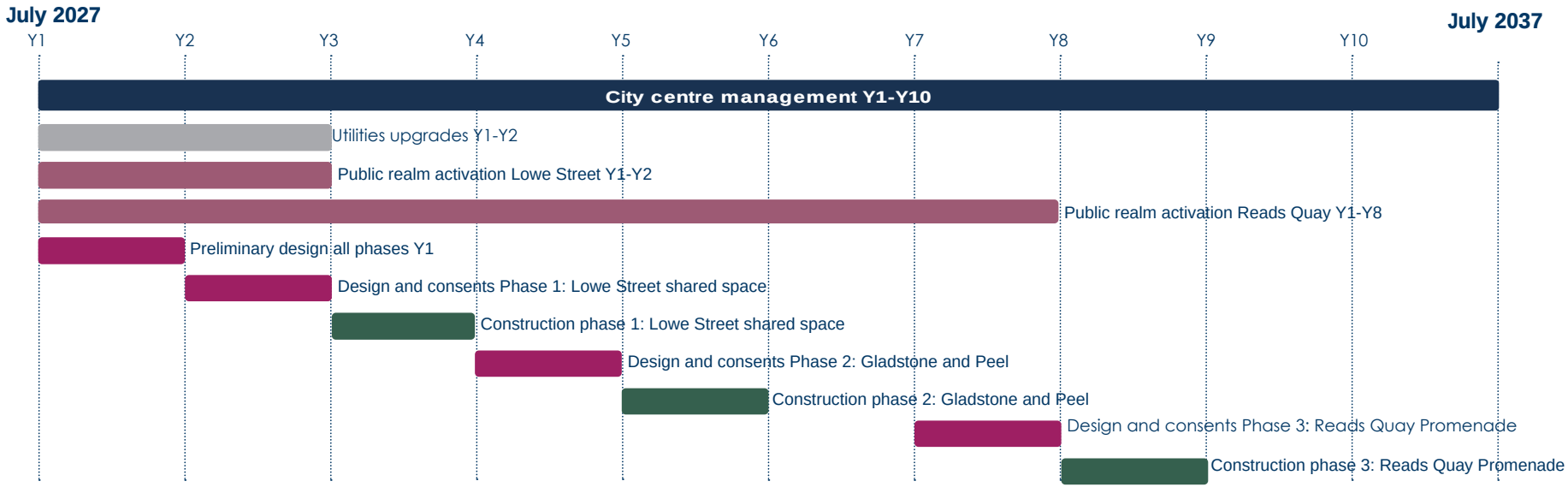
- layout of surface drainage/ overland flow paths in relation to raised crossings
- location of services in relation to new planting interventions
- assess traffic flows, determine optimum one-way direction
- a parking and access management plan demonstrating how any parking changes will be mitigated, relocated or offset to maintain accessibility
- impacts for emergency services
- bike/ active mode parking
- communication of traffic changes to motorists, local businesses and residents
- streetlighting changes and potential impact on river corridor habitats
- designing play elements on slope in proximity of river
- flood protection requirements in relation to river edge transformation
- asset maintenance (cost, expertise, effort).





Aerial view looking east on Reads Quay Promenade

Project phasing



Public realm projects have been designed for phased implementation over the first 8 years of the 10 year AIP period. Work is broken into three phases to balance logical sequencing, isolate areas of impact to existing businesses, maintain economies of scale in delivery, allow for local procurement options and balance cashflow in a fiscally constrained local government context.

This phasing plan also enables confidence in the revitalisation strategy to build overtime, private sector and community projects to plan in parallel, and lessons learned to inform subsequent stages of design, procurement and delivery.

As Phase 3 will require significant sources of external funding, the programme of work enables time for these funds to be identified and secured over the first five to six years.

While there are advantages to this phased approach, it must also be noted that due to inflation and ongoing construction cost escalation, the sooner these projects can be delivered the more affordable they will be. If funding can be sourced more quickly for Phase 3 earlier delivery could reduce escalation costs.

The programme outlined recommends that Preliminary Design is carried out for all phases of work in Year 1. This approach recognises that integration between phases and with parallel infrastructure projects in the city centre is critical. It is assumed that developed and detailed design and consenting will be completed just prior to delivery to ensure projects remain relevant to the current state of the city centre at each phase of implementation.

It is intended that the AIP and subsequent preliminary design phase enable funding streams and project design, procurement and delivery to be well coordinated with planned Three Waters utility upgrades, roading renewals and maintenance work being carried out in the city centre under other AMPs.

At each phase of design it is also anticipated that the selected project design teams work with key stakeholder groups and the wider community to ensure appropriate design and engagement processes are in place. It is acknowledged that these processes may need to vary for different areas of the city centre. Appropriate mana whenua engagement will be a core component of the delivery of each phase of work.

Project phasing

KEY

A	Phase 1 activation
OP	Captured within operational budgets
$	Less than $0.5M
$$	$0.5M to $3M
$$$	$3.0M to $6M
$$$$	More than $6M

Phase 1 Lowe Street shared space - years 1-3

Phase one focuses on low-cost, high-impact activation in Years 1 and 2 (July 2027 to July 2029) while utilities are upgraded within key streets. Events programming and street furniture elements are used to bring energy and life into Peel Street, Lowe Street and Reads Quay in this period, prioritising short-term actions such as events, markets, pop-up spaces, seating, and experiential activations. In Year 3 a larger, targeted investment is made to convert the block of Lowe Street closest to Reads Quay into a pedestrian-focused shared space.

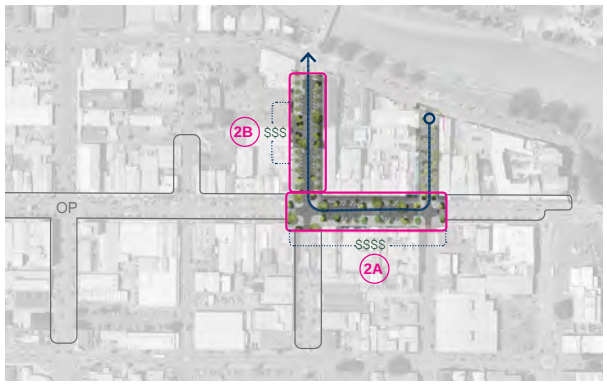
This space will reinforce Lowe St north as a city centre destination for the community to inhabit and enjoy, stimulate adjacent development, support retail and food and beverage uses and increase foot traffic for the city centre. The street transformation will provide new ecological planting and stormwater treatment, significant accessibility enhancements, new street lighting and opportunities for Tairāwhiti's cultural identity to be strongly expressed within the city centre.



Phase 2 Gladstone Road and North Peel - years 4-6

With Lowe Street established, investment extends by adding more permanent, targeted streetscape upgrades in key locations across the city centre including the intersections at Lowe Street and Gladstone Road and Peel Street and Gladstone Road(2A), Gladstone Road between Lowe and Peel, and North Peel Street(2B). In addition to ongoing activation, this phase introduces improvements such as upgraded pavements, new planting and furniture, better pedestrian crossings, and more accessible intersections.

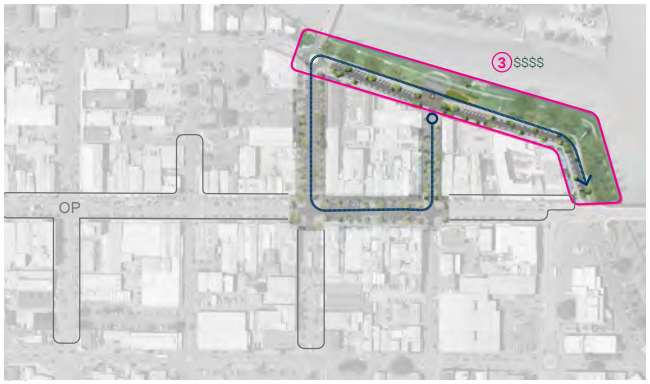
These changes will shift the balance toward people-friendly streets, improving accessibility, comfort, and identity while maintaining the existing street layout and parking. These improvements aim to stimulate additional private-sector investment and further enhance the city centre environment in alignment with the guiding principles of the AIP.



Phase 3 Reads Quay Promenade - year 8

Phase 3 represents a comprehensive, long-term transformation of Reads Quay into a highly walkable, people-focused and destination-led environment. It includes upgrades to the street profile including a shift to one-way traffic, increased public space, opportunities for family destinations and play, increased capacity to host events and an enhanced riverfront promenade.

This phase delivers the strongest outcomes in terms of connection to the awa, cultural expression, environmental enhancement and vibrancy, but also requires the highest level of investment and a longer delivery timeframe. It builds on the earlier phases to create an integrated, resilient and future-ready city centre heart for Tairāwhiti.



Additional recommended initiatives



The following initiatives are included as recommendations for consideration and have been captured through the AIP design process.

Ref	Initiative	Led by	Likely Funding Source	Principle
3	**Recommendations for Consideration**			
3.1	Approvals toolkit for building conversion to residential	GDC	GDC	
3.2	Toolkit for storefront and verandah improvements	GDC	GDC	
3.3	Revisions to city centre zoning to reinforce retail activation in condensed centre and enable alternate uses at ground elsewhere	GDC	GDC	
3.4	Revisions to city centre zoning to restrict opaque and inactive ground floor glazing treatments for commercial uses at ground floor level	GDC	GDC	
3.5	Revisions to city centre zoning to promote active frontage to Reads Quay	GDC	GDC	
3.6	Develop centralised city centre parking management strategy for public and non-business hours private parking - shared revenue, wayfinding, events parking	GDC	GDC	
3.7	Develop strategy for residential parking provision in city centre	GDC	GDC	
3.8	Develop a marketing tool for residential conversion and city centre commercial development opportunities	GDC	GDC	
3.9	Promote city centre opportunities for rangatahi-focused facilities for example; climbing gym, bowling alley, educational uses, night market, basketball court. Support existing youth-oriented facilities.	GDC	GDC	
3.10	Review use and management of existing CCTV system to maximise value to community	GDC	GDC	
3.11	Establish and initiate process to gather data to enable calculation of monetised benefits for projects (refer to supporting Business Case)	GDC	GDC	

The business case

A Programme Business Case (PBC) has been produced to support the development of the Action and Investment Plan and the case for investing in its implementation. The PBC has been developed in broad alignment with The Treasury New Zealand Better Business Cases methodology and addresses the core components of The Five Case Model at a programme scale:

The Strategic Case:

Demonstrates a compelling case for change, defining the underlying problems, opportunities, and strategic fit.

The Economic Case:

Proves that the chosen combination of programme activities represents the best balance of value-for-money, benefits, costs, and risks.

Commercial Case:

Outlines the overarching procurement and sourcing strategy required to deliver the work.

Financial Case:

Confirms the overall affordability and funding requirements for Gisborne District Council across the timeframe.

Management Case:

Establishes the governance, delivery arrangements, and framework for managing downstream projects.

The PBC has been used to assess a long-list of public realm improvement scenarios that contribute to the revitalisation of the city centre, understand the relative impacts and benefits of a resulting short list of projects, inform the selection of the preferred option from that shortlist, and analyse more fully the benefits of that preferred option. The preferred option identified within the PBC is presented within this AIP document and aligns with the favored approach identified through community engagement.

The strategic case establishes the underlying problem that requires response and identifies a series of investment objectives linked to the AIP guiding principles. The PBC then establishes a series of programme requirements that deliver on these objectives and inform the design response and assessment of benefits.

R1	Provide a safer pedestrian and cyclist-prioritised environment and reduce the dominance of private vehicles within the street corridor.
R2	Improve accessibility for people of all ages and abilities.
R3	Support increased pedestrian activity and longer visitor dwell times.
R4	Enhance amenity, comfort, and attractiveness for residents, workers, and visitors.
R5	Maintain appropriate access for emergency services, deliveries and waste collection.
R6	Retain connectivity with surrounding streets, public transport facilities, and key destinations.
R7	Contribute to improved economic vitality and commercial activity within the precinct by supporting increased foot traffic to adjacent businesses.
R8	Support increased visitation and destination appeal to enhance the attractiveness of the area for private sector investment.
R9	Support activation and flexible use of public space, reflecting local identity, heritage, and cultural values where appropriate.
R10	Incorporate climate-resilient design and improve stormwater management outcomes where practical and, in doing so, minimise whole-of-life environmental impacts.
R11	Be deliverable with manageable construction impacts and disruption.
R12	Comply with all relevant statutory, regulatory, and safety requirements.
R13	Capex investments scaled to suit local delivery and represent good value for money for local tax payers.
R14	Achieve acceptable lifecycle maintenance requirements and opex value for money for local tax payers.

Project cost and cashflow

Cost estimate

A concept estimate has been developed for the public realm projects outlined within the AIP and has formed the basis for the Whole of Life Cost Model and Net Present Value calculations developed within the Business Case. While the Whole of Life Cost Model includes escalation the figures captured here are in 2026 dollars for clarity. Contingency has been calculated at 30%.

In addition to the project capital costs outlined on this table the AIP makes allowance for an additional **$200K** per annum in Opex costs to enable the establishment and maintenance of a city centre management function and to fund the work required to programme, administer and coordinate activation events across the city centre. It is critical that investment is made in both capital projects (the hardware) and events programming (the software) to ensure the success of this AIP investment over time.

Description	Lowe Street	Gladstone	Peel Street	Reads Quay	River Front	Total
Construction Subtotal	**$3,028,135**	**$6,137,282**	**$1,927,437**	**$7,468,193**	**$3,901,362**	**$22,462,410**
Design	$423,939	$859,220	$269,841	$1,045,547	$546,191	$3,144,737
GDC Internal	$121,125	$245,491	$77,097	$298,728	$156,054	$898,496
Consent	$45,422	$92,059	$28,912	$112,023	$58,520	$336,936
Contingency (30%)	$1,085,586	$2,200,216	$690,986	$2,677,347	$1,398,638	$8,052,774
Expected Estimate by Area	**$4,704,207**	**$9,534,268**	**$2,994,274**	**$11,601,838**	**$6,060,766**	**$34,895,353**

Phase	Phase 1	Phase 2	Phase 3	
	Lowe Street	Gladstone and Peel	Reads Quay	Total
Expected Estimate by Phase	**$4,704,207**	**$12,528,542**	**$17,662,604**	**$34,895,353**

Estimated capex project cashflow

Description	FY 27/28	FY 28/29	FY 29/30	FY 30/31	FY 31/32	FY 32/33	FY 33/34	FY 34/35	FY 35/36	FY 36/37	Total
Construction Subtotal			**$3,028,135**		**$4,032,360**	**$4,032,360**		**$5,684,778**	**$5,684,778**		**$22,462,410**
Design	$127,182	$127,182	$169,576	$338,718	$338,718	$451,624	$477,521	$477,521	$636,695		$3,144,737
GDC Internal	$36,338	$36,338	$48,450	$96,777	$96,777	$129,036	$136,435	$136,435	$181,913		$898,496
Consent	$13,627	$13,627	$18,169	$36,291	$36,291	$48,388	$51,163	$51,163	$68,217		$336,936
Contingency (30%)		$53,144	$53,144	$979,299	$141,536	$1,351,244	$1,398,422	$199,536	$1,904,969	$1,971,481	$8,052,774
Expected Estimate	**$177,146**	**$230,290**	**$3,317,473**	**$1,451,085**	**$4,645,682**	**$6,012,652**	**$2,063,541**	**$6,549,432**	**$8,476,572**	**$1,971,481**	**$34,895,353**

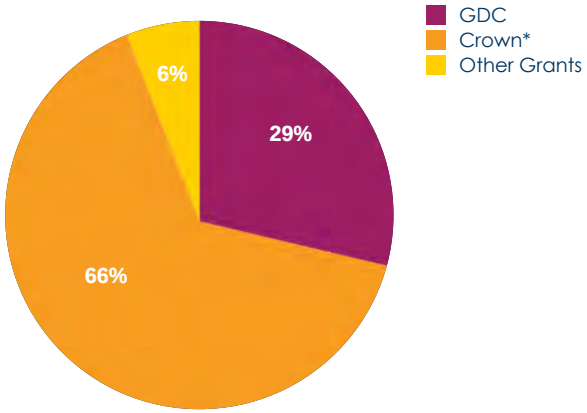
Funding strategy

Delivering all three phases of the proposed public realm improvement projects is beyond the capability Council on its own. The Business Case has identified potential capex funding sources and their status within the financial case. In the current political cycle it is not yet possible to predict the type or quantity of funds available from the Crown or other investment partners over the 10 year period of the AIP.

Two mixed funding strategies have therefore been developed to reflect different scenarios for funding availability at a national and local level. Each scenario maintains a Council Capex investment of $10M and assumes an New Zealand Transport Agency Waka Kotahi contribution to road and footpath paving renewals. The first scenario assumes pathways to Crown funding are also available through the Regional Infrastructure Fund or NIFF Infrastructure Funding. The second assumes Crown funding is restricted and relies on a mix of grants, corporate or individual philanthropy and key partner investment. These scenarios are illustrative only and will be developed more fully through the early stages of the implementation of the AIP as the Crown funding landscape becomes clearer post-election.

In each case it is proposed that internal funding is focussed on early stage projects in Phase 1 and 2. This will ensure that Council investment is made in early wins projects that evidence committment, show impact, secure key partner investment and build local investor confidence. It will enable the further design and coordination of projects and the collection of data to shore up the assessment of benefits for future funding applications.It is recommended that Crown funding pathways are explored in association with Key Partners and through a process that reflects an innovative model of public private collaboration in city centre revitalisation.

Capex funding strategies

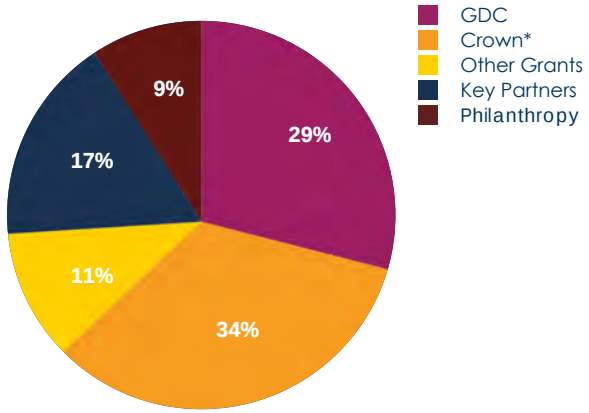


Scenario 1

Crown funds available

GDC	$10,000,000
Crown*	$22,900,000
Other Grants	$2,000,000
Total	**$34,900,000**

*Includes NZTA, RIF, NIFF



Scenario 2

Crown funds restricted

GDC	$10,000,000
Crown*	$11,900,000
Other Grants	$4,000,000
Key Partners	$6,000,000
Philanthropy	$3,000,000
Total	**$34,900,000**

Benefits

Both monetary and non-monetary benefits have been assessed within the Economic Case of the PBC. The proposed investment is expected to generate a range of economic, social, cultural and environmental benefits for the Tūranganui-a-Kiwa / Gisborne community, businesses, mana whenua, Council and the wider Tairāwhiti region.

Economic benefits will be delivered through increased city centre activity, improved commercial occupancy, higher employment density, enabled development, avoided infrastructure costs, improved transport outcomes, emissions reductions, environmental improvements and stronger local economic participation.

The current evidence base is not yet sufficient to enable a full calculation of monetary values for inclusion in the central benefit–cost ratio (BCR).

Full assessment of this value would require both additional design development and further data collection and economic analysis. It should be acknowledged that this type of work varies from more typical transport or infrastructure projects and that many of the benefits are indirect, and challenging to measure and monetise.

In response to this the Business Case has established a base BCR for the programme of work that utiises currently available data. The AIP recommends that additional design development, data collection and economic analysis be carried out in the first phase of AIP implementation. This will enable future project level business cases for Crown funding to calculate these benefits more fully and build on the base developed at a programme level.

The base BCR of 1.1 is considered within an acceptable range for a regeneration and urban amenity project supported by strong strategic, cultural and wellbeing outcomes. It is anticipated that future measurement and analysis of benefits such as private sector development pipeline and aggregation metrics for increased employment could enhance this base BCR further.



Supporting information

While the AIP outlines a series of discrete projects for delivery, additional work has been completed outside the bounds of these projects. The following pages outline this thinking and are provided for future reference and to inform parallel workstreams in the city centre including roading renewals and maintenance work and ongoing infrastructure replacement work for three waters. Additional transportation information is also provided to give context to project decision-making.

Governance, partnerships & engagement

The Action and Investment Plan (AIP) has been developed through a collaborative process that recognises that long-term city centre transformation cannot be delivered by Council alone. Successful implementation will rely on strong governance, enduring partnerships, and ongoing engagement with the people, organisations and communities that will shape the future of the city centre.

Governance

The AIP is led by Gisborne District Council and provides a strategic framework for coordinating public and private investment over time. Governance of the programme is intended to support transparent decision-making, clear accountability, and alignment with Council's Long Term Plan, infrastructure programmes, and wider strategic objectives.

The timeframes and structure of the plan are intended to enable coordination with key utilities infrastructure and roading maintenance and renewal projects to ensure work is well sequenced and avoid unnecessary expense and duplication of effort.

A key principle of the AIP is shared stewardship. The city centre belongs to the wider community, and governance arrangements should enable collaboration between Council, mana whenua, government agencies, businesses, property owners, community organisations and other stakeholders. As projects move into implementation, governance structures should support coordinated investment, benefits realisation, monitoring and reporting against agreed outcomes.

Partnerships are fundamental to achieving the vision of a vibrant, resilient and people-focused city centre.

Key project partners include:

Rongowhakaata Iwi Trust is Council's mana whenua partner for the AIP. Material arising from the Catalyst project and its engagement with Rongowhakaata informed matters reflected in the AIP. The partnership will continue through project definition, planning, design and delivery Council's mana whenua partner for the AIP. The partnership has shaped the guiding principles, investment priorities and preferred direction, and will continue through project planning, design and delivery.

Key organisations, including **Trust Tairāwhiti**, **Gisborne Holdings Limited** and **Te Runanga o Tūranganui a Kiwa (TROTAK)**, play an important role in leading investment in the city centre, supporting revitalisation initiatives and building private-sector confidence.

Property owners and developers, who play a critical role in revitalisation, investment, housing delivery and adaptive reuse of buildings**.**

Local businesses and business associations, whose success contributes directly to economic vitality and activation.

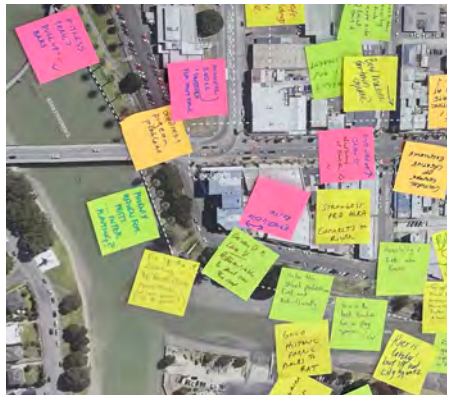
Community organisations, cultural groups and institutions, which help create a city centre that is inclusive, welcoming and active throughout the year.

Central Government agencies, including New Zealand Transport Agency Waka Kotahi and other funding partners, which may support infrastructure, transport, resilience and regeneration initiatives.

Education, health and social service providers, whose presence contributes to city centre activity, wellbeing and community outcomes.

Engagement summary









A community-led framework

The engagement framework for the Action and Investment Plan draws together earlier spatial planning and successive stages of community and mana whenua input. Each stage has added detail to a shared direction for the city centre.

The Gisborne City Centre Spatial Framework 2019 established an earlier direction for a compact centre, stronger river connections, improved walking and cycling, mixed-use activity and new gathering spaces. This provided an important foundation for the work that followed.

The Catalyst Initiatives programme, led by Trust Tairāwhiti and supported by Rongowhakaata Iwi Trust and Council, added community and mana whenua perspectives. During 2024, topic-group discussions, stakeholder meetings and a public workshop explored what the community valued and opportunities for the city centre. Priorities included a more compact and active centre, connections with the awa, inner-city living, activation of key sites and practical early action. Rongowhakaata Iwi Trust was an active partner in developing and prioritising the Catalyst projects, with the outcomes endorsed through a leadership hui in February 2025.

The first stage of AIP engagement carried this work forward through facilitated community and key stakeholder sessions. These sessions reconfirmed and extended the Catalyst findings through further ideas about the future of the city centre. Stakeholder groups, including rangatahi, then prioritised a long list of potential principles.

This community and key stakeholder input formed the basis of the five guiding principles presented later in the AIP. The options engagement in June and July 2026 then invited the community to consider a staged programme of public-realm investment, where to begin and the conditions important for delivery.

Alongside these sessions, Council and Rongowhakaata Iwi Trust advanced a separate mana whenua partnership process. This work is described in the following section and will continue through future project phases with Rongowhakaata input.

How the community contributed

Feedback came through community hui, public events including the East Coast Rugby Match in Uawa, workshops, Farmers Market engagement, education and service locations, city centre drop-ins, business and developer discussions, meetings with emergency services, written submissions, an online survey, an online vision board and Council's general feedback page

The Complete Feedback Record contains 887 recorded feedback points: 365 from in-person and direct engagement, 507 from the online survey and vision board, and 15 from written contributions. These are feedback points rather than individual participants, as one person, group or submission could contribute several points

Community members who engaged in person generally heard the AIP direction and cumulative options explained by a project team member and could ask questions before responding. Online contributors considered the material independently and raised questions about costs, infrastructure priorities and scope. Views ranged widely, with some respondents favouring a "do nothing" approach over the proposed options. Together, the channels provide a substantial record of community aspirations, practical knowledge, concerns and ideas.

Across the engagement, clear aspirations emerged for a city centre that is:

- more active and vibrant
- safer and more welcoming
- better connected to the awa
- rich in identity and cultural expression
- supportive of local business and investment

The feedback combined support for meaningful change with clear expectations that investment would be well timed, affordable and delivered in a way that works for the community.

The principal findings are summarised on the following pages. The full Options Feedback Report is issued alongside the Gisborne City Centre Action and Investment Plan.

Mana whenua engagement

Rongowhakaata iwi

The Tūranga-nui-a-Kiwa/Gisborne city centre project area sits within the rohe of Rongowhakaata. During development of the Action and Investment Plan, Council reaffirmed its partnership with Rongowhakaata Iwi Trust as mana whenua for this work.

The AIP will guide public investment in the city centre over the coming decade. Partnership with Rongowhakaata has therefore been central to developing its long-term direction and will continue as individual projects move into planning, design and delivery.

The engagement has focused on establishing an ongoing partnership that enables Rongowhakaata values, aspirations and identity to shape the vision, investment priorities and future design direction of the city centre. This creates a foundation for cultural values and narratives to be embedded from the beginning of future projects.

Engagement journey

Engagement began with an introductory hui involving Rongowhakaata trustees and representatives. The hui established a shared understanding of the AIP, its relationship with the Catalyst Initiatives programme and how Rongowhakaata wished to participate in shaping the work.

Early kōrero considered the emerging guiding principles, ways of working together, strategic sites and opportunities, and how Rongowhakaata aspirations could be reflected throughout the AIP.

Rongowhakaata emphasised that revitalisation should be grounded in the history, whakapapa and identity of Rongowhakaata. The city centre should acknowledge its history and express aspirations for the future. Rongowhakaata values, histories and narratives were identified as important considerations for investment, design and storytelling throughout the city centre.

A further hui explored how the Catalyst Initiatives, Early Wins programme and AIP form a connected programme of work. The first draft investment options were presented as staged strategic directions rather than final designs. This created an opportunity for Rongowhakaata to continue shaping the direction through ongoing engagement and future co-design.

Cultural narrative

Progressing the Cultural Narrative has been a consistent focus of the partnership. Council has committed funding to begin this work and is continuing to work with Rongowhakaata to determine its scope, leadership and delivery approach.

The Cultural Narrative will provide an important foundation for the AIP and for future implementation projects. It will help guide investment, design, mahi toi, interpretation and storytelling as projects progress.

Broader Rongowhakaata engagement

The project team also met with the Rongowhakaata Kāhui Kaumātua in Wellington to introduce the wider revitalisation programme and emerging AIP. The kōrero reinforced the importance of Rongowhakaata identity, place, history and Cultural Narrative in shaping the future of the city centre.

A separate meeting with the Rongowhakaata Chief Executive provided a detailed overview of the programme, its sequencing and the opportunities for continued partnership.

Current status

Mana whenua engagement remains ongoing and will continue as the AIP and its projects progress. A comprehensive cultural narrative was not available for inclusion in this phase of the AIP. Council has not attempted to substitute or construct a mana whenua narrative from other sources. The cultural narrative remains an important future workstream intended to inform subsequent project planning, design, interpretation, naming and delivery.

Future scope and direction will need to be agreed with Rongowhakaata before it is relied upon in project decisions. Until then, culturally specific narratives and interpretations will only be incorporated through appropriate mana whenua input and confirmation.

What the community told us

"A new attractive and thriving precinct that draws people in to use and hang out for all ages."

— Community Contributor

A more active and welcoming city centre

There was strong support for more activity, places to gather, and spaces that allow the city centre to host people well, including markets, hospitality, events, music, play, water play and informal meeting places. Contributors wanted spaces that work for whānau, tamariki, rangatahi, kaumātua, residents, workers and visitors throughout the day and evening.

Shade, seating, shelter, lighting, public toilets, cleanliness, accessible routes and safe crossings were repeatedly raised. Safety was linked to clear street layouts, good visibility, active use and ongoing management. Feedback also emphasised universal and age-friendly design and practical access for disabled and older community members.

"Where is our story in this? Love the concept of revitalising and I want to see our whakapapa in this space"

— Community Contributor

Mana whenua, iwi and hapū identity and narratives

There was clear support for a city centre grounded in the whakapapa and identity of Tairāwhiti. Feedback called for mana whenua, iwi and hapū narratives to shape the public realm through design, interpretation and public art, making local histories visible and creating a city centre that is recognisably of this place.

Contributors wanted the stories of the whenua, awa, tīpuna and local communities to be part of everyday city centre life through artwork, storytelling, interpretation and interactive features. The feedback also called for genuine partnership with mana whenua, iwi and hapū as projects move through planning, design and delivery.

"Start with Reads Quay and work outwards from there. Avon River Precinct in Christchurch is a really good example of improving the city by starting with the connectivity to the awa"

— Community Contributor

Stronger connections with the awa and te taiao

The awa were consistently identified as defining assets. Contributors supported stronger physical and visual connections between the central streets and river edge, including walking and cycling routes, riverfront activity, family destinations, play and places to gather.

Reads Quay attracted considerable interest. Some contributors wanted the riverfront work to begin earlier. Others supported its potential while seeking further investigation of traffic, emergency access, flood resilience, the health of the awa, cost and the proposed one-way arrangement.

Planting, shade, biodiversity and native species were strong positive themes.

Community members wanted meaningful shade and planting that supports local ecology, including tūī and korimako. Species selection, maintenance, visibility and underground infrastructure were also raised.

"A vibrant, well maintained CBD attracts more people, supporting more shops, cafés and businesses. Exactly what our city needs."

— Community Contributor

Supporting business, investment and city centre living

Community members associated success with occupied shops, thriving hospitality and retail, more residents, regular events and confidence to invest. Public-realm improvements were seen as part of a wider effort involving Council, mana whenua, property owners, businesses, developers and community organisations.

Vacant and poorly maintained buildings were a recurring concern. Contributors wanted building reuse, inner-city housing, new enterprises and greater activity along Gladstone Road. Several called for simpler processes and support for hospitality, events and other forms of activation.

Businesses emphasised continued access, visibility and servicing during construction, supported by careful staging, clear communication and practical assistance.

How far should we go?

The engagement presented three cumulative levels of intervention:

Option 1 – Lowe Street Shared Space
A focused first phase centred on activation and transformation of Lowe Street into a destination shared space, demonstrating the benefits of revitalisation through a manageable and highly visible catalyst project.

Option 2 – Lowe Street + Gladstone Central + North Peel
Builds on Option 1 by extending investment into further phases on Gladstone Road and North Peel Street through streetscape upgrades, accessibility improvements, planting, activation opportunities and enhanced public spaces.

Option 3 – Full Revitalisation Programme
This includes all phases within Options 1 and 2 and adds the long-term transformation of Reads Quay into a riverfront promenade.

Delivering all three phases received the strongest support in the in-person and direct channel. Of 207 responses, 133 selected Option 3, equivalent to all three phases, or 64 per cent. Support often included staged delivery, testing and review.

Online feedback was more divided. Of 119 online respondents, 19 selected Option 1, seven selected Option 2, 36 selected Option 3 and 57 selected Unsure. Unsure was therefore the largest online category, while Option 3 was the most selected of the three defined options.

The online Unsure result largely reflected reservations about proceeding as presented rather than simple indecision. Of the 57 responses, 25 opposed all three options or called for no project as proposed, 12 wanted investment deferred, 19 sought a different, reduced or qualified approach, and one provided no explanation.

The engagement settings contributed different perspectives. Direct conversations allowed discussion with a project team member. Online responses identified where clearer information about scope, costs and infrastructure priorities would support understanding.

The feedback highlighted:

- clear staging and sequencing
- demonstrated value at each step
- affordability and funding transparency
- confidence in delivery.

Key considerations for delivery

Alongside aspirations for change, the community identified practical conditions that should guide Council decisions and future project work.

Affordability and infrastructure

Cost, rates and Council debt were prominent concerns, particularly online and in written feedback. Contributors asked Council to coordinate investment with essential infrastructure, explain funding sources and provide for maintenance.

Traffic, parking, and access

Some contributors supported greater pedestrian priority, while others emphasised vehicle access, parking, servicing and network resilience. Parking was linked with business needs and access for disabled and older community members, rural and coastal visitors and workers. Emergency services highlighted the network role of Reads Quay.

Staging, testing, and learning

Community members asked Council to stage the programme, test changes and review the results. Grey Street was frequently referenced in relation to communication, maintenance, parking, cost control and public confidence.

Supporting businesses through change

Contributors called for continued business visibility, access and servicing, supported by early communication, careful construction staging and practical assistance.

Building confidence and trust

Community members asked for clear communication, evidence-based decisions, lessons from earlier projects and visible benefits from each stage.

Informing Council decisions and future work

The Options Feedback Report is issued alongside the Action and Investment Plan. The feedback forms part of the evidence base for Council decisions on funding, sequencing and project development, and for future planning, technical work and engagement as individual projects progress.

Across the Spatial Framework, Catalyst Initiatives, AIP stakeholder sessions, guiding principles and options engagement, the direction remains clear: a city centre that expresses the identity of Tairāwhiti, supports community and economic life, strengthens connections with the awa and te taiao, and provides welcoming streets and places for all ages.

> *"Be mindful of overpromising and under-delivering. And also, be mindful of the pace of change - it is important to have quick wins that have a big impact. High quality urban design is what the city needs."*

> *"Supportive of option 3, but I would like to see option 1 completed and reviewed to make sure it's working and that any issues have been suitably addressed before moving forward."*

— Community Contributors

The city centre today

Tūranga-nui-a-Kiwa/Gisborne city centre occupies a unique position at the heart of Tairāwhiti and has significant strengths on which to build its future. Set at the confluence of the Taruheru, Waimāta and Tūranganui Rivers and in close proximity to the coast, the city centre benefits from a distinctive natural setting that few urban centres in Aotearoa can match.

These waterways, open spaces, trails and connections to the wider landscape provide an opportunity to strengthen environmental outcomes, enhance public spaces and reinforce the unique identity of the city centre.

Tūranga-nui-a-Kiwa/Gisborne is also a place of deep cultural significance, a place of landing and arrival, of first encounters and with a strong Māori presence, rich history and enduring mana whenua connection to place. The cultural narratives, values and leadership of mana whenua provide a powerful foundation for creating a city centre that is authentic, distinctive and reflective of the identity of Tairāwhiti.

The city centre benefits from established historic building fabric, an innovative and pre-emptive approach to seismic strengthening, civic institutions, local businesses, community organisations and a growing network of committed property owners and developers who are motivated to invest in its future. Successful and impactful investments have been made in the Library, the Council Buildings, Theatres and the Inner Harbour. Large-format retail continues to be developed and is in reasonable proximity to the city centre. Together, these assets create a strong platform for regeneration, housing growth, economic development and community-led activation.

However, despite these strengths, the city centre is not yet achieving its full potential as the community, cultural and economic heart of the region. Public spaces and streets do not function as attractive places to gather, spend time and connect with others. Traffic-dominated environments, inconsistent public realm quality and limited activation reduce vibrancy and discourage people from spending extended time in the centre. Poor-quality lighting and local social challenges add complexity to the city centre experience making some feel unsafe at night and even during the day.

Key areas of the city centre including the north end of Peel Street around the library and Treble Court and the south side of Gladstone Road near Farmers and Paper Plus, have energy, are key spaces for community interaction and activity, and provide relatively intact and active street frontages. Other areas of the city centre are less vibrant and less well used. The AIP aims to ensure that these areas of existing activation are supported while new investment promotes additional energy and improvements to attract residents, businesses, and visitors to the city centre.

Connections from the city centre to the rivers, surrounding neighbourhoods and natural environment remain fragmented, limiting opportunities to celebrate and reconnect with te taiao. While Māori culture is highly valued, mana whenua stories, values and leadership are not yet fully reflected throughout the built environment or embedded consistently in decision-making and project delivery.

The developing Cultural Narrative will strengthen this foundation through future decision-making, design and project delivery.

Economic performance is constrained by underutilised sites, vacant buildings, limited residential activity and uncertainty around future investment. Infrastructure and urban systems must also evolve to support growth, resilience and climate adaptation.

Addressing these interconnected challenges presents a significant opportunity to create a more vibrant, people-focused and culturally grounded city centre that delivers lasting social, environmental, cultural and economic benefits for current and future generations.



Looking over Tūranganui awa to Reads Quay. Image - GDC

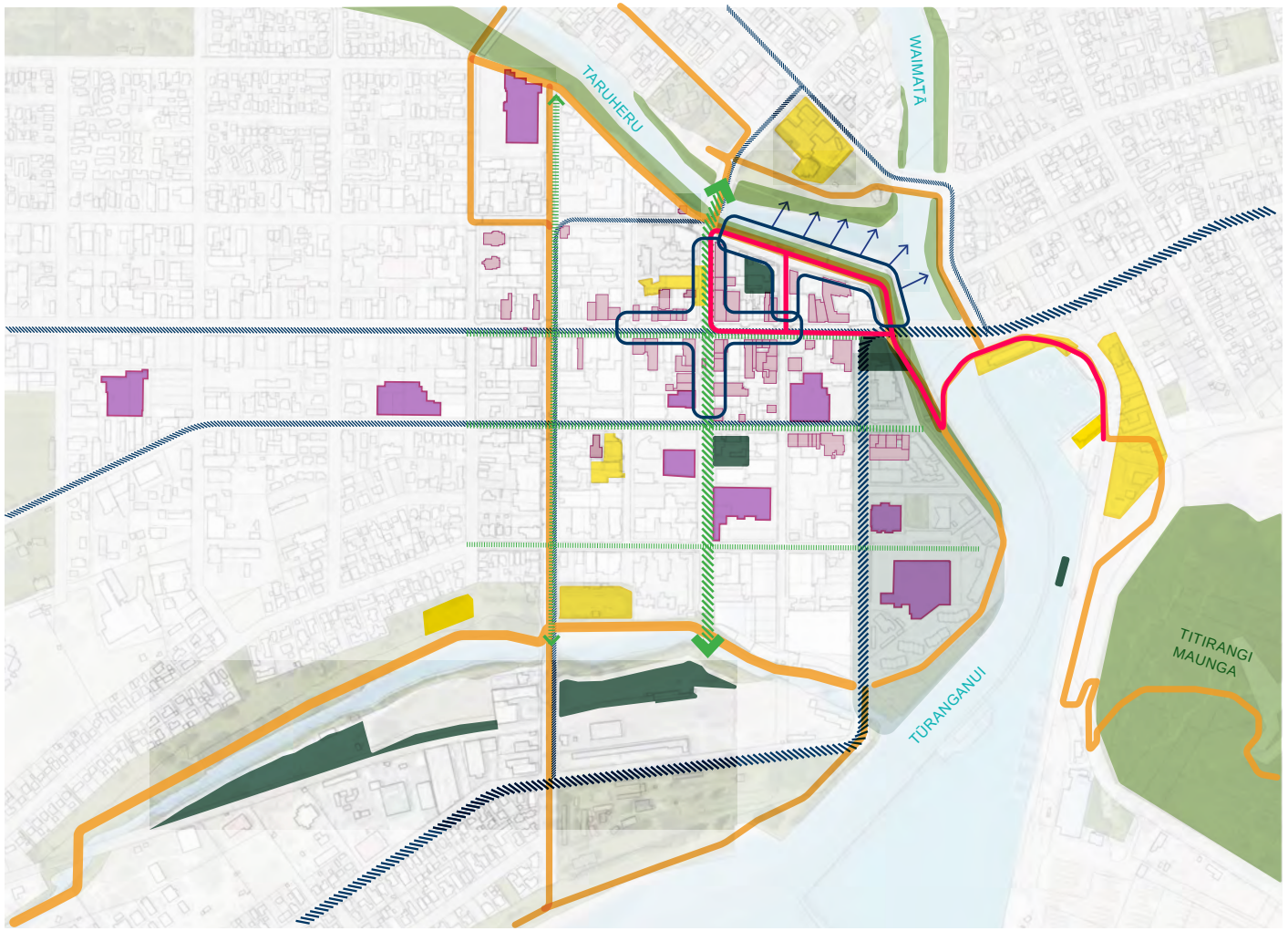
The city centre in context

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The city centre cannot be considered in isolation from its surroundings. The Urban Framework provides context for urban design decision making in the city centre, building on past planning efforts and providing new thinking that reflects the Guiding Principles and establishes a future vision for Tūranga-nui-a-Kiwa/Gisborne.

The framework proposes a condensed city centre, connected more strongly to its rivers, linking and supporting mana whenua and iwi sites of significance, building on the character of its historic buildings, extending connections to nature and the city's trail network, recognising the draw and importance of city centre adjacent big box retail to the region, building on civic and private investments already made, promoting new enhanced north-south and east west connections and pedestrian prioritised and accessible streets at the core.

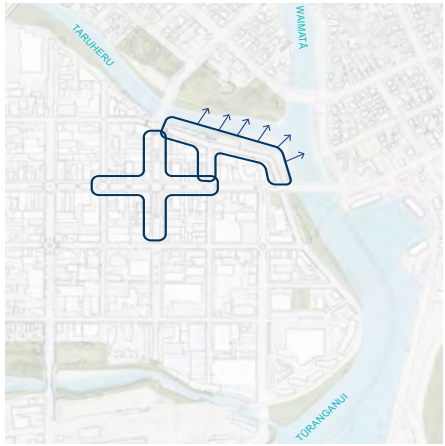
Currently missing from this framework is a critical cultural foundation that is to be provided by mana whenua. This important piece of work, will be incorporated into the AIP when complete and be used to underpin project development moving forward.



Key:

- Historic character
- Significant wāhi tapu te taiao environments
- Mana whenua and iwi sites of significance
- Big box retail anchors
- SH35
- Transport network
- Notable Civic Investment and revitalisation work
- Green corridor connections
- Network of active-mode use pathways (Tapuwae Trails)
- A City centre loop connecting to the inner harbour
- A condensed and pedestrian prioritised area

Developing the urban framework



A condensed city centre connected to the river

Condensing the city centre around a tighter, pedestrian oriented core at Gladstone road and Peel Street enables a focused approach to activation and public realm investment that builds on established community spaces, existing retail and the historic railway connection on Peel Street.

Connecting the city to the river draws people down to the banks where the Taruheru, Waimatā and Tūranganui awa converge. Reconnecting the city centre to its awa restores a relationship to nature at the heart of Tūranga-nui-a-Kiwa/Gisborne's identity and recognises the revitalisation potential of the rivers.

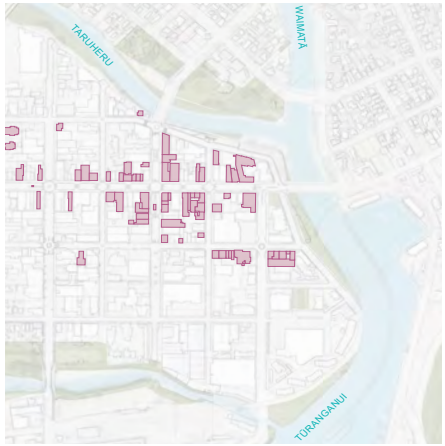
Concentrating investment in these areas builds on the strengths of the existing city centre but adds new destination spaces for the community and visitors to explore.



Recognising mana whenua and iwi sites of significance and opportunity

These important places anchor cultural expression, narrative and the historical context that has shaped the city centre. While revitalisation looks to the future, it also presents an opportunity to acknowledge and remember the past, celebrate contemporary Māoritanga and bring forth a deeper understanding of the whenua and the woven relationships on which the city stands.

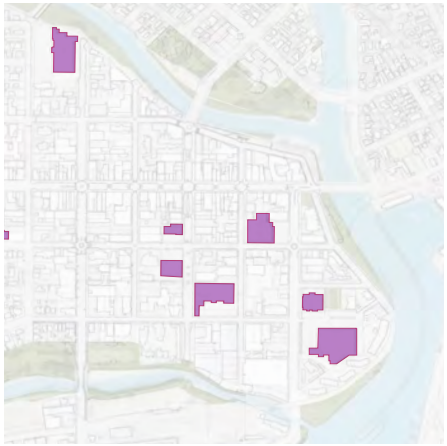
These sites present future development and public space opportunities led by mana whenua as active partners in revitalisation and place making. Strengthening connections between these sites and acknowledging their role in framing arrival into the city centre provides the opportunity to express the unique culture and history of Tairāwhiti.



Building on historic character

The city centre's historic buildingscontribute significantly to Tūranga-nui-a-Kiwa/Gisborne's unique city centre character. With a scale and grain well suited to pedestrian movement, the craft and detail of these buildings adds richness to the experience of place and provides a compelling backdrop to public life.

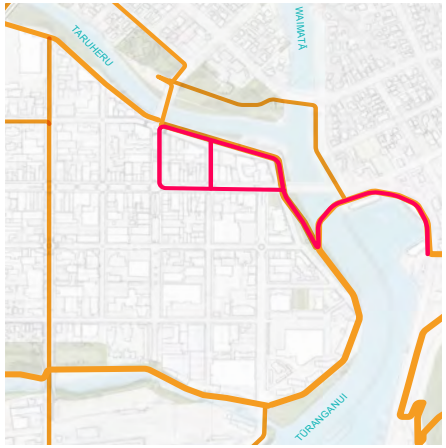
The framework builds on this heritage fabric, encouraging adaptive reuse and sensitive infill that strengthens the sense of place while supporting new activity, frontages and life along existing heritage streets.



Acknowledging the regional draw of big box retail anchors

Big box retail anchors draw patronage from across the region and remain a key part of the city centre's economic attraction. The city centre can benefit from the adjacent location of these assets if connections to them are improved and enhanced.

The framework aims to recognise this draw and build reasons for people to pause and spend time in the centre after shopping or stocking up. As the city centre looks to increase its residential population these anchors provide key walkable amenities for residents choosing to call the city centre home or a key destination.



Expanding the existing network of multi-use pathways with a new city centre loop

A network of shared paths already links the city centre to the wider Tapuwae Tairāwhiti trail system, a recent initiative and investment made in partnership with Trust Tairāwhiti. These trails provide some of the best public spaces in the city; set within nature, telling stories of place and people and connecting a variety of neighbourhoods and destinations.

Building on these existing multi-use pathways and extending a new pedestrian loop connects the city centre to the river and the energy of the inner harbour, extends the trail experience for residents and visitors, and provides opportunity for narrative and storytelling unique to this place.

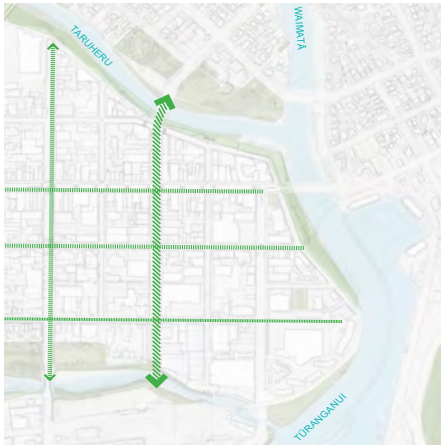
In combination with a re-imagining of Peel Street as a green corridor this closes the loop through the city and responds to community requests for a pathway across the city centre that connects the trail network from the river to the beach.



Notable civic investment and revitalisation work

A number of civic investments have been made relatively recently and contribute to the social, cultural and economic infrastructure of the city centre and its immediate surrounds. These include investments in the Council Buildings, the inner harbour, Alfred Cox Skate Park and Pump track, War Memorial Theatre, and Lawson Field Theatre.

Importantly, the HB Williams Memorial Library continues to anchor community activities on Peel Street providing a gathering point for families and rangatahi in the city centre.

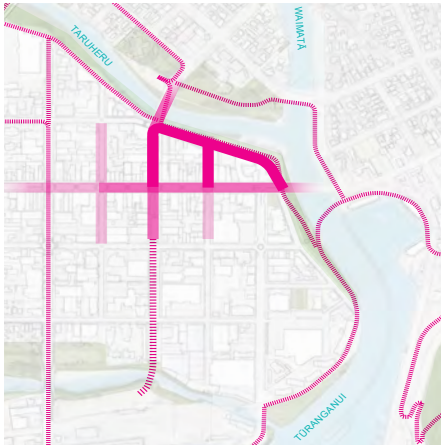


North-south connections on Peel Street and enhanced green corridors

The urban framework recognises Peel Street as a future north-south pedestrian spine connecting the Peel Street bridge through the city centre to the Rongowhakaata Iwi Trust Railway Station site and the beach trails beyond.

This promotes the reclaiming of this historic connection to the station and promotes its use as a low-speed green connector and an urban extension of the trail network.

In the long-term, A bridge over the Waikane awa and proposed clip on extension to the Peel Street bridge would enhance this route for cyclists and walkers. Street trees on east west streets in the network would also enhance street quality and the pedestrian experience of connecting to this spine from the surrounding neighbourhoods.



Pedestrian prioritised and accessible streets

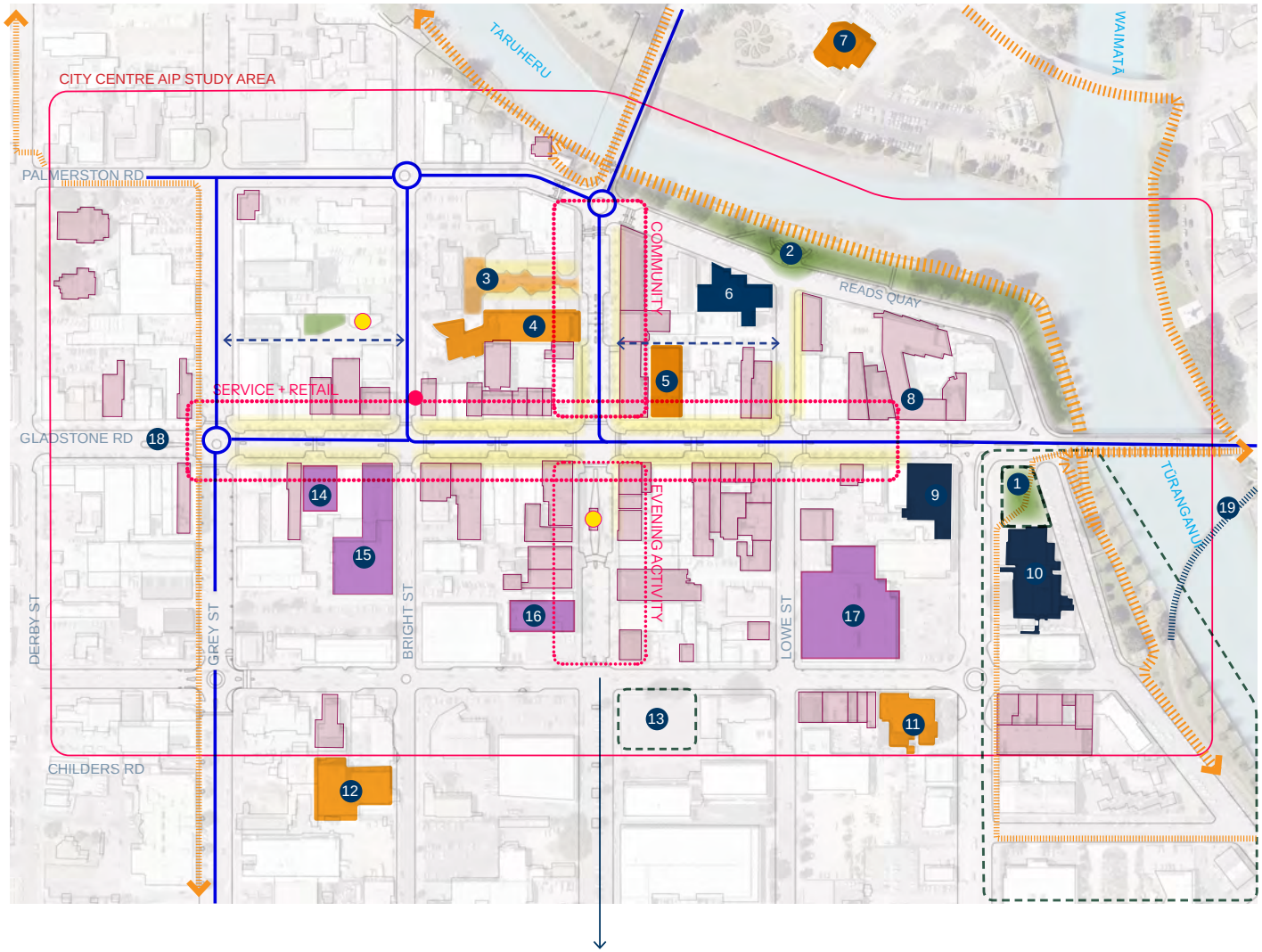
The framework recognises a gradient of pedestrian prioritisation across the city centre that extends from the rivers edge into Gladstone Street. This acknowledges that Reads Quay and Lowe Street are most suitable for high pedestrian priority due to their character, location and low impacts on broader patterns of traffic circulation. Enhancements in the central core around Peel and Gladstone promote a new level of accessibility and pedestrian focus that is balanced with the importance of ease of movement and access to parking for visitors in vehicles from across the region.

The existing city centre

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Key:

- Oneroa and City Rivers Cycle and Walkway
- Tūranga Heritage Trail
- Laneways
- Bus route
- Existing character areas
- Bus Stop
- Public Toilets
- Key public green spaces
- Key public realm spaces
- Heritage Listed Buildings
- Key community culture and event buildings
- Key civic and municipal buildings
- Large format retail anchors
- Retail street frontage
- Significant waahi tapu sites



1. Heipipi
2. Wi Pere Memorial
3. Treble Court
4. H.B. Williams Library
5. Odeon Cinema
6. Ngā Wai E Rua Building
7. Lawson Field Theatre
8. Emerald Hotel
9. Police Station
10. Courthouse
11. Dome Cinema
12. War Memorial Theatre
13. 100 Peel Street
14. Paper Plus
15. Farmers
16. Briscoes
17. Harvey Norman
18. Clock Tower
19. Railway Bridge

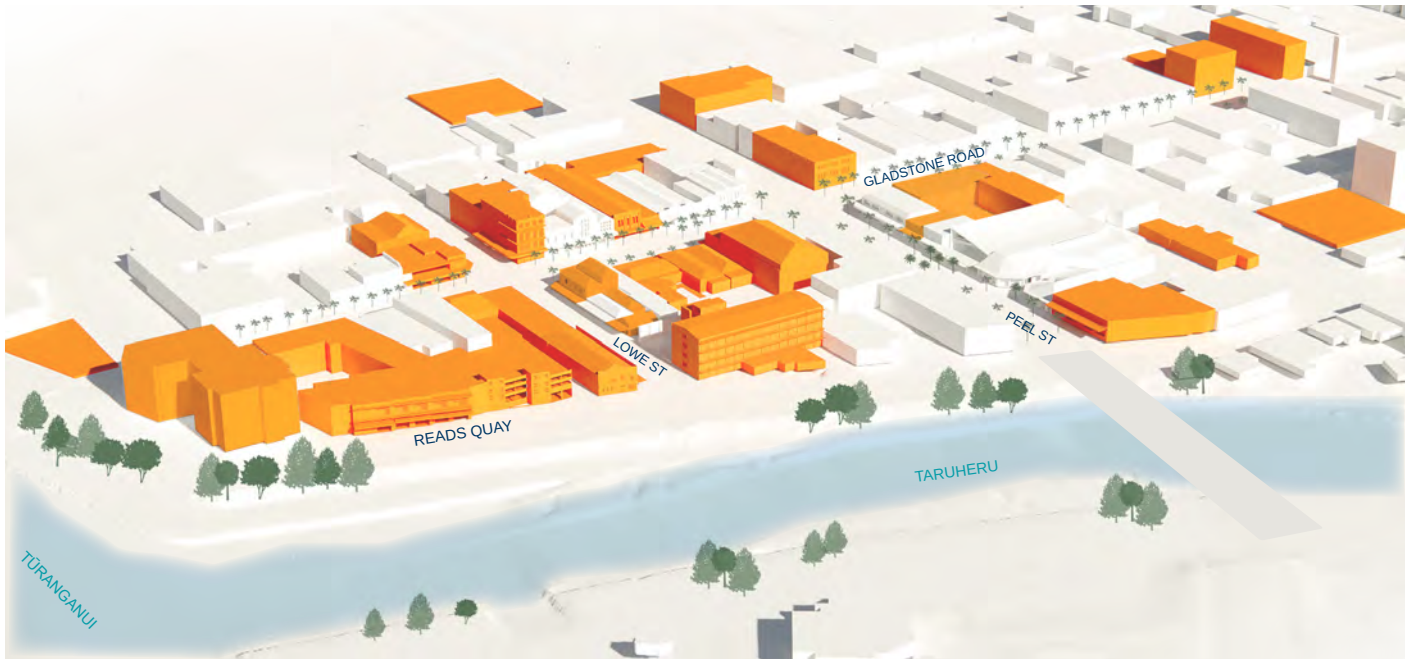
Development opportunities

The AIP engagement process has identified a number of potential development sites across the city centre study area. These include sites where development plans have been identified and tested, large land or building assemblies that hold potential for redevelopment at scale, individual buildings in key locations or of historic significance, sites that are under-developed and in poor quality, or vacant lots.

These projects represent a range of adaptive re-use, conversion, infill or gateway opportunities.The location of these opportunities has been used to help assess the potential of public realm investment to stimulate additional private investment in the city centre. By assessing locations that intersect between community, public and private sector interests the AIP aims to deliver the broadest suite of revitalisation benefits for Tūranga-nui-a-Kiwa/ Gisborne.

The impact of high quality public realm investment on property values, footfall, events programming, rental rates, residential amenity and visitor attraction are well documented. The AIP will provide certainty to the development community, building owners, businesses and the community of Tairāwhiti regarding the direction of city centre investment over the next 10 years. This certainty will enable more informed planning for projects. Co-ordinating the timing and design of these opportunities with the public realm programme will help maximise their impact and support a more connected, active, and economically vibrant city centre.

There has been consistent feedback from developers regarding the challenge of delivering building projects within Tūranga-nui-a-Kiwa/Gisborne. Challenges identified include cost of construction, current rental values, and protracted consenting and approvals processes. In response to this feedback the AIP also makes a series of recommendations to facilitate a simpler and more collaborative process for project approvals in the city centre.



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Activity precincts

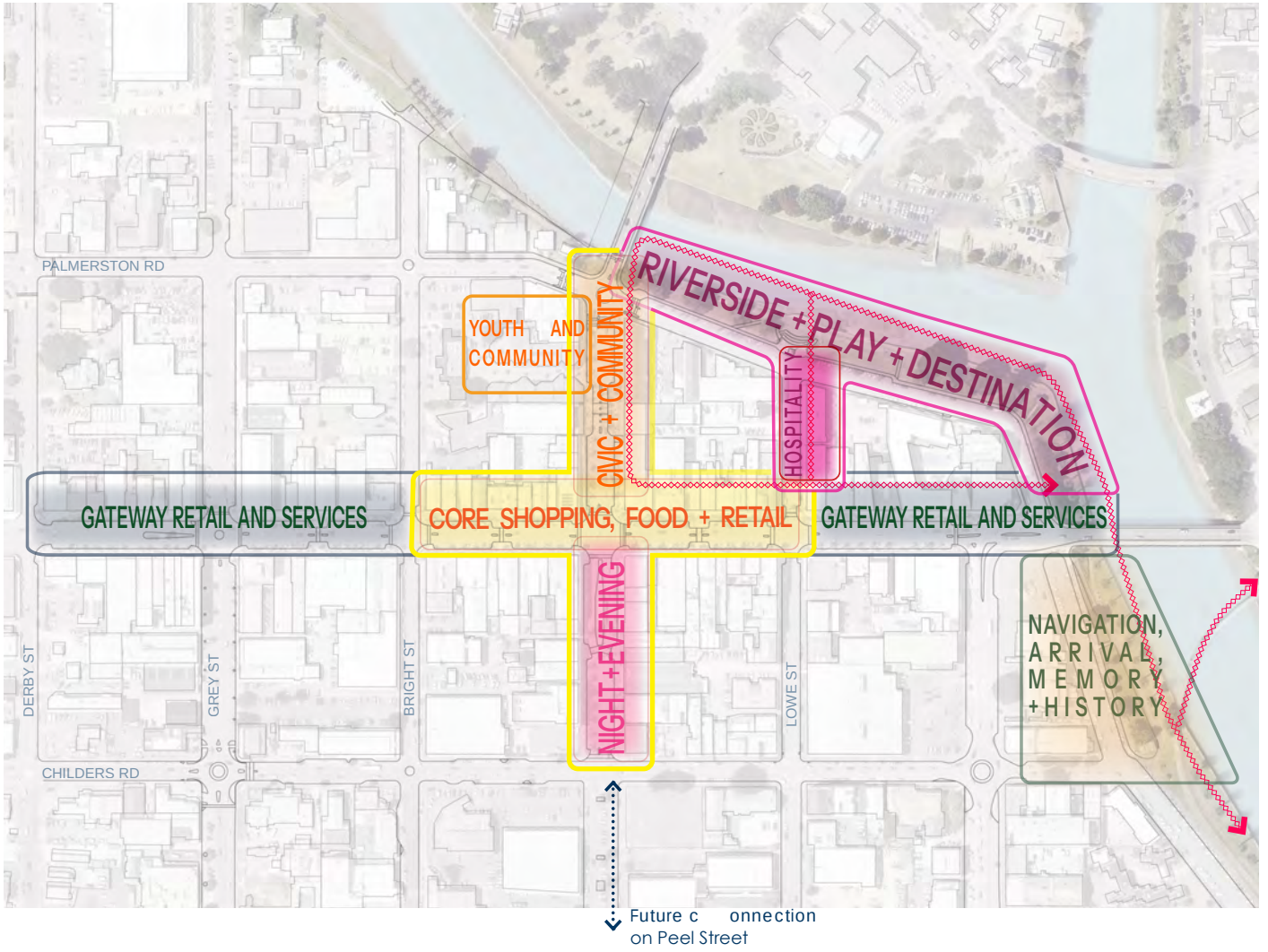
The city centre operates as a series of interconnected precincts of activity. By supporting existing areas and adding new destination spaces on Lowe Street and Reads Quay we can enhance this network of experiences and draw the city centre into stronger connection with the river edge.

The AIP establishes the long-term goal of condensing the city centre and its special paving areas around the intersection of Gladstone Road and Peel Street. This enables a more targeted area for retail growth and ground floor activation. 'Gateway' zones on Gladstone Road provide a transition into the core and are proposed to have more flexibility around ground floor uses and prioritise easy-to-access service uses and larger format retail.

This diagram recognises the strength of existing areas within the city centre, including the south side of Gladstone between Bright Street and Peel Street and the community focused section of North Peel Street adjacent to the library and Treble Court. Focusing construction elsewhere first minimises disruption for existing visitors, retailers and businesses.

Pedestrian priority is highest on Reads Quay, Lowe Street and within the central zone. Planned improvements promote slower vehicle movements, better crossings and enhanced accessibility in these areas. The plan also recognises that the city centre provides regional service and must be easy to navigate by car for visitors and rural residents.

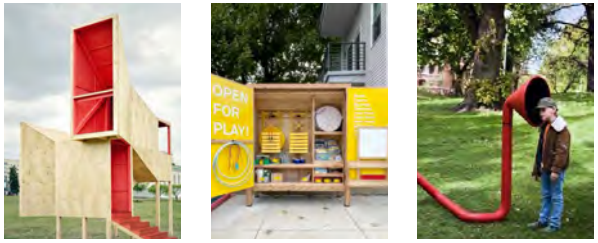
The AIP proposes that these activity precincts are linked by a new pedestrian-focused loop that extends the established Tairāwhiti trail network through the city centre. This pathway connects to the river network, heritage trails and the Inner Harbour and provides the opportunity to continue the network of mahi toi and signage that tell the story of mana whenua and whenua within Tūranga-nui-a-Kiwa/ Gisborne. This loop connects to the proposed pedestrian and cycle connection north-south along Peel Street.



Placemaking and activation strategy

Key:

Experiential activation



The proposed city centre Activations programme includes customised temporary interventions for the city's riverside interfaces focusing on North Peel, Lowe Street and Reads Quay and extending along Gladstone Road. Temporary activations will be designed to provide three(3) key functions:

- experiential activations
- events support
- traffic management devices

Experiential activations, located at key street nodes, will provide interactive experiences supporting social engagement, play and/or occupation of newly defined public space. Larger interventions will provide longer term activation and may include operable or fixed structures, play and art components. Smaller nodes will utilise a system of urban furniture to activate and enliven the street

Event activation



Harnessing the river's edge, partial and temporary closure of Reads Quay provides an opportunity to establish a dedicated programme of city centre events, such as outdoor cinema, markets and festivals. Events programming in Peel and Lowe Street will continue to support existing community activations and promote new patterns of behaviour and experience in the city centre.

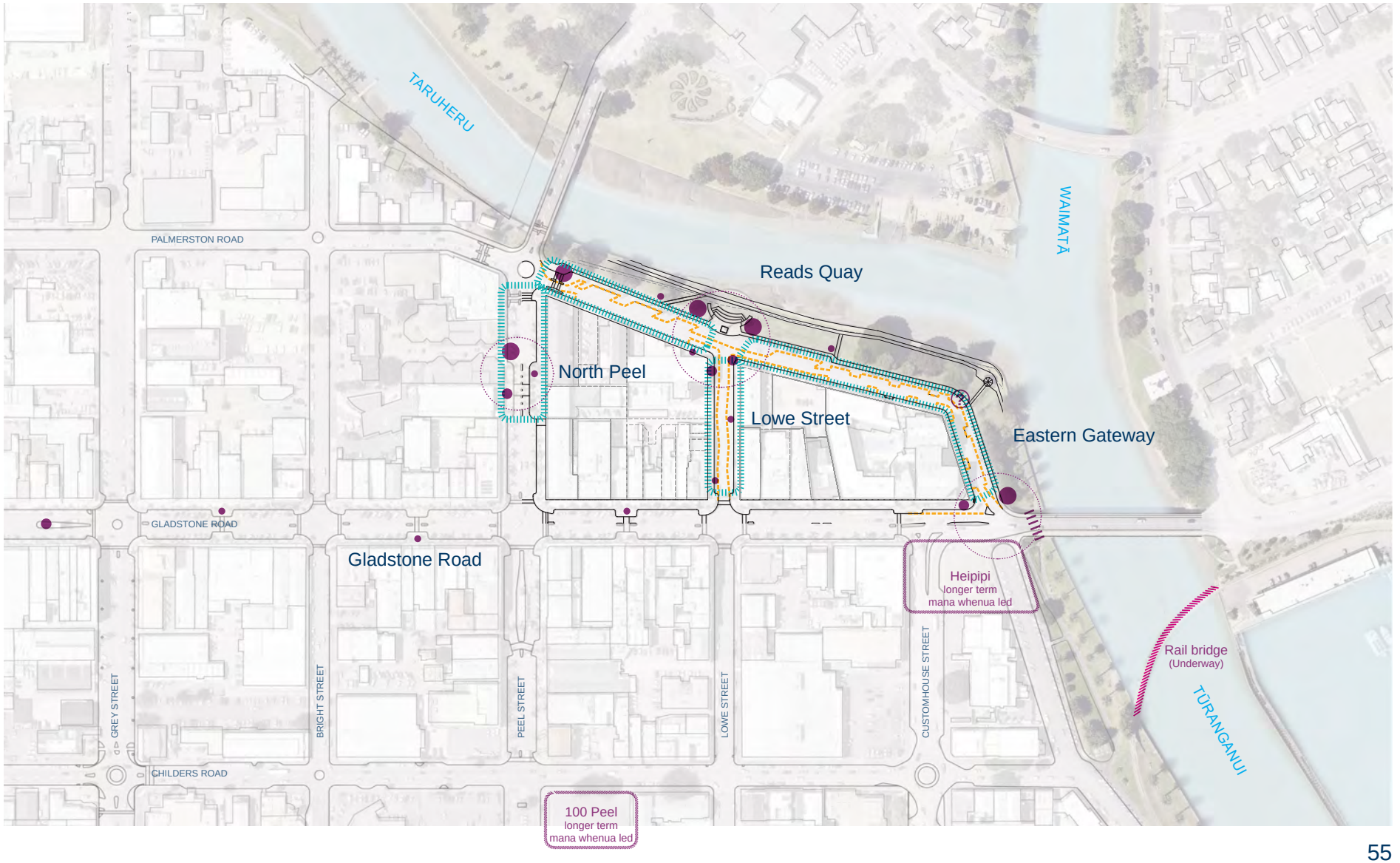
Traffic management



Proposed long-term changes to traffic movements on both Lowe Street and Reads Quay will require careful implementation and a process of testing and validation. Installment of relocatable traffic management devices will support mode control and define reallocation of the road corridor to prioritise pedestrian movements.

Placemaking and activation strategy

NTS



Grey infrastructure

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Comprising pavements and underground utility components, grey infrastruture renewals and upgrades have been considered in terms of the AIP timeframe (10years) and beyond, including:

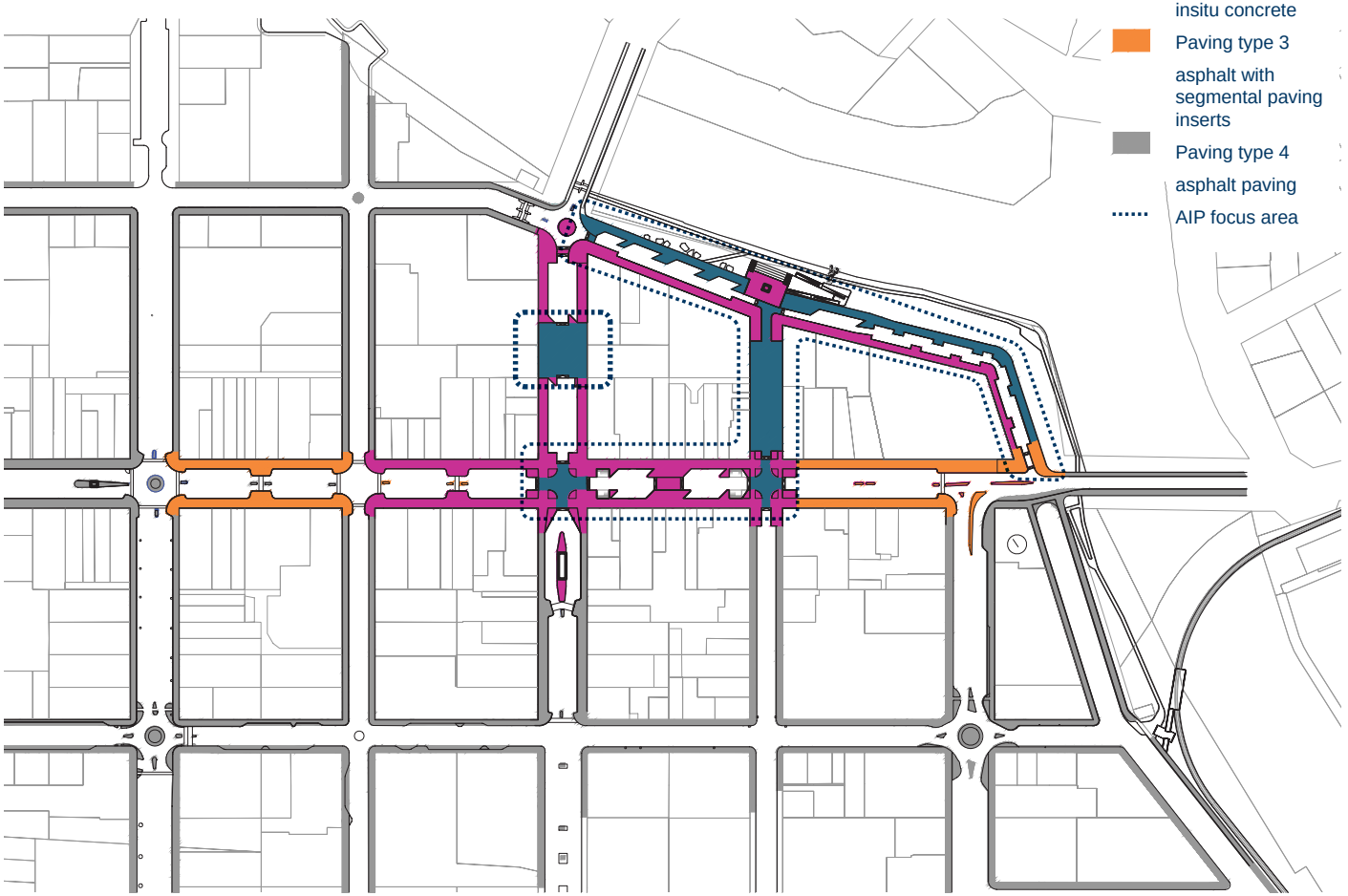
- implementation of new quality unit paving to define a more physically compact city centre(comprising Reads Quay, Lowe St, Peel St and Lower Gladstone Road)
- lower cost paving renewals, primarily asphalt, across the wider central city area
- raised crossings at key intersections and midblocks
- upgrading of surface drainage and building down pipe connections as new pavements are installed.

Benefits

- improved pedestrian accessibility
- opportunity to amplify tairāwhiti identity
- uplift in city centre amenity
- removal of existing trip/slip hazards
- potential to consolidate services.

Considerations

- raised crossing designs must ensure overland flow paths are maintained or improved where necessary
- placement of new underground pipes.



Blue-green infrastructure

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Streetscape upgrades afford an opportunity to dedicate more space to blue/green infrastructure providing long term water quality improvements and stormwater management while also enhancing urban ecology and amenity. Passively irrigated street planting (trees and mass planted garden beds), strategically located rain-gardens and larger scale 'end of network' riverside stormwater treatment features are proposed to form an integrated and co-ordinated blue-green network.

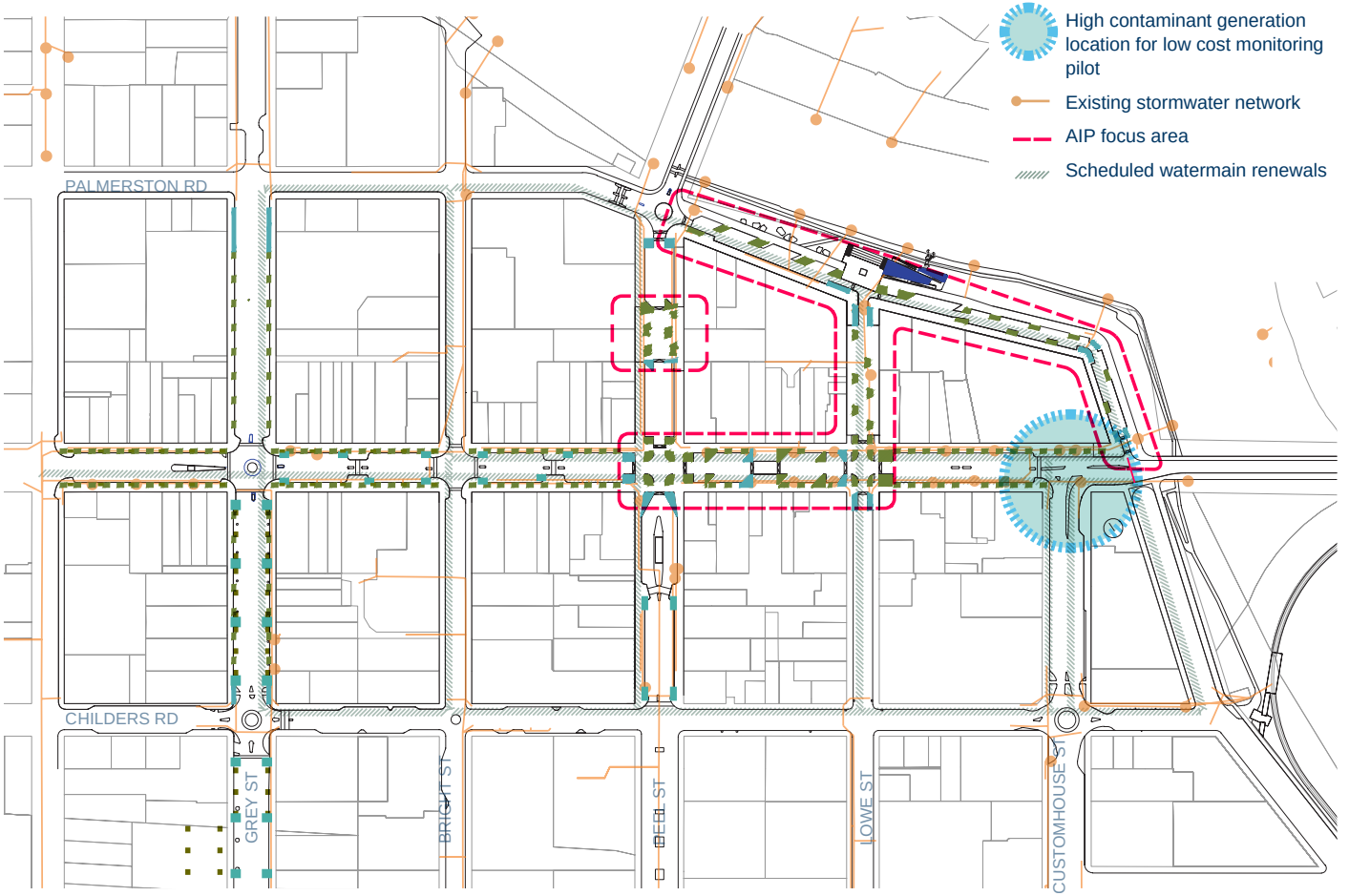
Benefits

Acknowledgement of, and connection to, Tairāwhiti's awa:

- resilient water quality improvements
- supporting/contributing to local identity/ character
- contributing to biodiversity
- making visible a key urban system that sustains life

Considerations

- ensure overland flow paths can be maintained and improved to safely pass peak flows within road corridor
- optimise network design to integrate stormwater treatment with reticulated stormwater system
- although outside of aip scope, acknowledge Gladstone Rd - Customhouse St intersection as a source for elevated contaminants from heavy traffic effecting water quality. opportunity to implement low cost monitoring pilot to demonstrate criticality of intersection to other stakeholders (NZTA)
- where space is limited, mechanical treatment may be suitable
- important to design all stormwater treatment with maintenance as key criteria. opportunity to develop standardised design for key functional elements including inlets, outlets and perimeter retaining
- collaborate with mana whenua to develop local planting palette to support required treatment function (likely back dune costal species).



Transport, access and parking

Traffic Network

The AIP seeks to create a more accessible, people-focused and vibrant city centre, while keeping the transport network efficient and resilient. Success will be measured by how well the city centre accommodates more people walking and cycling, while still providing appropriate access for vehicles, servicing, emergency services and public transport.

Traffic is expected to redistribute across the city centre as a result of the changes, while maintaining acceptable levels of service on the network overall. Key changes include converting the northern section of Lowe Street to a shared space with managed vehicle access and time-restricted servicing, a one-way arrangement on Reads Quay, and revised parking and drop-off arrangements to support these changes. Access to adjacent developments, including the Ngā Wai E Rua building, will be maintained throughout.

These changes are all assessed as highly feasible. Detailed design will need to work through lane configuration and signal phasing at Peel Street / Gladstone Road, emergency vehicle access, servicing and freight movements, and public transport operations. Baseline traffic surveys are currently underway to establish existing traffic volumes and turning movements at key intersections, providing a benchmark to measure the changes against once they're in place.

Pedestrian accessibility and activity

The revitalisation phases improve the pedestrian experience, reinforcing the city centre as a destination rather than simply a route through. Pedestrian activity is expected to grow as a result of the new Lowe Street shared space, improved public realm and streetscape quality, more residential development in the city centre, better connections between key destinations, and stronger links to the coastal pathways including connections to the proposed Tapuwae trails, the existing Tupapa Heritage trail, and the Oneroa walkway/cycleway.

Intersection upgrades, including shorter crossing distances, continuous gradients, tighter corner radii, flush kerbs and pedestrian priority treatments, will make crossing safer and more comfortable, while slowing vehicle turning speeds.

The intersection of SH35, Reads Quay and Gladstone Road has been identified as a key constraint on pedestrian movement. Staged improvements are proposed within this phase, including extending the northern foot-way, strengthening the coastal connection and removing the left turn into Reads Quay. Fully signalising the SH35 / Gladstone Road intersection would further strengthen pedestrian connectivity to the south, though this sits outside the scope of the current AIP and would be expected as part of any future revitalisation of the Heipipi / southern Reads Quay area.

Baseline pedestrian surveys are underway, with an increase in pedestrian activity anticipated once the changes are implemented.

Active transport and safety

While the proposed works don't include dedicated cycling infrastructure within the scheme itself, they strengthen connectivity to the wider cycling network, linking to the Tapuwae trails, and the Oneroa walkway/ cycleway. Wider pathways, slower speeds, shared zones, better pavement quality and the proposed riverside promenade all create a far more attractive environment for cycling and micromobility around the city centre. No major changes to the public transport network are currently planned, but increased activity in the city centre is expected to make existing bus services more attractive to use. High-quality, secure cycle storage and micromobility parking and charging are recommended to be provided at key destinations within the scheme.

Improving safety while encouraging more people to walk and cycle is a core objective of the revitalisation. Crash data for the study area over the past ten years (see appendix 3) shows a generally good safety record: 167 reported crashes, the large majority non-injury, two serious injury crashes and no fatal crashes. Very few involved pedestrians or cyclists.

The safety goal for the AIP is zero deaths and serious injuries. Given the staged approach over five to ten years, the near-term focus is on holding crash numbers steady even as pedestrian and cycling activity increases, meaning the risk to any individual person actually falls. Larger safety gains are expected as more significant improvements are delivered. These will come from lower vehicle speeds, shorter pedestrian crossing distances, tighter corner radii, better visibility and streetscape design that naturally encourages slower, more careful driving

Parking

The parking strategy balances accessibility, placemaking and economic activity. Council has recently begun deploying vehicle-mounted parking-monitoring technology to understand parking demand and utilisation across the city centre, which will inform the long- term parking strategy.

The proposed designs would remove, reconfigure or relocate some on-street parking (see transport and parking strategy plan for detail), but the overall strategy will continue to provide convenient access for visitors, businesses, servicing and people with mobility needs. The impact on-street parking is minor relative to the scale of transformation proposed, with losses concentrated mainly on Lowe Street. All-day parking on Reads Quay will be reviewed to encourage quicker turnover for short-stay visitors, out-of-hours servicing will be provided for Lowe Street, and new drop-off and pick-up points will be established on Reads Quay and Gladstone Road to support the Lowe Street pedestrian environment.

Looking further ahead, Council could support private landowners to make better use of private parking assets for inner-city living and evening demand, review parking pricing to help fund future stages of the AIP, and plan for future CBD parking demand through Council-owned car parks, development contributions and parking revenue. Ongoing surveys will track occupancy, turnover, revenue, duration and use of accessible parking spaces.

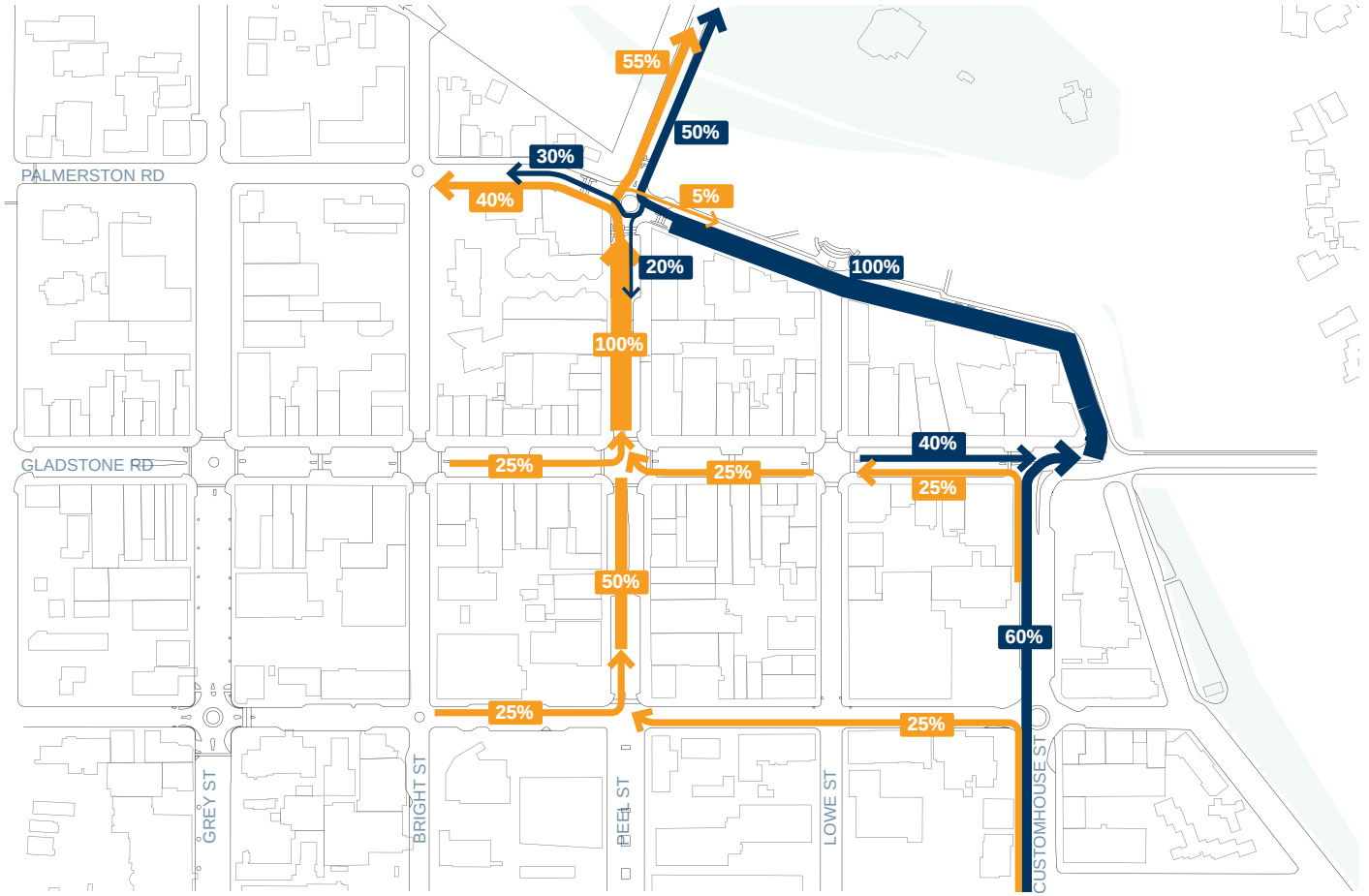
Reads Quay westbound traffic redistribution

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> % **Key:**

Existing movement and inflows onto Reads Quay

Anticipated traffic redistribution with proposed changes



Approx Westbound ADDT = 1,018 v/d

Transport and parking strategy

1_3000 A3

Key:

- Parking and speed to be maintained
- Low speed zone. All day parking to be revised into short-term parking
- Shared Space with managed vehicle access, loading facilities, time restricted servicing and low-speed zone. No parking/ loading drop off spaces
- Area for future upgrade to support pedestrian connectivity
- Loading and drop-off spaces associated with shared space on Lowe Street
- Intersection upgrades: lane configuration and signal phasing. Pedestrian improvements and narrowing the intersection footprint. Reduced vehicle speeds, increased visibility, pedestrian focused design
- Continued access to adjacent buildings and businesses
- Private carparking within blocks
- # Approximate number of parks
- One-way traffic system on Reads Quay and consideration of emergency service access requirements throughout the design process
- State Highway 35
- Bus Route
- AIP Focus Area
- Bus stop
- Proposed Bus stop

Parking numbers:

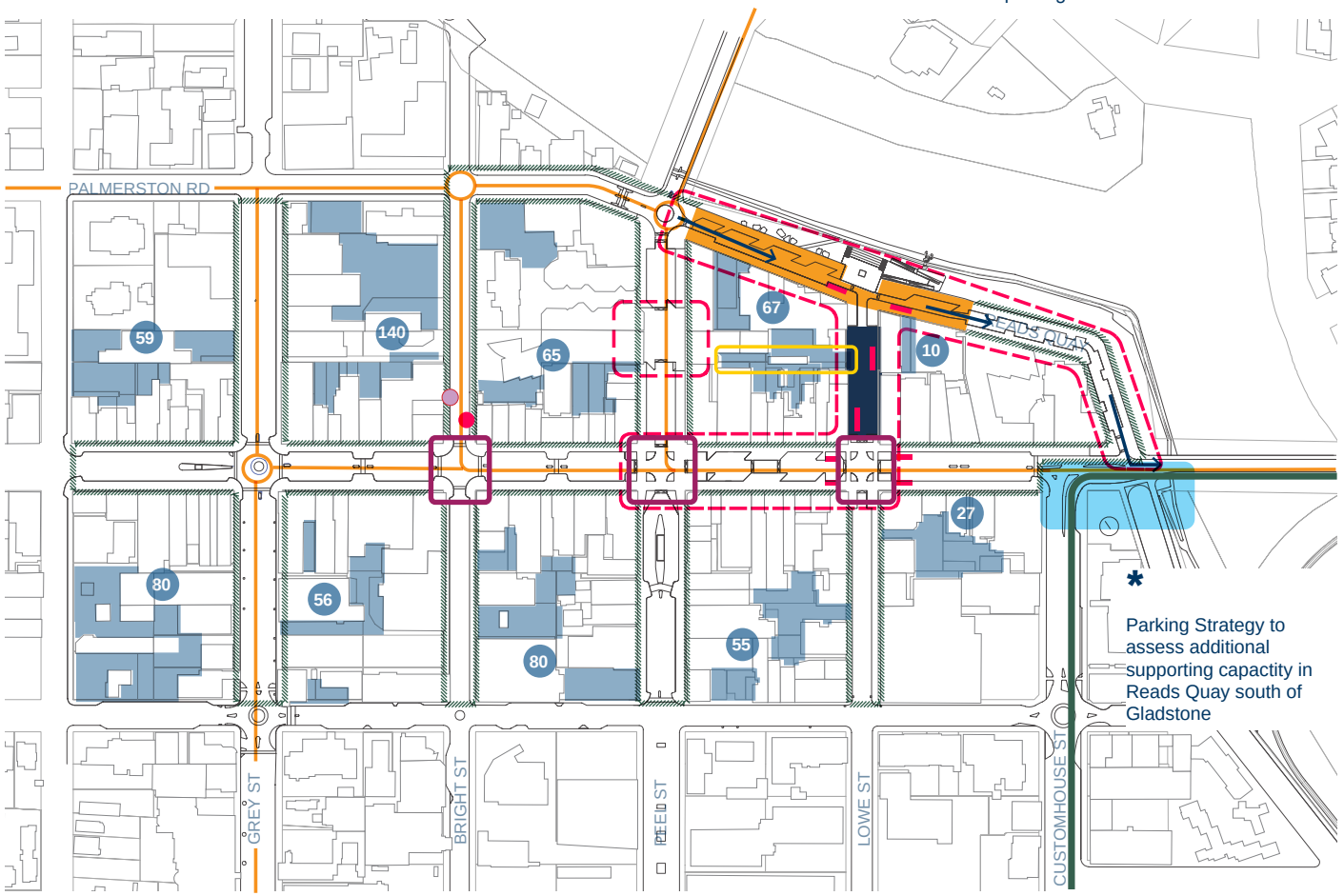
Lowe Street
Current: 22
Proposed: 6
Reasoning: shared space transformation

Gladstone Road (Lowe to Peel)
Current: 33
Proposed: 33
No change

Peel Street
Current: 34
Proposed: 34
No change

Reads Quay
Current: 92
Proposed: 70-92

Dependent on final planting strategy and provision of public access to new parking locations to offset losses.



Landscape strategy

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Aligned with Council's strategic direction to protect, restore and enhance the region's unique indigenous biodiversity, new planting within the city centre will reframe Lowe Street and Reads Quay as corridors of native riverine ecologies, while targeted planting interventions on Gladstone Road (between Peel & Lowe Sts) and Peel St (adjacent the Library) will provide pockets of habitat and new amenity.

The delivery of new landscape interventions within the central urban context affords a significant opportunity to realise a number of key benefits including:

- expression of cultural identity (working closely with mana whenua to develop planting selections that reflect tairāwhiti's natural heritage)
- enhancing urban biodiversity
- providing visual and physical amenity
- contributing to the health and wellbeing of people and tairawhiti's natural environment (cooling/ air and water filtration).

In Lowe Street and Reads Quay, ecological transformation can be realised across the full road reserve building on the benefits both streets enjoy by virtue of their proximity to Taruheru River. The structural changes proposed for both streets affords space for new planted interventions in the form of both amenity planting (street trees & garden beds) and performative planting (stormwater treatment gardens).

In Gladstone Road and Peel St, targeted insertions of native groundcover planting at the base of existing palms represents the first step in a process of ecological transformation. Over time, palms may be replaced with native tree species and planted storm water treatment systems to provide additional ecological enhancement and health benefits.



Urban tree strategy

1_15,000 A3

Drawing on Tairāwhiti's ecological and cultural heritage, proposed planting focuses on the reintroduction of native species into the City's urban core. Anticipating mana whenua input to guide and confirm species selections, the Action Investment Plan outlines a high level city centre wide approach.

Conceptually, species selections reflect local river and coastal ecologies. Streets north of Gladstone Road draw the river environs toward the city centre while southern streets draw coastal/ dune ecologies northward. In an urban context, trees are an important component of the green infrastructure network, they attract birds and insects (supporting urban biodiversity) and species with spreading canopies provide passive cooling mitigating the effects of urban heat island.

Connecting to the city centre's distinctive Waimāta, Tūranganui and Taruheru river confluence, Gladstone Road is envisaged as a canvas for transition, allowing the gradual introduction of native riparian, river-edge species to replace aging palms.

Extending beyond AIP timeframes, a broader programme of planting could expand to Childers Road, notionally connecting the city's outer frame to the visually prominent vegetated slopes of Titirangi.

Over the next ten years, targeted new planting will occur in parallel with proposed street upgrades:

- Lowe Street [years 1-3]
- Gladstone Central (Lowe St to Peel St) [years 4-6]
- Peel St North (Central zone) [years 6-8]
- Reads Quay [years 8-10].





Pōhutukawa



Rewarewa



Nīkau



Tī kouka

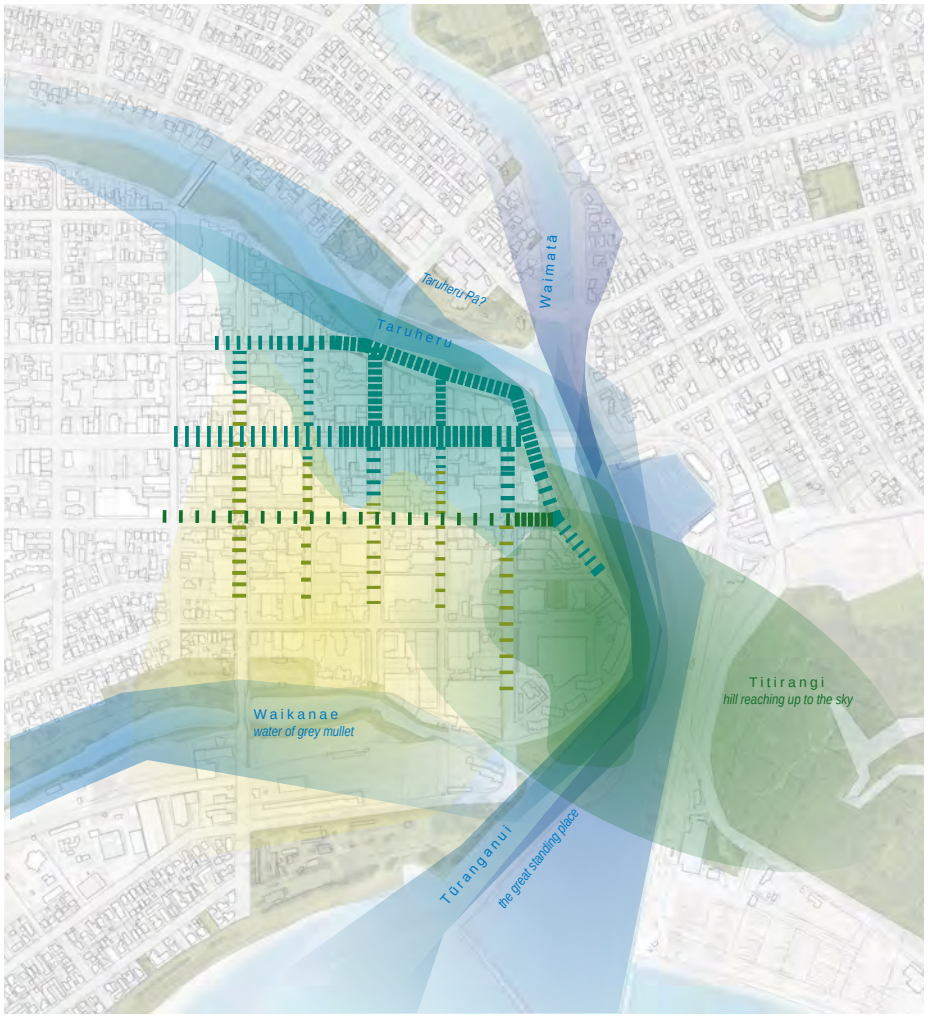


Pūriri

Key:

Potential **Awa** character signature trees

Potential **Coastal** character signature trees



Urban planting strategy

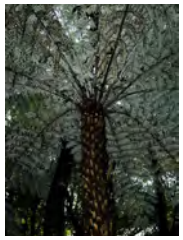
RIPARIAN/ RIVER CHARACTER STREETS

TREES


Sophora


Plagianthus regius


Rhopalostylis


Cyathea


Cordyline australis


Leptospermum scoparium

AMENITY MASS PLANTING


Asplenium bulbiferum


Libertia


Dianella nigra


Euphorbia


Parablechnum novae-zealandiae


Coprosma propinqua


Ficinia nodosa

Wiwi


Hierochloe redolens

STORMWATER TREATMENT


Juncus edgaraea


Ficinia nodosa

Wiwi


Apodasmia similis


Carex virgata


Plagianthus

ADDITIONAL SPECIES FROM BANKS/ SOLANDER COLLECTION FOR AMENITY PLANTING CONSIDERATION

*Ozothamnus leptophyllus**

*Lepidium oleraceum **

*Scleranthus biflorus**

*Arthropodium cirratum**

*Pentapogon crinitus**

SCRAMBLERS AND VINES

*Calystegia Sepium **

*Calystegia Tugurioru**

ADDITIONAL SPECIES FROM BANKS/ SOLANDER COLLECTION FOR STORMWATER TREATMENT PLANTING CONSIDERATION

Hydrocotyle americana*

* species collected by Banks and Solander 1769 landing

TREES



Dodonaea viscosa

Akeake



Metrosideros excelsa



Corynocarpus laevigatus



Myoporum



Vitex lucens



Alectyon excelsus

AMENITY MASS PLANTING



Coprosma repens



Geranium solanderi



Poa billardierei



Euphorbia



Coprosma



Muehlenbeckia complexa



Chionochloa flavicans



Ficinia nodosa

Wiwi



Clianthus

STORMWATER TREATMENT



Ficinia nodosa

Wiwi



Apodasmia similis



Carex virgata



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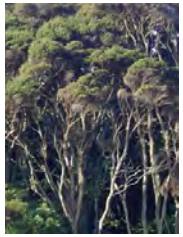
Corynocarpus laevigatus



Myoporum



Vitex lucens



Kunzea robusta



Knightia excelsa

AMENITY MASS PLANTING



Euphorbia



Coprosma



Muehlenbeckia complexa



Chionochloa flavicans



Leptospermum sp



Phormium sp

Dwarf whaririki

STORMWATER TREATMENT



Ficinia nodosa

Wiwi



Apodasmia similis



Carex virgata



Plagianthus

* species collected by Banks and Solander 1769 landing

Action and Investment Plan

Revitalising the City Centre – 2027- 2037

Te Kaunihera o Te Tairāwhiti
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Te Kaunihera o Te Tairāwhiti
GISBORNE
DISTRICT COUNCIL

Gisborne City Centre Action and Investment Plan

Options Feedback Report

September 2026



Te Kaunihera o Te Tairāwhiti
GISBORNE
DISTRICT COUNCIL

Engagement context

This report records and analyses feedback on the three cumulative public-realm options presented during the final stage of engagement on the Gisborne City Centre Action and Investment Plan.

How this engagement developed

The options engagement formed the final stage of a longer programme of spatial planning, community input and project development for the Tūranga-nui-a-Kiwa / Gisborne city centre.

The 2019 City Centre Spatial Framework established a direction for a compact centre, stronger river connections, improved movement, mixed-use activity and new gathering spaces. Catalyst engagement in 2024 carried this direction forward through topic-group discussions, stakeholder meetings and a public workshop. Its findings informed project prioritisation, with the outcomes endorsed through a leadership hui in February 2025.

Initial AIP community and stakeholder sessions built on the Catalyst findings. Participants added ideas and helped prioritise the principles that now guide the AIP. Business and developer discussions added practical perspectives on investment and delivery.

The options engagement in June and July 2026 invited the wider community to consider three cumulative levels of public-realm investment and the practical conditions that should guide delivery. In the final AIP, these options are translated into delivery phases: Option 1 is Phase 1, Option 2 includes Phases 1 and 2, and Option 3 includes all three phases.

Rongowhakaata Iwi Trust

Mana whenua engagement continued throughout development of the AIP and will remain ongoing through planning, design and delivery. Material arising from the Catalyst project and its engagement with Rongowhakaata informed matters later reflected in the AIP. The ongoing partnership will help shape project definition, planning, design and implementation.



Figure 1. Engagement pathway for the Gisborne City Centre Action and Investment Plan.

Summary of what we heard

Purpose and scope

This report records and analyses feedback on the cumulative options presented during the final stage of engagement on the AIP. The AIP is broader than these capital projects. The options were tested specifically because delivery would require significant investment and future funding decisions through the Long Term Plan.

Across the feedback channels, there was a clear desire for the Tūranga-nui-a-Kiwa / Gisborne city centre to improve. Community aspirations centred on a safer, greener, more active and more distinctive centre that supports businesses and investment, gives children, rangatahi and families more reasons to visit, strengthens connections with the awa, improves accessibility and expresses the identity and stories of Tairāwhiti.

The complete Feedback Record contains 887 feedback points. Of these, 326 were responses to the question, “How far should we go?” Across the two response channels, 169 selected all three phases, 50 selected Phase 1 only, 48 selected Phases 1 and 2, and 59 selected Unsure. These combined figures provide a high-level overview. The detailed results are reported separately by channel because the engagement settings reached different audiences and offered different levels of explanation and discussion.

Face-to-face feedback favoured all three phases, while online feedback was more divided. Affordability was a recurring concern. Within the online Unsure category, some respondents opposed the project as proposed, while others wanted investment deferred or preferred a different or reduced approach. Taken together, the feedback reinforced all three phases as the long-term direction and added practical conditions for staging and delivery.



Figure 2. Engagement at a glance, showing the complete Feedback Record and the combined distribution of the 326 responses to “How far should we go?”

What was presented and tested

Three cumulative options were presented in response to the question, 'How far should we go?' Each option built on the one before it. The final AIP expresses the same cumulative structure as delivery phases: Option 1 is Phase 1 only, Option 2 includes Phases 1 and 2, and Option 3 includes all three phases.

Option 1: Phase 1. Early activation followed by the permanent Lowe Street Shared Space project. The material presented during engagement described an indicative investment of $3.5–4.5 million over the first three years.

Option 2: Phases 1 and 2. Builds on Phase 1 with further staged investment in Gladstone Road and North Peel Street, including intersections, paving, planting, street furniture and pedestrian improvements. The indicative investment presented during engagement was $7 –9 million.

Option 3: All three phases. Builds on Phases 1 and 2 with the longer-term transformation of Reads Quay, including one-way traffic, an expanded riverfront promenade, family destinations and play, events space and stronger connections to the awa. The indicative investment presented during engagement was $23–25 million over ten years, with external funding required.

The AIP is broader than these construction projects. The options were tested because their delivery would require significant capital investment and future funding decisions through the Long Term Plan. The final AIP roadmap refines the staging, scope and delivery approach.

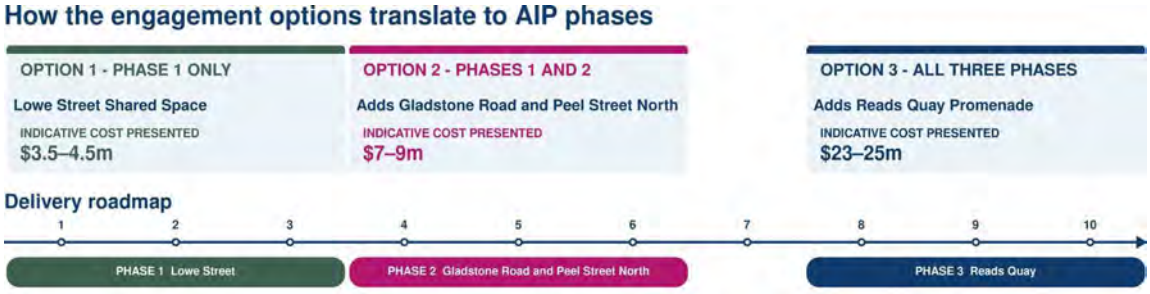


Figure 3. The three cumulative levels of intervention presented during engagement.

Where the phases apply

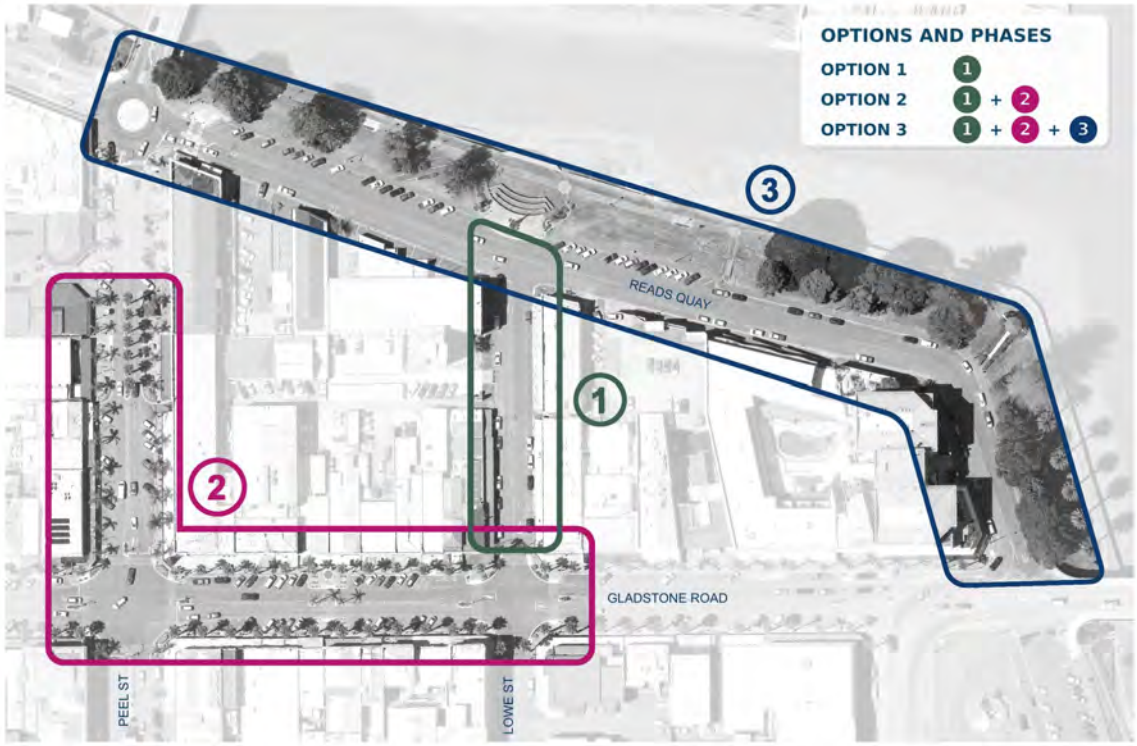


Figure 4. Indicative locations of the three cumulative options, mapped to the AIP phases.

Participants were also asked whether anything had been missed, what Council should be mindful of, what success would look like in five to ten years, and how they connected with and used the city centre. The in-person mapping exercise and online vision board web page provided further opportunities to identify locations, ideas and concerns.



Community members considering the AIP options at the Farmers Market, 13 June 2026.

Who we engaged with

Feedback was recorded from 10 June to 14 July 2026, with two further written contributions on 23 and 30 July. The Feedback Record contains 887 distinct feedback points: 365 from in-person and direct engagement, 507 online and 15 written.

Channel	Sources	Recorded material
In-person and direct	Community hui and events, workshops, Farmers Market engagements, EIT, Kaiti and Awarua drop-ins, business and developer discussions, and an emergency-services workshop.	365 recorded comments, including 207 option responses
Written	Individual, business and organisational written feedback, together with a physical bookmark response.	15 recorded comments
Online	Council's online survey, online vision board web page and general feedback page.	507 recorded comments: 412 survey entries, 91 online vision board web-page entries and four general feedback-page entries

The consultation largely took place in settings where people already gathered, including the Farmers Market, the East Coast Rugby Match in Uawa, education and service locations, city-centre drop-ins and workshops. Targeted discussions involved businesses, property owners, developers, the Chamber of Commerce, emergency services, accessibility and older-person representatives, New Zealand Police and community safety groups.

People engaged in person generally heard the AIP direction and cumulative options explained by a project team member and could ask questions before recording a view. Online respondents received written information and responded independently. Because the settings offered different levels of explanation and discussion, the channels are reported separately.

Community and stakeholder workshops

The consultation combined open community opportunities with targeted discussions. This allowed people to contribute in familiar settings and enabled detailed conversations with groups that had operational, accessibility, safety, business or place-based knowledge.

Groups engaged



Grey Street Community Watch Group engagement

Grey Street Community Watch Group was engaged over several months through two informal meetings, invitations to four key stakeholder sessions, participation in two of those sessions, and a further invitation to submit written feedback for consideration in the final AIP.

Rongowhakaata Iwi Trust partnership

Engagement with Rongowhakaata Iwi Trust progressed through a distinct mana whenua partnership process. This report does not merge that partnership into general community feedback. The partnership will continue as projects move through definition, planning, design and delivery.

How the feedback was analysed

The Feedback Record was reviewed as a whole and by channel. It begins with written submissions, followed by structured online responses, targeted and specialist feedback, then place-based and post-it comments. Distinct comments remain separate to retain each substantive issue. Online survey submissions are split into one row per substantive answer, so one contribution may create several entries and contribute to more than one theme.

Exact numbers are used for the option responses because those responses can be counted consistently. The wider feedback is analysed thematically, recognising that a short comment recorded during a conversation and a detailed written submission provide different depth and context.

The analysis follows the main questions used during engagement. It first summarises the responses to each question, then identifies themes that recur across multiple questions and channels. This approach retains the context in which a comment was made and makes clear where a question was asked only online or only during in-person engagement.

Selected direct comments illustrate recurring aspirations, concerns and points of difference in participants' own words. They are quoted exactly from the Feedback Record, attributed only to their feedback channel, and sit alongside the wider analysis.

The five AIP guiding principles were developed with community and stakeholder input during earlier engagement, including material arising from the Catalyst project and its engagement with Rongowhakaata. The 2026 options feedback reinforced those principles and added practical direction about funding, staging and delivery.

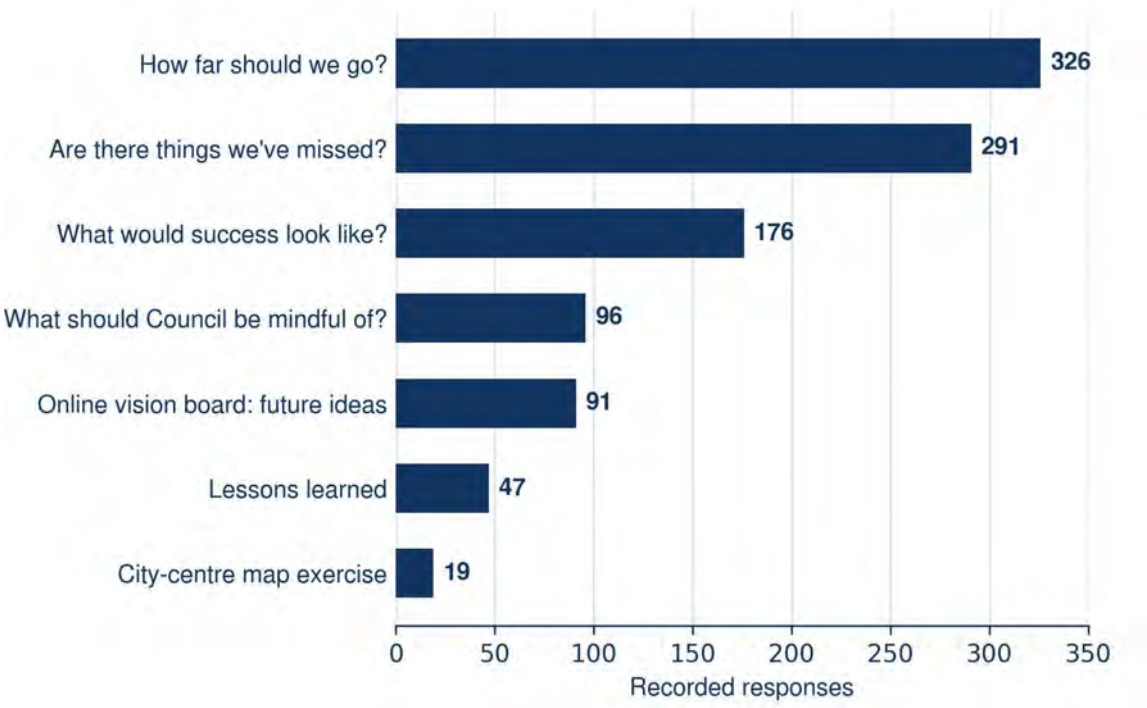


What the community told us

Community feedback is presented below in the order of the main engagement questions. It begins with views on the three cumulative options, translated to the AIP phases where helpful, followed by feedback on priorities, delivery conditions and the longer-term vision.

Responses received by question

The engagement questions generated different numbers of recorded responses. These figures describe responses to each question and provide context for the findings that follow.



How far should we go?

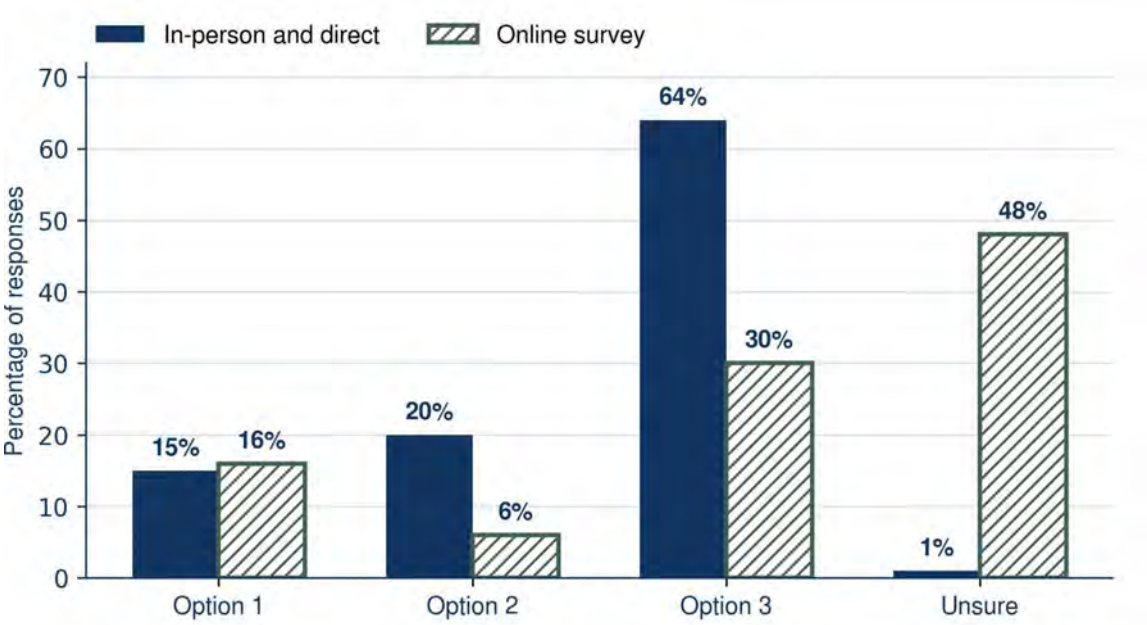


Figure 5. Option responses by feedback channel. Option 1 is Phase 1 only; Option 2 includes Phases 1 and 2; Option 3 includes all three phases.

In-person and direct feedback. Delivery of all three phases was the most selected response across the in-person engagements. Comments showed considerable support for a more ambitious long-term vision, particularly when work would be staged and reviewed between phases. Affordability was also a recurring concern.

Online survey. Nearly half of online respondents selected Unsure. Of those 57 responses, 25 explicitly opposed all three phases or called for no project as proposed, 12 wanted investment deferred until debt, infrastructure or core-service priorities were addressed, 19 proposed a different, reduced or qualified approach, and one gave no explanation. This means 25 of all 119 online survey respondents, or 21%, explicitly supported doing nothing as proposed.



Written feedback. The written material expressed a range of positions. These included some strong opposition to all three phases, support for directing more investment towards Gladstone Road, and support for delivery of all three phases from a commercial-property perspective. The written submissions are considered qualitatively and are not combined with the channel percentages.

Are there things we've missed?

Responses received. This question received 291 feedback entries, including 197 from in-person and direct engagement and 94 from the online survey. The entries retain each distinct issue raised within a response.

What was heard. This broad question produced the widest range of suggestions. Community members highlighted everyday amenities such as shade, seating, lighting, toilets, rubbish bins, play, public art, events and opportunities for food and hospitality. Some respondents explicitly said Council should do nothing or not proceed with any of the three phases as proposed.

Location and sequencing. Feedback identified several possible starting points. Some participants wanted the Reads Quay playground or riverfront delivered earlier. Others preferred central Gladstone Road, Peel Street, Treble Court, the inner harbour or existing public spaces to be prioritised ahead of Lowe Street. A number supported a wider and more ambitious transformation, while others wanted Council to repair and maintain existing streets and infrastructure before beginning new public-realm work.

Different views and delivery considerations. Traffic, parking, servicing, bridge closures, emergency access and affordability were frequently raised. Views on vehicle movement varied. Some wanted fully pedestrian streets, while others wanted Lowe Street and Reads Quay retained as important traffic routes. Some supported revitalisation with a different sequence or design response. Others preferred that Council focus on existing assets and essential infrastructure.

> *"The City Centre needs a wider approach than Option 1 or 2. We want a humming economy and a place our mokopuna can be proud of."*

Online survey respondent

What should we be mindful of?

Responses received. This online survey question received 96 entries. The findings in this section reflect the online channel.

What was heard. Respondents identified cost, rates, Council debt and the relationship between public-realm investment and roads, wastewater and other core services as key matters for Council to consider. They also raised traffic congestion, loss of parking, access for disabled and older people, business servicing, effects on retailers, maintenance, vandalism, security, winter sun and summer shade.

Confidence and delivery. Grey Street was repeatedly used as a reference point for improving street legibility, parking outcomes, cost control and confidence that feedback would influence the project. Respondents asked Council to show what had been learned, provide evidence for traffic and parking changes, test temporary arrangements and explain how construction would be staged around existing businesses.

Further direction and different views. Respondents also provided constructive direction, including telling local stories, involving the arts community, using ecological design, supporting businesses to occupy empty premises, adding inner-city housing and creating a hospitality destination. Some preferred no project or no additional spending.

> *"Being clear how this is not another Grey Street - actively and deliberately state how is NOT another Grey Street."*

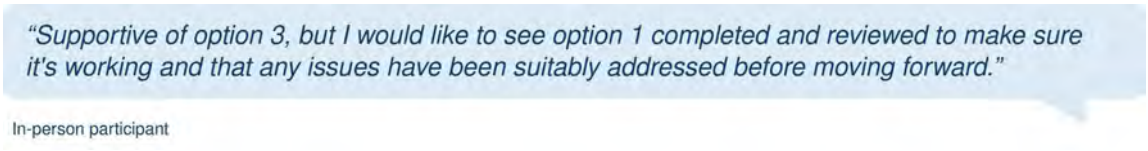
Online survey participant

Lessons learned

Responses received. The 'Lessons learned' prompt received 47 entries, all from in-person and direct engagement. Participants generally had the opportunity to discuss the proposal and use earlier projects, particularly Grey Street, to explain how they thought delivery could improve.

What was heard. The clearest message was to stage, test and review the work before moving to the next phase. Participants asked for simple and legible street layouts, early communication, realistic maintenance budgets, protection of parking and access, use of local contractors, support for surrounding hospitality and fewer regulatory barriers to activation.

Different views and delivery considerations. Participants drew different conclusions from Grey Street. Some saw it as a reason to focus on existing work. Others accepted that change can be difficult and wanted Council to trial traffic arrangements, monitor how the first phase performs and amend the design where necessary. Several supported the full Phase 3 destination while favouring a careful delivery sequence.



With these options in mind, what would success look like for you in 5–10 years?

Responses received. This question received 176 entries, including 73 from in-person and direct engagement and 103 from the online survey. It provides the strongest opportunity to compare longer-term aspirations across the two principal channels.

What was heard. Across both channels, participants described success as a city centre that is active, attractive, safe, clean and well maintained. Their aspirations included occupied shops, stronger hospitality, more foot traffic, family activity, play, events, seating, lighting, accessible routes, more planting and shade, and stronger connections with the awa. Cultural and creative activity, local identity, tourism, housing and places that encourage people to stay longer also featured.

How success could be recognised. The responses suggest that success should be visible in regular use of public spaces, more reasons to visit, increased business occupancy and confidence, activity during the day and evening, improved accessibility and safety, maintained assets and a public realm that continues to function well after construction. Many also included affordability, completion of essential infrastructure and continuity for existing businesses in their definition of success.

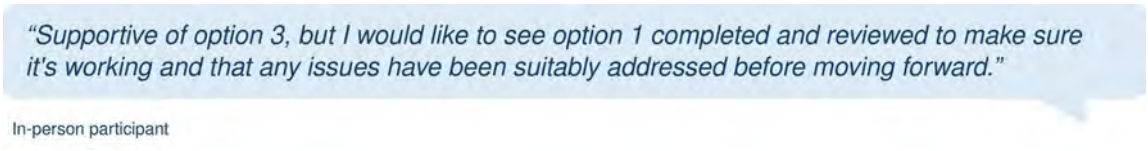
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Community members contributing to the city-centre map exercise at the Farmers Market, 13 June 2026.

Written and specialist feedback

Written submissions and specialist discussions added important detail beyond the main engagement questions. The positions included some strong opposition to all three phases, support for more central Gladstone Road investment, support for all three phases from a commercial-property perspective, and detailed requests concerning traffic, parking, accessibility, planting, utilities, safety and business effects.

Emergency-services feedback indicated that pedestrianising Lowe Street would be workable, provided operational access was retained. For Reads Quay, it highlighted the route's role in emergency response and detours when other parts of the network are unavailable.

Themes emerging across the questions

The questions prompted different kinds of responses, and several themes recurred across the engagement. These themes synthesise the feedback across questions and channels.



Figure 6. Recurring aspirations and delivery conditions across the engagement questions.

Ambition accompanied by conditions. Many contributors wanted a more active, attractive and distinctive city centre, with support frequently shaped by affordability, staging, accessibility, traffic, parking, maintenance and confidence in delivery. Face-to-face feedback leaned towards all three phases, while online views were more divided.

> *"Well designed and thought through and a realistic cost. I like option 3 but think it would be too expensive for the rate payer."*
>
> In-person participant

Where to focus and how to stage the work. Feedback identified several priorities, including Reads Quay, central Gladstone Road, Peel Street, Treble Court, existing parks and everyday maintenance. Many contributors supported staged delivery with review points between phases.

> *"Pause between each stage - test it for the benefits and if it works move to the next stage."*
>
> In-person participant

Affordability, core infrastructure and maintenance. Rates, debt, external funding and cost control were among the strongest concerns, particularly online and in written feedback. Many wanted roads, wastewater, stormwater, bridges and existing assets addressed before or alongside new public-realm work. Ongoing cleaning, planting and maintenance costs formed part of overall affordability.

> *"How about none of the above. We can't afford it. This is money that should be spent on our infrastructure."*
>
> Online vision board participant

Traffic, parking and inclusive access. Views on vehicle movement varied. Some wanted fully pedestrian streets, while others considered Lowe Street and Reads Quay necessary routes. Parking was linked to retailers, rural and coastal visitors, older people, disabled people, workers and short appointments. Temporary trials and transparent traffic, parking and emergency-access evidence were repeatedly requested.

> *"Has the council considered the flow of traffic through these areas. And how this will affect people driving into town. Also, what considerations have been made to enable disabled parking and access."*
>
> Online survey participant

Business vitality, buildings and construction effects. Participants associated a successful city centre with occupied shops, hospitality, housing, events and stronger private investment. Many saw streetscape work as one part of a wider response involving vacant buildings, landlord involvement, licensing and business support. Construction staging, visibility, servicing and continued access were important conditions for affected businesses.

> *"Address all empty shops in Gladstone Road. With so many empty shops a vibrant city centre won't happen. Maybe put a time limit on how long landlords can leave a shop empty"*
>
> In-person participant

A safe, inclusive and active public realm. Family activity, play, markets, seating, shade, toilets, lighting, accessibility and places where people can spend time freely were widely supported. Safety concerns included confusing shared spaces, night-time security, vandalism, homelessness and whether new facilities would be maintained and actively managed.

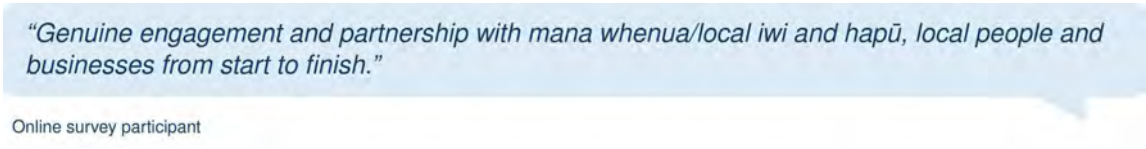
> *"Safety, lots of lighting, lots of art and interactive things but also place for kaumatua. Also weather protected areas."*
>
> Online survey participant

The awa and planting. Connection to the awa, meaningful shade, native planting, biodiversity and walking and cycling links were strong positive themes. They were accompanied by concerns about wastewater, flood risk, maintenance, visibility and species choice.

> *"Start with Reads Quay and work outwards from there. Avon River Precinct in Christchurch is a really good example of improving the city by starting with the connectivity to the awa."*
>
> Online survey participant

Mana whenua, iwi and hapū identity and narratives. There was clear support for a city centre grounded in the whakapapa and identity of Tairāwhiti. Feedback called for mana whenua, iwi and hapū narratives to shape the public realm through design, interpretation

and public art, making local histories visible and creating a city centre that is recognisably of this place.



Summarising feedback and next steps

The AIP responds to the issues raised through engagement by setting out a staged delivery roadmap. Further work through business cases, design, funding decisions and monitoring will provide greater detail as projects progress.

Costs, funding and rates. The AIP addresses affordability and the need for external funding through staged delivery. Detailed costs, funding sources and any rating implications will be developed through business cases and Long Term Plan processes.

Essential infrastructure. The AIP coordinates the delivery programme with planned Three Waters utility upgrades, road renewals and maintenance work. Detailed requirements and sequencing will be confirmed as individual projects are defined and designed.

Structure of the phases. Feedback showed that many people understood the options as successive stages of one direction. The structure was reconsidered and is recommended through the AIP roadmap, with clear review points between delivery phases.

Why Lowe Street is first. The AIP identifies Lowe Street as the initial permanent capital project because of its relatively low traffic volumes, potential for visible transformation, relationship to adjacent development and lower network disruption. Early activation work in Lowe Street and Reads Quay is intended to test ideas before permanent investment.

Traffic and parking. Feedback on traffic volumes, detours, parking, mobility access, servicing and emergency response informed the AIP. Baseline evidence and future design stages will consider these matters in greater detail before changes are confirmed.

Buildings, safety and ongoing management. The AIP responds by prioritising public-realm improvements, placemaking and city-centre activation intended to improve amenity, increase visitation and strengthen confidence. Wider revitalisation also depends on property owners and businesses investing in and maintaining their buildings. The AIP does not directly resolve homelessness or antisocial behaviour. Future design and management can address lighting, passive surveillance, maintenance and programming, while a more active and well-used centre may improve perceptions of safety.

Measures of success. The AIP provides direction for monitoring public value and delivery outcomes, including use of public space, accessibility, safety, business activity, foot traffic, private investment, environmental performance, maintenance, public confidence and construction effects. Baselines, methods and targets will be confirmed through business cases and project design.

Engagement outcome and implications for Council decisions

This report is issued alongside the Gisborne City Centre Action and Investment Plan. The AIP establishes the long-term direction, while this report records the feedback that informed its delivery approach, staging and review requirements.

Overall direction

Delivery of all three phases was the most selected defined response in both principal channels, although online feedback was substantially more divided and affordability concerns were prominent. The recommended direction is to deliver the three phases as a long-term programme, subject to funding decisions and review between phases.

Matters for review

Review points between delivery phases can consider public benefit, costs and funding, coordination with core infrastructure, traffic and parking performance, universal and age-friendly access, maintenance, business effects, safety, environmental outcomes and lessons from earlier work.

Future project planning can also consider whether family play or riverfront elements should be delivered earlier, how Lowe Street connects with Gladstone Road and the wider network of public spaces, and how mana whenua, iwi and hapū identity and narratives are expressed through design, interpretation and public art.

Council can support future decisions with clear information about project scope, costs and funding, utility coordination, lessons from Grey Street, traffic and parking evidence, construction management and monitoring.

Interpreting the feedback

The feedback provides a substantial record of views contributed across several channels. Participation was voluntary and the results are not statistically representative of the wider population. The channels reached different audiences and offered different levels of explanation and discussion, so they are reported separately rather than combined into a single overall result.

The 887 entries are recorded feedback points, not 887 individual people. Of the 57 online respondents who selected Unsure, 25 explicitly opposed all three phases or called for no project as proposed, 12 wanted investment deferred, 19 proposed a different or qualified approach, and one gave no explanation. This coding is used to explain the range within Unsure, not to convert those responses into a new option result.

Longer written submissions and short comments recorded during engagement contribute different levels of detail. The analysis considers each contribution in its channel and feedback context, and distinguishes recurring themes from individual or minority views.

Appendix 1: Complete feedback record

The appended Feedback Record contains the anonymised material used for this report. Written individual, business and organisational submissions appear first, followed by structured online responses, targeted and specialist feedback, and the remaining place-based and post-it comments.

Complete feedback record

The register is ordered by feedback channel. Written individual, business and organisational submissions appear first, followed by structured online responses, targeted and specialist feedback, and the remaining place-based and post-it comments. Option selections are recorded in Response as 'Poll response - [selection]'. Open comments retain their meaning, with spelling, capitalisation and New Zealand English standardised. Published responses are anonymised and focus on substantive feedback. Poll responses record selected options rather than attendance.

Response	Question	Feedback source	Date	Record ID / organisation
I am submitting strong opposition to all three Lowe Street "beautification" options. Although the targeted rate increase has already been approved, withdrawing or substantially revising this project may still negate some or all of that increase. Ratepayers should not be charged for a project that is neither essential nor justified. 1. Rates Increase Passed Without Clear Justification The targeted rate increase was approved before the public had any meaningful opportunity to assess whether the Lowe Street project was necessary or financially responsible. Now that the public can see the actual options, it is clear that the proposals are discretionary, cosmetic, and offer minimal functional benefit. The cost burden is disproportionate to the value delivered. Council should revisit the decision and remove or reduce the targeted rate if the Lowe Street project does not proceed. 2. Poor Maintenance of Existing Council Assets Before pursuing new discretionary projects, Council must demonstrate competence in maintaining the assets it already owns. Current performance is unacceptable. Examples include: • The street-facing fencing and surrounds at the Old Riverside Bowling Club, which have been left to deteriorate and are now covered in graffiti. • Neighbouring boundary fencing, also neglected and visibly degraded. • Beachfront dune protection barriers, which are in poor condition and not being proactively maintained. These failures show a pattern: Council is quick to pursue new projects when external funding or "beautification" opportunities arise, yet struggles to maintain core assets that matter to community safety, amenity, and resilience. 3. Wasteful Internal Process Behind Lowe Street Options Council has stated that the three Lowe Street options were selected from a larger set of concepts. This implies significant staff time, consultant involvement, design and evaluation costs, and internal workshops. None of these costs have been disclosed. Ratepayers deserve transparency about how much was spent developing these options, whether external consultants were engaged, what other concepts were considered, and whether any of this work was funded through borrowing. 4. Grey Street Redevelopment as a Warning Sign The Grey Street redevelopment remains a clear example of poor planning, poor design, and poor execution. Ratepayers still have no published cost breakdown for the initial works, the subsequent corrections, or the borrowing required to fund both phases. Council has not demonstrated that lessons were learned. Until it does, ratepayers cannot have confidence that Lowe Street will be handled any better. 5. Lowe Street Options Lack Community Value None of the proposed options provide measurable economic uplift, improved safety, better traffic flow, a return on investment, or evidence of demand from residents or businesses. Beautification for	Formal written submission on the Lowe Street proposals and rates	Individual written submission	6 July 2026	EML-004-01

Response	Question	Feedback source	Date	Record ID / organisation
its own sake is not a responsible use of public money, especially when the city faces urgent infrastructure and maintenance needs. Conclusion I oppose all three Lowe Street "beautification" options. The previously approved 8.75% targeted rate should be reconsidered and withdrawn if this project does not proceed. Council must prioritise core asset maintenance, transparency around project costs, debt reduction, and competent governance. Ratepayers deserve responsible financial management, not further discretionary spending on projects that offer minimal benefit and repeat past mistakes.				
1. All Council activity is funded by rates, including Lowe Street work Council staff wages, consultant fees, building purchases, repairs, maintenance, design work, engagement processes and preparation of the three Lowe Street options are paid for through current rates, borrowing repaid by future rates, targeted rates or general rates. There is no separate funding source for staff or consultant time. If Council is buying, repairing or maintaining buildings on Lowe Street and developing design options for the street, rates are already being used to support this work. 2. If Lowe Street does not proceed, Council can reduce or remove the targeted rate The targeted rate has already been approved and is being collected. If the Lowe Street project does not proceed, Council can reduce, remove or reallocate the targeted rate, or adjust it through the next Annual Plan or Long Term Plan amendment. The submission asks Council to make that change if the project does not proceed. In summary, Lowe Street work is connected to rates through staff, consultants, building purchases, maintenance, engagement and design. If the project does not proceed, the targeted rate should be reversed.	Follow-up clarification on project funding and rates	Individual written submission	9 July 2026	EML-004-02
Poll response - Unsure	How far should we go?	Individual written submission	6 July 2026	EML-004-POLL-01
Bushmere Road has become very dangerous, with numerous potholes extending from the road verge to the centre of the left lane, along with potholes in the centre of the road. When vehicles approach from the opposite direction, motorists may have no safe place to pull over. Hitting a pothole could cause serious vehicle damage. There are no warning signs along the road. Council should address the state of roads around the Gisborne flats and within the city. GDC has indicated rates may increase by close to 9%, while feedback is being sought on city centre revitalisation costing approximately $23 million. The revitalisation should be delayed for a few years and road repairs prioritised.	Written feedback on Council priorities and the city centre proposal	Individual written submission	29 June 2026	EML-002-01

Response	Question	Feedback source	Date	Record ID / organisation
Sadly the lasting memory of Gisborne is the NON NATIVE palms up the main street and the horrendous piles of Forestry slash that caused you all huge problems. Auckland and Nelson Councils admit the Palms are getting into the native bush , sadly Nelson also has a love affair with the dam things and do nothing about them while they madly seed in all directions. The Phoenix Palm and Chinese Fan Palm (Trachycarpus fortunei) both are a major pest the latter i note is on a Black list for a National Ban. I do hope you are actively planting natives when you have the opportunity.	Written feedback on palms and native planting	Individual written submission	25 June 2026	EML-005-01

Response	Question	Feedback source	Date	Record ID / organisation
I support revitalisation of central Gisborne and propose extending the current modelling of Lowe Street, Peel Street, Gladstone Road and Reads Quay further along Gladstone Road from Peel Street to Grey Street. Including the central business sector is important for the future prosperity of Gisborne's retail sector and may generate additional income for business operators. Over the summer months, and on Saturdays when Gisborne hosts cruise ships, the Farmers Market could be trialled on the main street with the road closed to vehicles. Fundraisers, charitable organisations, arts and craft clubs could also attend to create more activity. Council could waive charges during the trial period. The initiative to subsidise painting of heritage building facades is a positive example of community collaboration. During the Millennium, Gisborne and wider Tairāwhiti received significant positive publicity. The region should rebuild that momentum and capitalise on its spectacular scenery. A globally recognised local figure could be approached to act as a charitable global ambassador. A television series could be attracted to film in Tairāwhiti, supported by international broadcast partnerships, overseas streaming rights and New Zealand Government support. High-profile local individuals and organisations may also support these endeavours.	Written feedback on the city centre and wider regional promotion	Individual written submission	17 June 2026	EML-003-01

Response	Question	Feedback source	Date	Record ID / organisation
The region has previously hosted high-profile films including The Bounty, Whale Rider, The Dark Horse and Amiri & Aroha. Re-establishing positive exposure would help promote the region.				
After attending a presentation about revitalising the city centre and making Lowe St North a sitting and dining area, I decided to go for a walk to look at the dining businesses in the inner city. I found there were 30 cafes and restaurants between Derby St and Turanganui River, and 15 of these had outdoor seating. So Gisborne CBD has a lot of outdoor seating and my walk was at lunch time. Most were busy, with the exception of Lowe St, which was being used as a thoroughfare by motorists or for parking. The Bright St/Gladstone Road intersection is the centre of Gisborne's CBD and in recent years businesses have moved on Gladstone Road to be closer to the centre. Muirs Books and ANZ in one direction, and Bernina, Sterling Sports and SPCA Op Shop in the other direction. Also there have been several businesses relocate from other parts of Gisborne to be on Gladstone Rd, namely One NZ and Hospice Shop (from Peel St), Red Cross Shop (from Bright St), Arteffect (from Customhouse St) and Woodrose Furnishings from Roebuck Rd. Despite this there are 25 empty shops in Gladstone Rd, some looking very untidy. My opinion is that any money spent on revitalisation be on making Gladstone Rd more attractive so that shoppers and retailers are encouraged back and arrest the decline of recent years. As to Lowe St being used for community events, I have been to many events held at Marina Park, which is wonderful during the summer, and events in Treble Court, which is sheltered on cold windy days, unlike open Lowe St. Please consider your decision carefully as Gisborne does not need another Grey St episode.	Written feedback on the city centre options	Individual written submission	14 July 2026	EML-001-01

Response	Question	Feedback source	Date	Record ID / organisation
Concern was raised about using only native trees in the proposed plantings at the eastern end of Gladstone Road, Reads Quay and Lowe Street. The submission favoured a creative mix of species that would provide year-round colour and light, including flowering trees such as magnolia. It suggested selecting trees with a limited mature size and open foliage to avoid dark, cold street environments.	Written feedback on street trees and planting	Individual written submission	30 July 2026	EML-006-01

Response	Question	Feedback source	Date	Record ID / organisation
If native species are used, the submission considered Reads Quay and the riverbank the most logical location, alongside existing native vegetation. It also sought pruning or selective removal of some riverside trees to retain views of the three rivers and recreational activity. The submission asked Council to consider the long-term appearance, growth and management implications of all street-tree planting.				
Proposed use of car parks on Lowe Street outside Just Thai The proposal to use one car park for dining space outside Just Thai is positive but not transformational. This is an opportunity to turn the area into something other than a car-parking precinct, and a similar opportunity may not arise for another 40 years. Early discussions suggested that multiple car parks in various locations might be removed, but the proposal now appears to involve a single car park outside Just Thai. Using two adjacent car parks would be a bolder choice, but should be implemented with a more rational parking designation for the wider area so other businesses are not adversely affected. Traffic and parking testing Traffic options, including one-way streets, closing Lowe Street and traffic-calming measures, and different parking designations should be explored and trialled before committing to an option. A trial using cones and signage would be preferable to anything resembling the Grey Street trial.	Written feedback on parking, access and the Lowe Street proposal	Written business feedback	24 June 2026	BUS-0624-01 Just Thai
Relocate the Saturday Farmers Market to Lowe Street to provide critical mass for the revitalisation project and make the existing Farmers Market car park available to both revitalisation and Farmers Market customers. This could reduce parking problems and traffic disruption caused by closing the beginning of Stout Street and congestion at the Peel Street roundabout and Peel Street bridge. A formal pedestrian crossing between the car park and Council building would be required, as crossing Peel Street on a Saturday morning is currently dangerous.	Written feedback on relocating the Farmers Market to Lowe Street, parking and pedestrian safety	Written business feedback	23 July 2026	BUS-0723-01 Sorensen Group
Response	**Question**	**Feedback source**	**Date**	**Record ID / organisation**
Since 2009, our Trust has advocated for seniors across this district. Having recently compiled our Age-Friendly Communities Needs Assessment data for the World Health Organisation's (WHO) Age-Friendly Cities framework, we present clear evidence regarding how the CBD must be shaped to support our rapidly ageing population. While we support the council’s overarching vision to add vibrancy and better connect the city centre to the awa (river), our support is contingent on making physical	Formal written submission on the city centre options	Organisational written submission	25 June 2026	ORG-0625-01-01 Tairāwhiti Positive Ageing Trust

Response	Question	Feedback source	Date	Record ID / organisation
design choices that combat ageism, loneliness, anxiety, and mobility challenges. 2. Position on the Three Revitalisation Options • Our Position: Conditional Support for Option 2 / Strategic Support for Elements of Option 3 • Justification: Option 1 ($3.5m–$4.5m) relies too heavily on temporary activations and street furniture, which can introduce tripping hazards if poorly managed. Option 3 ($23m–$25m) offers the long-term vision needed to properly integrate our civic and natural spaces, but must be heavily scrutinised to ensure funds are not spent solely on aesthetic "beautification" at the expense of core, age-friendly accessibility infrastructure. 3. Core Requirements Under the Age-Friendly Cities Framework To ensure the revitalised city centre is a functional space for all generations, the Action and Investment Plan must explicitly embed the following enhancements across its key focal zones: Outdoor Spaces and Buildings: Seating & Safety • Continuous Age-Friendly Seating: Restoring the character of the city through the Heritage Facade Incentive Fund is valuable, but urban spaces must remain physically welcoming. Rest areas with ergonomic, high-back benches featuring sturdy armrests (essential for seniors standing up) must be positioned at short, predictable intervals along Gladstone Road and Peel Street. • Footpath Integrity and Level Ground: Footpath upgrades along Reads Quay and Lowe Street must prioritise completely level, non-slip surfaces. Transition points between historical streetscapes and new developments must eliminate sudden lips or pavers that catch walking frames and canes. • Adequate Street Lighting: Upgraded street lighting must go beyond standard aesthetic illumination. High-visibility, glare-reduced lighting is a safety necessity that reduces anxiety and lowers the risk of falls for older people navigating the CBD after dusk. Transportation and Mobility: Parking & Transit Navigation • Accessible Parking Safeguards: The upcoming Parking Strategy must be seamlessly aligned with this revitalisation plan. Mobility parking spaces must not be reduced or shifted further away from primary retail, medical, and community hubs. • Safe Pedestrian Crossings: Any proposed "City Streets for People" initiatives must slow down traffic while offering extended pedestrian crossing timers. Refuges and visual cues at crossings are essential to support older residents with slower walking speeds or sensory impairments. Social Participation and Inclusion: Intergenerational Spaces • Inclusive Public Spaces: We strongly endorse creating spaces for community connection. However, features like riverside playgrounds and night markets must feature dedicated quiet zones. These zones protect older adults from sensory overload while allowing them to enjoy public spaces alongside younger generations. • Accessible Public Toilets: A vibrant city centre is unusable for many seniors without centrally located, universally accessible, clean public restroom facilities equipped with clear, high-contrast directional signage. 4. Summary of Requested Decisions				

Response	Question	Feedback source	Date	Record ID / organisation
The Tairāwhiti Positive Ageing Trust requests that the Gisborne District Council make the following formal amendments to the draft Action and Investment Plan: 1. Embed the WHO Age-Friendly Cities framework directly into the design criteria for all three streetscape options. 2. Formally commit to an active partnership with the Trust during the detailed design and implementation phases to conduct on-site physical mobility audits. 3. Guarantee that the revitalisation funding prioritises functional accessibility (lighting, seating, smooth footpaths) over purely aesthetic elements.				
Poll response - Conditional support for Option 2; strategic support for elements of Option 3	How far should we go?	Organisational written submission	25 June 2026	ORG-0625-01-POLL-01 Tairāwhiti Positive Ageing Trust

Response	Question	Feedback source	Date	Record ID / organisation
This feedback reflects experience as a commercial property owner within the consultation area and many years operating an appointment-based business in the CBD. Overall, I support the long-term vision outlined in Option 3. Gisborne's city centre requires revitalisation to encourage economic growth, attract investment and create a destination that residents and visitors are proud to spend time in. While Option 3 represents the greatest investment, I believe it also has the greatest potential to transform the city over the next decade if it is implemented thoughtfully and in partnership with businesses and property owners. Striking the right balance For me, the right balance is one that combines vision with practicality. A staged approach is appropriate, provided each stage delivers tangible improvements while maintaining confidence among businesses and property owners. Investment in quality public spaces, improved streetscapes, enhanced lighting, greater connections to the river and family-friendly destinations will all contribute to making the city centre more attractive and economically resilient. Creating a vibrant environment encourages people to spend longer in the CBD, supports existing businesses and attracts new investment. Just as importantly, the Council's long-term commitment provides confidence for commercial property owners to invest in maintaining and upgrading their buildings, knowing that public investment is supporting the future of the city centre. What should be included In addition to the proposed options, I believe consideration should be given to:	Formal written submission on the city centre options	Organisational written submission	8 July 2026	ORG-0708-01-01 Commercial property owner stakeholder group

Response	Question	Feedback source	Date	Record ID / organisation
High-quality lighting that improves both safety and ambience during the evening. Dog-friendly public spaces that encourage people to spend longer in the city. Family-friendly gathering spaces, seating and opportunities for children. Strong wayfinding signage linking the riverfront with Gladstone Road retailers and businesses. Attractive landscaping that is durable and easy to maintain. Public art and cultural elements that reflect the unique identity of Tairāwhiti. Accessible streets and crossings for elderly people and those with mobility challenges. Activation throughout the year through markets, events and seasonal activities. Matters to be mindful of The greatest challenge will be ensuring revitalisation does not unintentionally disadvantage the businesses it is designed to support. Our building is occupied by Juve Skin Studio & MediSpa, an appointment-based business where client visits range from approximately 20 minutes to over two hours. Many clients also visit briefly to purchase skincare products or gift vouchers. Convenient access is therefore essential. Experience from other cities has demonstrated the importance of careful planning. During major CBD works in Tauranga, prolonged construction, reduced accessibility and loss of parking significantly affected many businesses, with some ultimately closing. Gisborne has the opportunity to learn from those experiences and minimise similar impacts. I encourage Council to carefully consider: Maintaining convenient customer parking throughout construction. Preserving sufficient parking for employees and ongoing business operations. Ensuring businesses remain clearly visible and easily accessible during every stage of construction. Providing safe pedestrian access at all times. Using clear signage indicating that businesses remain open. Delivering works in carefully staged sections to avoid prolonged disruption. Communicating construction schedules well in advance so businesses can plan appointments accordingly. Holding regular meetings with affected business owners to discuss issues and respond quickly where challenges arise. Maintaining productive businesses throughout construction will be critical to the overall success of the project. What success would look like Within five to ten years, success would mean a city centre that is vibrant, welcoming, safe and economically thriving.				

Response	Question	Feedback source	Date	Record ID / organisation
For our building and the business occupying it, success would include: Increased pedestrian activity and visitation. Strong occupancy of surrounding commercial buildings. Improved business confidence and investment. Safe, attractive streets that encourage people to stay longer. Convenient access for clients through appropriate parking and accessibility. A city centre that attracts both locals and visitors throughout the week and into the evenings. Increased property values and ongoing private investment in building improvements. Ultimately, revitalisation should strengthen existing businesses while creating opportunities for new ones. Finally, I would like to acknowledge the excellent work being undertaken by the CBD Custodian. The standard of cleanliness throughout the city centre has improved noticeably. In my opinion, the streets have been cleaner and better maintained under her care than they have been for many years. This work contributes significantly to the presentation of our city and should be recognised.				
Poll response - Option 3	How far should we go?	Organisational written submission	8 July 2026	ORG-0708-01-POLL-01 Commercial property owner stakeholder group
Can we please have free parking for people who work it the city and a dedicated space for workers to park.	Are there things we've missed?	CBD bookmark feedback	9 July 2026	BKM-0709-01
This questionnaire is a farce. You are going through the motions of asking for feedback but there is no space in the form for any meaningful feedback at all. I am sure many would like to provide specific suggestions but there is no room for any of those.	Are there things we've missed?	Online survey	12 July 2026	SUR-9056-01-Q1
The 3 "Options" are really 3 Stages of one Option. Option 2 is closest to what is required but it includes Option 1 which is cloud dreamland.	Are there things we've missed?	Online survey	12 July 2026	SUR-9055-01-Q1
Do not go ahead with this. Fix the sewage infrastructure first and stop pumping raw sewerage into the rivers in major storms. Clean up the main street and maintain it. Keep the roads maintained to a good standard. The money is much better spent there.	Are there things we've missed?	Online survey	12 July 2026	SUR-9054-01-Q1
Main Street pavements & Lighting. Revitalise Peel to Grey first. This is main area.	Are there things we've missed?	Online survey	12 July 2026	SUR-9053-01-Q1
What are the infrastructure upgrades.	Are there things we've missed?	Online survey	9 July 2026	SUR-9019-01-Q1
We can't afford any of these options. But if you go ahead with any of them put the Endeavour back up, it is part of this region's history as well.	Are there things we've missed?	Online survey	12 July 2026	SUR-9050-01-Q1
Focus on cleaning up the business end town first.	Are there things we've missed?	Online survey	11 July 2026	SUR-9043-01-Q1

Response	Question	Feedback source	Date	Record ID / organisation
Where are you getting the money from? The council as it is is in $230m debt.	Are there things we've missed?	Online survey	17 June 2026	SUR-8869-01-Q1
Consult local iwi/mana whenua to share stories, significant sites in this particular area of tīpuna, Iwi, hapū displayed by statues, art work, wall story,.	Are there things we've missed?	Online survey	12 July 2026	SUR-9048-01-Q1
Fix basic infrastructure first.	Are there things we've missed?	Online survey	12 July 2026	SUR-9047-01-Q1
An opportunity to suggest that these propositions are money wasted. This is heading down the same path as the Grey Street fiasco, topped off with negative opinions not even being given an option of input.	Are there things we've missed?	Online survey	11 July 2026	SUR-9045-01-Q1
Yes the problems this will cause fragmenting the CBD.	Are there things we've missed?	Online survey	11 July 2026	SUR-9044-01-Q1
I consider the proposal a waste of time and money given Council debt. Council should fix potholes and drains, support homeless people and review staffing costs before proceeding.	Are there things we've missed?	Online survey	11 July 2026	SUR-9041-01-Q1
I like the idea of revitalising our city centre but think the ideas put forward so far look like a carbon copy of what you see in other cities throughout NZ and do not reflect Tairāwhiti enough.	Are there things we've missed?	Online survey	11 July 2026	SUR-9040-01-Q1
Don't do it!!! Focus on the basics like getting infrastructure satisfactory rather than the nice to have.	Are there things we've missed?	Online survey	11 July 2026	SUR-9038-01-Q1
The rest of the CBD a lot needs work .. Cleaning, repairs.	Are there things we've missed?	Online survey	11 July 2026	SUR-9037-01-Q1
Has the council considered the flow of traffic through these areas. And how this will affect people driving into town. Also, what considerations have been made to enable disabled parking and access.	Are there things we've missed?	Online survey	9 July 2026	SUR-9030-01-Q1
Your options do not give a choice of 3 only, nor space to comment fully.	Are there things we've missed?	Online survey	9 July 2026	SUR-9023-01-Q1
I'm interested in how traffic flow will be impacted.	Are there things we've missed?	Online survey	8 July 2026	SUR-9008-01-Q1
Leave City as is. Rates high enough. We have enough spaces in Gisborne for people to hang out.	Are there things we've missed?	Online survey	9 July 2026	SUR-9020-01-Q1
No significant boost to Gisborne economy or well-being. Tidy up our parks and reserves.	Are there things we've missed?	Online survey	9 July 2026	SUR-9015-01-Q1
I think even doing up the main street, paint the buildings even the empty ones to make it look more inviting.	Are there things we've missed?	Online survey	9 July 2026	SUR-9013-01-Q1
What will happen to the empty building that line the ‘revitalised streets.	Are there things we've missed?	Online survey	8 July 2026	SUR-9012-01-Q1
You plan to spend a significant amount of ratepayers' money, so you need to clearly state at least: 1. What security and safety measures will be in place to keep users safe. 2. What measures will be put in place to protect these investments.	Are there things we've missed?	Online survey	8 July 2026	SUR-9002-01-Q1
Remove all these stupid money wasting ideas & reduce the rates. Another lot of grandiose Grey Street debacles.	Are there things we've missed?	Online survey	8 July 2026	SUR-8999-01-Q1

Response	Question	Feedback source	Date	Record ID / organisation
Option 4, don't add any more infrastructure to maintain. If you think that doing all this will bring more people into the city you are dreaming. Maintain what is already there, steam clean pavers and replace broken ones, maybe 1 hour free parking.	Are there things we've missed?	Online survey	8 July 2026	SUR-8998-01-Q1
Something to entertain kids.	Are there things we've missed?	Online survey	8 July 2026	SUR-8996-01-Q1
Council should focus on projects already on the drawing board. In particular a walkway/cycle path to the big river that considerable funds have already been extended on.	Are there things we've missed?	Online survey	7 July 2026	SUR-8994-01-Q1
Maintain what we have do not create more debt.	Are there things we've missed?	Online survey	7 July 2026	SUR-8993-01-Q1
A more simplified cheaper option for the main rd, Gladstone Rd only. Definitely not option 3, delete that. No one way streets. We don't have funding for option 3 so delete option. Do not look elsewhere for the funding, that will cause financial trouble.	Are there things we've missed?	Online survey	7 July 2026	SUR-8991-01-Q1
Start with Reads Quay and work outwards from there. Avon River Precinct in Christchurch is a really good example of improving the city by starting with the connectivity to the awa.	Are there things we've missed?	Online survey	6 July 2026	SUR-8988-01-Q1
Leave Gladstone Rd out of the plan. Focus on Reads Quay area being more pedestrian friendly without the huge expense. Make it one way for traffic and work in it from there without the massive expense.	Are there things we've missed?	Online survey	6 July 2026	SUR-8987-01-Q1
Focus on the basics, this is Gisborne not Auckland. We need to stop wasting money on these vanity projects and get the simple things sorted like roading and sewer. So much waste money from council.	Are there things we've missed?	Online survey	6 July 2026	SUR-8986-01-Q1
Don't agree to any of the plans.	Are there things we've missed?	Online survey	6 July 2026	SUR-8983-01-Q1
Pedestrians, bikes, cars, dogs, and picnic areas. Obviously your artist hasn’t had the drawings passed by Health & Safety. Your proposals are on a par with the drawings. Totally irresponsible and unworkable.	Are there things we've missed?	Online survey	6 July 2026	SUR-8981-01-Q1
Why find you reduce debt before spending more money.	Are there things we've missed?	Online survey	6 July 2026	SUR-8980-01-Q1
Understand it’s out of scope in this plan, but i would love to see more life in the botanical garden. A small tiki style hut that can serve coffees and ice creams, potentially more.	Are there things we've missed?	Online survey	6 July 2026	SUR-8978-01-Q1
Nothing.	Are there things we've missed?	Online survey	6 July 2026	SUR-8977-01-Q1
I find every time i try to go shopping the streets are full of parked cars it's impossible to find a space. I usually buy things I need when I visit my son in Auckland. But anything you do that opens up spaces and gets rid of cars everywhere go for it.	Are there things we've missed?	Online survey	3 July 2026	SUR-8966-01-Q1
Only keeping to the basic necessities for the public, stop spending money when you have a massive debt, keep the rates increases low.	Are there things we've missed?	Online survey	3 July 2026	SUR-8962-01-Q1
Any room for toilets and a splash pad.	Are there things we've missed?	Online survey	1 July 2026	SUR-8956-01-Q1

Response	Question	Feedback source	Date	Record ID / organisation
Why not creating something in front of the beach? Access from the boardwalk? Missing the million dollar view.	Are there things we've missed?	Online survey	30 June 2026	SUR-8955-01-Q1
No option is the best option. Until you can clear the debt you've created, stop wasteful spending, and do basics which you seem to be incapable of then no more hare brained schemes by you lot. I mow the lawn in front of my property that belongs to YOU.	Are there things we've missed?	Online survey	30 June 2026	SUR-8953-01-Q1
Fix other infrastructure before beautifications. Do not do away with any parking areas.	Are there things we've missed?	Online survey	30 June 2026	SUR-8951-01-Q1
Waste of tax payers money, increasing rates increases rent in the region people, I think Gladstone rd is fine town needs a good clean, and paint will tidy up a lot of the buildings, option 1 will provide this part of Lowe st with good space close to river.	Are there things we've missed?	Online survey	30 June 2026	SUR-8950-01-Q1
Yes you missed the point, Stop spending hard earned ratepayers money on unnecessary pretty up projects.	Are there things we've missed?	Online survey	30 June 2026	SUR-8948-01-Q1
How about focusing on what we already have and tiding that up. I personally can not afford to keep to up with rate increases to fund pie in the sky ideas when our roads and sewage systems are a mess.	Are there things we've missed?	Online survey	30 June 2026	SUR-8947-01-Q1
Put the money towards debt instead this isn't a need. Better money management would be good.	Are there things we've missed?	Online survey	30 June 2026	SUR-8945-01-Q1
Absolutely there are things missed. Look at how dirty and broken the town is. Use the money to tidy and fix what is currently there and quit wasting our money on pointless projects. Is GDC so tone deaf. Just read the comments on Gisborne Heralds article.	Are there things we've missed?	Online survey	29 June 2026	SUR-8944-01-Q1
Please get rid of the palm trees and trees that are there put Fresh or maybe a garden to make it more nice and visible.	Are there things we've missed?	Online survey	29 June 2026	SUR-8941-01-Q1
None of these plans will work out and will harm business.	Are there things we've missed?	Online survey	29 June 2026	SUR-8940-01-Q1
It has to be a bigger area, eg Gladstone from Peel to Grey or Gladstone from Reads Quay to Peel. NO cars at all, lower leases to attract small businesses, renovate buildings, ! Charming! Cafes, greenery, low cost – no more rate increases.	Are there things we've missed?	Online survey	29 June 2026	SUR-8938-01-Q1
Option 4, spend no more.	Are there things we've missed?	Online survey	28 June 2026	SUR-8937-01-Q1
Lots of shade trees, tables & seating etc.	Are there things we've missed?	Online survey	27 June 2026	SUR-8934-01-Q1
The investment into this project should and must be put into the basics for the region, fixing our city roads, footpath repairs and fixing our storm water and sewer network while reducing the need for rate increases through significant mud management of f.	Are there things we've missed?	Online survey	26 June 2026	SUR-8931-01-Q1
New bridge.	Are there things we've missed?	Online survey	26 June 2026	SUR-8930-01-Q1

Response	Question	Feedback source	Date	Record ID / organisation
To encourage active transport, there should be more cycle lanes and bicycle racks as many as possible.	Are there things we've missed?	Online survey	26 June 2026	SUR-8926-01-Q1
Yes the fact that you are building all this on top of our ancient sewage network. Put the money into fixing the sewage. Better access to a river full of human excrement is not a joy at all. Its a disgrace. This is reckless spending.	Are there things we've missed?	Online survey	26 June 2026	SUR-8925-01-Q1
Be aware this area is between two if the city bridges and is still vital to have good traffic flow. DO NOT repeat the grey St fiasco.	Are there things we've missed?	Online survey	26 June 2026	SUR-8923-01-Q1
What is the benefit of developing this particular area of town? Is this an existing hub of activity with ample hospitality options and regular businesses that attract people to use the space.	Are there things we've missed?	Online survey	25 June 2026	SUR-8922-01-Q1
I don't see a cycle lane on any of the plans... I suggest also eventually have NO parking on either Peel or Lowe, just on Gladstone and Reads Quay. The slide showing Reads Quay enhancement includes playground area, ideal (!) but 2-way traffic.	Are there things we've missed?	Online survey	25 June 2026	SUR-8921-01-Q1
Yes, how is it our roads are painted before the new loose chip is swept up! The new painted lines have faded so fast as a result of poor management and workmanship! Has Council completely lost its way on how to manage public money and their contracts.	Are there things we've missed?	Online survey	25 June 2026	SUR-8919-01-Q1
I feel Option 2 would be a very good start, and possibly Option 3 although I wouldn't want any painted road or path surfaces! I'm wondering what the plan is for the muddy mounds in the river now that the grass has been killed.	Are there things we've missed?	Online survey	25 June 2026	SUR-8917-01-Q1
Safer pedestrian crossings.	Are there things we've missed?	Online survey	25 June 2026	SUR-8909-01-Q1
Focus around encouraging whānau to be using the river area more - let it be a destination where people take their whānau to have a kai and walk around the river. Include what consultation has taken place with businesses and the level of buy in from them.	Are there things we've missed?	Online survey	19 June 2026	SUR-8889-01-Q1
The plants are going to cost more than needed. The walkway is perfect the way it is the only problem is the smells ie the river.	Are there things we've missed?	Online survey	23 June 2026	SUR-8899-01-Q1
Basics. More free parking.	Are there things we've missed?	Online survey	21 June 2026	SUR-8892-01-Q1
Fix the roads and abandon this proposal. The roads are in poor condition and should be prioritised so people can reach the city centre.	Are there things we've missed?	Online survey	19 June 2026	SUR-8890-01-Q1
Ensure adequate lighting and rubbish bins.	Are there things we've missed?	Online survey	19 June 2026	SUR-8887-01-Q1
Reads Quay and Lowe St need a tidy up, but traffic needs to be able to move around Gisborne if businesses are to survive. Forget about replacing Palm Trees they are beautiful and iconic in our lovely wide Main Street. Now they are trimmed they are tidy.	Are there things we've missed?	Online survey	18 June 2026	SUR-8884-01-Q1

Response	Question	Feedback source	Date	Record ID / organisation
These changes would be great. However we need to clean up the rest of the town as well. From when you enter the city you need to be amazed. There also needs to be more incentive to want to go to town. There needs to be more shops more restaurants.	Are there things we've missed?	Online survey	18 June 2026	SUR-8879-01-Q1
Have you missed looking at our current demographic and how you plan to encourage us to populate this end of town.	Are there things we've missed?	Online survey	17 June 2026	SUR-8878-01-Q1
Keep it the way it is.	Are there things we've missed?	Online survey	17 June 2026	SUR-8873-01-Q1
Revitalisation won't be achieved purely through built assets. Council needs to shift its mindset in enabling new businesses to be part of that. When someone spent time and money rebuilding a bar they were denied a liquor licence.	Are there things we've missed?	Online survey	17 June 2026	SUR-8872-01-Q1
Maybe more space for food vendor and something can prevent raining day.	Are there things we've missed?	Online survey	17 June 2026	SUR-8870-01-Q1
Support for homeless people, feeling safe in the city is really important atm I avoid it because I don’t know what drama/smell/ situation is going to unfold. People are in need and we must support them over and above upgrades.	Are there things we've missed?	Online survey	17 June 2026	SUR-8866-01-Q1
What will p1 cost? Rates at inflation level? Your Grey Street deal a complete disaster.	Are there things we've missed?	Online survey	17 June 2026	SUR-8862-01-Q1
Don’t change Lowe Street.	Are there things we've missed?	Online survey	16 June 2026	SUR-8858-01-Q1
Parking.	Are there things we've missed?	Online survey	16 June 2026	SUR-8857-01-Q1
I think option 3 is great - having a playground on the water front would bring in more families to the city centre.. I think adding in a toilet block around on the city side would be beneficial. More shade and seating is appreciated.	Are there things we've missed?	Online survey	16 June 2026	SUR-8856-01-Q1
The City Centre needs a wider approach than Option 1 or 2. We want a humming economy and a place our mokopuna can be proud of. Stop underinvesting and give the community something they can truly be proud of.	Are there things we've missed?	Online survey	15 June 2026	SUR-8853-01-Q1
The river. This is a core part of our community. This should be dredged and cleaned up. A competition course could be included.	Are there things we've missed?	Online survey	13 June 2026	SUR-8845-01-Q1
Yes you have missed that this area I a waste of ratepayers money Chur hill park would be better used as the farmers market and spend this money on revamping the jail you’re rates are over inflated and you waste our hard earned dollars.	Are there things we've missed?	Online survey	12 June 2026	SUR-8842-01-Q1
Focus on urban greening and removal or severe reduction of car traffic. Provide a vision for the whole CBD which sees people at the centre not cars. PC6 is providing a great opportunity to make the CBD a place to stay rather than a place to pass.	Are there things we've missed?	Online survey	12 June 2026	SUR-8841-01-Q1
The visuals seem to show that the existing street trees on Gladstone Road and Peel Street will be retained. This is a mistake - the trees are incredibly inappropriate for our city centre and are not native. They look awful and provide no amenity too.	Are there things we've missed?	Online survey	12 June 2026	SUR-8838-01-Q1
More car parking and clear roads free from obstacles for better traffic flow.	Are there things we've missed?	Online survey	12 June 2026	SUR-8837-01-Q1

Response	Question	Feedback source	Date	Record ID / organisation
Think we don't need more shared spaces but could be an option to spend extra coin on spaces we already have available. Put a playground at the marina car park area or across the road by the fountain. Invest in areas where people already come together.	Are there things we've missed?	Online survey	12 June 2026	SUR-8833-01-Q1
Kid friendly.	Are there things we've missed?	Online survey	12 June 2026	SUR-8829-01-Q1
I'd like to see this pushed further to include the currently underdeveloped riverfront space in front of Heipipi park.	Are there things we've missed?	Online survey	12 June 2026	SUR-8825-01-Q1
There needed to be another option of no.	Are there things we've missed?	Online survey	12 June 2026	SUR-8824-01-Q1
Playground plus a splash pad for kids.	Are there things we've missed?	Online survey	12 June 2026	SUR-8821-01-Q1
I think using this money to help get homeless people off of the streets will improve the city centre exponentially, and putting money toward eventually upgrading the sewage system so that it doesn't need to go into our waters would be better.	Are there things we've missed?	Online survey	12 June 2026	SUR-8820-01-Q1
Priority on decent retail(not vape , phone case, $2 stores) no point of revitalising if there's no where for people to shop.	Are there things we've missed?	Online survey	12 June 2026	SUR-8819-01-Q1
Yes we don't want it the shops are well used and the maori courts are there.	Are there things we've missed?	Online survey	12 June 2026	SUR-8817-01-Q1
You need to repair & upgrade what is already there from the Millennium - Gladstone Rd from Town Clock to Lowe St and Peel St, Gladstone to the river. Widen footpath blisters & add shade sails, seating & edge planter boxes with bolder GREEN plantings.	What should we be mindful of?	Online survey	12 July 2026	SUR-9055-01-Q2
I'm concerned about where this idea came from. I do not think Read's Quay should be made one way. I do not think this project is value for money.	What should we be mindful of?	Online survey	12 July 2026	SUR-9054-01-Q2
Upsetting other retailers. Gisborne known for its Main St. Improve it.	What should we be mindful of?	Online survey	12 July 2026	SUR-9053-01-Q2
Costs. Traffic flow disruption. How to encourage businesses to return to CBD.	What should we be mindful of?	Online survey	9 July 2026	SUR-9019-01-Q2
Cost.	What should we be mindful of?	Online survey	12 July 2026	SUR-9050-01-Q2
Homeless people gathering at night.	What should we be mindful of?	Online survey	11 July 2026	SUR-9043-01-Q2
Maintenance before new projects.	What should we be mindful of?	Online survey	17 June 2026	SUR-8869-01-Q2
Genuine engagement and partnership with mana whenua/local iwi and hapū, local people and businesses from start to finish.	What should we be mindful of?	Online survey	12 July 2026	SUR-9048-01-Q2
Just the basic needs of the Ity.	What should we be mindful of?	Online survey	12 July 2026	SUR-9047-01-Q2
The loss of parking, proposal is creating a new place for the street people to hang out, negatively affecting existing easy driving access to businesses and accommodation, money is better spent by diverting to fix city drainage services & roading issues.	What should we be mindful of?	Online survey	11 July 2026	SUR-9045-01-Q2
The will of the people in the city - why not ask a yes or no.	What should we be mindful of?	Online survey	11 July 2026	SUR-9044-01-Q2

Response	Question	Feedback source	Date	Record ID / organisation
Council should prioritise helping homeless people and fixing potholes.	What should we be mindful of?	Online survey	11 July 2026	SUR-9041-01-Q2
Tell our local stories, reflect the culture that is here and tap into our hugely talented arts community.	What should we be mindful of?	Online survey	11 July 2026	SUR-9040-01-Q2
Budget blowouts - Projects normally always cost more than budgeted. The budget for this project should be $0 but this is not an option in this feedback forum which stinks of a pre-determined outcome of expected support. Ratepayers can't afford the 'nice'.	What should we be mindful of?	Online survey	11 July 2026	SUR-9038-01-Q2
Why is this part of the CBD so important when there is attention needed first in the other blocks of the CBD. Our town is looking sad.	What should we be mindful of?	Online survey	11 July 2026	SUR-9037-01-Q2
Money is a definite concern. We are all finding it hard, and increasing rates to pay for nice things might have to be put on hold.	What should we be mindful of?	Online survey	9 July 2026	SUR-9030-01-Q2
Traffic flow, I know that part of Reads Quay isn't that busy but it does allow relief when Gladstone is busy.	What should we be mindful of?	Online survey	9 July 2026	SUR-9027-01-Q2
People who live and work in the CBD who have supported Heart of Gisborne, and provided business for years. This initiative may not benefit all. Recent Lowe Street people may benefit. The other day, traffic had to divert because of Bridge being shut.	What should we be mindful of?	Online survey	9 July 2026	SUR-9023-01-Q2
The traffic flow through Reads Quay to Gladstone Road.	What should we be mindful of?	Online survey	8 July 2026	SUR-9008-01-Q2
Money. State of roads. State of Central city. On line shopping.	What should we be mindful of?	Online survey	9 July 2026	SUR-9020-01-Q2
Do not waste ratepayers money.	What should we be mindful of?	Online survey	9 July 2026	SUR-9015-01-Q2
Where will parking go that lines Reads Quay.	What should we be mindful of?	Online survey	8 July 2026	SUR-9012-01-Q2
You cannot revitalise just one street/area. The CBD needs consistent binding visual, maintenance, and cleanliness standards, with all property owners required to meet them.	What should we be mindful of?	Online survey	8 July 2026	SUR-9002-01-Q2
Gisborne pensioners and those that pay rates cannot afford this.	What should we be mindful of?	Online survey	8 July 2026	SUR-8999-01-Q2
There are a lot of people struggling to pay the ever increasing rates and all you are doing with your grandiose plans are adding to them.	What should we be mindful of?	Online survey	8 July 2026	SUR-8998-01-Q2
Vandalism.	What should we be mindful of?	Online survey	8 July 2026	SUR-8997-01-Q2
Complete current projects before embarking on this one.	What should we be mindful of?	Online survey	7 July 2026	SUR-8994-01-Q2
Increased rate that people can't afford. The removal of good well used long term parking in the CBD.	What should we be mindful of?	Online survey	7 July 2026	SUR-8993-01-Q2
Delete option 3. No one wants one way streets, especially in that area. Also we don't have funding so shouldn't even be considered as that is setting up Gisborne for future money troubles. No! Be mindful of what we actually need &can afford as a community.	What should we be mindful of?	Online survey	7 July 2026	SUR-8991-01-Q2

Response	Question	Feedback source	Date	Record ID / organisation
Don’t make one lane roads, you don’t need to make more congestion, plenty of people drive down that road coming the other way. Don’t stuff up the roads again that aren’t broken, look at yourself what you guys did to Peel Street, stop wasting money.	What should we be mindful of?	Online survey	6 July 2026	SUR-8990-01-Q2
Educate and take the community on the journey. Gisborne locals are obsessed with cars and car parking. Need to promote active travel.	What should we be mindful of?	Online survey	6 July 2026	SUR-8988-01-Q2
Cost to rate payers. Don't spend more than you have. Gladstone Rd and Peel st are main traffic route areas. Leave these out to avoid creating congestion in the city. Think about the impact to parking availability.	What should we be mindful of?	Online survey	6 July 2026	SUR-8987-01-Q2
Get consensus from the community you serve before spending money on pointless projects like Grey st.	What should we be mindful of?	Online survey	6 July 2026	SUR-8986-01-Q2
Don't approve, rates increases are ridiculous.	What should we be mindful of?	Online survey	6 July 2026	SUR-8983-01-Q2
Council expenditure = higher rates = higher rents - We are having trouble living within our means it would be helpful if you tried to live within yours. Tidy up our current assets. PLEASE DON'T borrow any more money for nice to haves.	What should we be mindful of?	Online survey	6 July 2026	SUR-8981-01-Q2
Stop spending money,.	What should we be mindful of?	Online survey	6 July 2026	SUR-8980-01-Q2
Ignore the negativity! It’s great to see an initiative like this.	What should we be mindful of?	Online survey	6 July 2026	SUR-8978-01-Q2
Wasting ratepayers money, we don't want this, we want better rubbish collection, smoother roads and lower rates.	What should we be mindful of?	Online survey	6 July 2026	SUR-8977-01-Q2
That the ratepayers want, no option to leave it how it is. Only options to do something is not good.	What should we be mindful of?	Online survey	3 July 2026	SUR-8962-01-Q2
The over-hang from Grey St controversy. I think something spectacular quickly would help to gain community trust in the project.	What should we be mindful of?	Online survey	1 July 2026	SUR-8960-01-Q2
Over spending in unnecessary revitalisation.	What should we be mindful of?	Online survey	30 June 2026	SUR-8955-01-Q2
No more spending until the nearly $300 million debt is cleared. Start doing the basics properly and mow your own lawns/berms not us do your job. I’m sick of spending my time and money doing your job.	What should we be mindful of?	Online survey	30 June 2026	SUR-8953-01-Q2
Parking and easy access for disabled people.	What should we be mindful of?	Online survey	30 June 2026	SUR-8951-01-Q2
Parking and the disruption of businesses.	What should we be mindful of?	Online survey	30 June 2026	SUR-8950-01-Q2
The fact that GDC works for the ratepayer not the UN(SSD).	What should we be mindful of?	Online survey	30 June 2026	SUR-8948-01-Q2
It's not your money you are spending.	What should we be mindful of?	Online survey	30 June 2026	SUR-8947-01-Q2
The businesses on both Lowe and Peel already struggle due to limited parking, this will only make things worse if you are to take away all parking and make it walking only, please do not do this.	What should we be mindful of?	Online survey	30 June 2026	SUR-8946-01-Q2
Your debt.	What should we be mindful of?	Online survey	30 June 2026	SUR-8945-01-Q2

Response	Question	Feedback source	Date	Record ID / organisation
What the public want.	What should we be mindful of?	Online survey	29 June 2026	SUR-8944-01-Q2
The maori cultural significance and utilising the tribes of Gisborne in the negotiations.	What should we be mindful of?	Online survey	29 June 2026	SUR-8941-01-Q2
What the people want, which is not another waste of money.	What should we be mindful of?	Online survey	29 June 2026	SUR-8940-01-Q2
COSTS, COSTS, COSTS.	What should we be mindful of?	Online survey	29 June 2026	SUR-8938-01-Q2
How much this is costing when you can't keep the city clean now.	What should we be mindful of?	Online survey	28 June 2026	SUR-8937-01-Q2
Manage the funding you have responsibility, reduce wasted spending on expensive consultants and ensure your highly paid staff are empowered to make decisions which will reduce significant costs of consultants.	What should we be mindful of?	Online survey	26 June 2026	SUR-8931-01-Q2
Leave Reads Quay alone.	What should we be mindful of?	Online survey	26 June 2026	SUR-8930-01-Q2
A reasonable balance between outcome and value for money in a long term. Things should be built to last for a reasonable period, shouldn't' need to be redone in the near future.	What should we be mindful of?	Online survey	26 June 2026	SUR-8926-01-Q2
Council should prioritise stopping sewage discharges into rivers and the ocean before building river-related amenities. Swimming and recreation in contaminated water are unacceptable.	What should we be mindful of?	Online survey	26 June 2026	SUR-8925-01-Q2
Access for all traffic on adjoining streets must not be disrupted. The majority of your residents need vehicles for daily life. Vehicles are not a luxury item that can be replaced with bikes or walking.	What should we be mindful of?	Online survey	26 June 2026	SUR-8923-01-Q2
Ecological design. Where is the sun? Will it be shady in the winter.	What should we be mindful of?	Online survey	25 June 2026	SUR-8922-01-Q2
How about shelter... From rain or sun depending time of year. Keep the verandah roofing (refurbished..).	What should we be mindful of?	Online survey	25 June 2026	SUR-8921-01-Q2
Rate payers money! It’s not looking good when a council does not know how to keep within inflation, you are actually adding to inflation.	What should we be mindful of?	Online survey	25 June 2026	SUR-8919-01-Q2
As mentioned, the muddy mounds in the river. Currently the look and smell from Reads Quay is not good. And definitely no painted road or path surfaces.	What should we be mindful of?	Online survey	25 June 2026	SUR-8917-01-Q2
Being clear how this is not another Grey Street - actively and deliberately state how is NOT another Grey Street.	What should we be mindful of?	Online survey	19 June 2026	SUR-8889-01-Q2
The money. Creating this isn't going to keep people interested for long. Enough people use it now with no changes.	What should we be mindful of?	Online survey	23 June 2026	SUR-8899-01-Q2
Need to retain parking and think about creating sustainable changes. Stupid curved road sides are not practical to keep clean.	What should we be mindful of?	Online survey	21 June 2026	SUR-8892-01-Q2
Fix our roads 1st.	What should we be mindful of?	Online survey	19 June 2026	SUR-8890-01-Q2
Financially assist businesses to fill the spaces as the project won’t work without support of retail.	What should we be mindful of?	Online survey	19 June 2026	SUR-8887-01-Q2

Response	Question	Feedback source	Date	Record ID / organisation
Spending a lot of money on projects that will not bring vitality into CBD. Businesses are the only thing that will do that cafes bars restaurants etc. Why would people want to stroll around an empty city? Beautify what we have. Flower pots, Fairy lights.	What should we be mindful of?	Online survey	18 June 2026	SUR-8884-01-Q2
Vandalism of new developments seems to be the norm.	What should we be mindful of?	Online survey	17 June 2026	SUR-8878-01-Q2
Older people and everyone.	What should we be mindful of?	Online survey	17 June 2026	SUR-8874-01-Q2
Have none.	What should we be mindful of?	Online survey	17 June 2026	SUR-8873-01-Q2
There are limited food and beverage places on Reads Quay/Lowe Street, will moving more people to that area result in the CBD dying further.	What should we be mindful of?	Online survey	17 June 2026	SUR-8872-01-Q2
Homeless people is key problem at night time.	What should we be mindful of?	Online survey	17 June 2026	SUR-8870-01-Q2
Safety, lots of lighting, lots of art and interactive things but also place for kaumatua. Also weather protected areas.	What should we be mindful of?	Online survey	17 June 2026	SUR-8866-01-Q2
Cost.	What should we be mindful of?	Online survey	17 June 2026	SUR-8862-01-Q2
Mess up Grey Street don’t mess up Lowe Street.	What should we be mindful of?	Online survey	16 June 2026	SUR-8858-01-Q2
At the moment it's impossible to park in town and you are going to remove more car parks.	What should we be mindful of?	Online survey	16 June 2026	SUR-8857-01-Q2
Waterways, impacts of traffic and parking. Homelessness and vandalism.	What should we be mindful of?	Online survey	16 June 2026	SUR-8856-01-Q2
Need a balance of added residential in the city to ensure footfall and minimise safety issues.	What should we be mindful of?	Online survey	15 June 2026	SUR-8853-01-Q2
Cost to the tax payer.	What should we be mindful of?	Online survey	12 June 2026	SUR-8823-01-Q2
Not investing in physical buildings.	What should we be mindful of?	Online survey	13 June 2026	SUR-8845-01-Q2
Keep in mind rangatahi and women. They use the built environment in a more active way and should be at the heart of ideas. Be careful of people putting cars first, they are incompatible with good urban spaces.	What should we be mindful of?	Online survey	12 June 2026	SUR-8841-01-Q2
Be mindful of overpromising and underdelivering. And also be mindful of the pace of change - it is important to have quick wins that have a big impact. Don’t make it look “temporary” though. High quality urban design is what the city needs.	What should we be mindful of?	Online survey	12 June 2026	SUR-8838-01-Q2
Ratepayers do not want these type of money wasting projects while basic infrastructure needs improvement.	What should we be mindful of?	Online survey	12 June 2026	SUR-8837-01-Q2
Should not come at a cost to ratepayers. Keeping a one way access for vehicles otherwise once you get into lowe there isn't much room to turn around if no access to Reads Quay.	What should we be mindful of?	Online survey	12 June 2026	SUR-8836-01-Q2
Spaces to all cultures.	What should we be mindful of?	Online survey	12 June 2026	SUR-8833-01-Q2
Making sure its uncomfortable for the homeless to take up residence.	What should we be mindful of?	Online survey	12 June 2026	SUR-8830-01-Q2
Cars in the space.	What should we be mindful of?	Online survey	12 June 2026	SUR-8829-01-Q2

Response	Question	Feedback source	Date	Record ID / organisation
Creating spaces that build resilience in children whilst also accommodating children with disabilities. Please don't use bark!!!! Its a nightmare if you use aides for walking.	What should we be mindful of?	Online survey	12 June 2026	SUR-8828-01-Q2
How this negatively impacts our retail and hospo businesses operating outside of the cbd.	What should we be mindful of?	Online survey	12 June 2026	SUR-8825-01-Q2
We can barely afford to pay our rates at the current amounts, I cannot afford to be paying more $$$ to be wasted on niceties.	What should we be mindful of?	Online survey	12 June 2026	SUR-8824-01-Q2
Turn it into our version of Eat St Rotorua.	What should we be mindful of?	Online survey	12 June 2026	SUR-8822-01-Q2
Another solution may be redistributing the proposed funds to be used in different areas like improving already green spaces and forming dedicated rehab crews for forestry would work wonderfully too.	What should we be mindful of?	Online survey	12 June 2026	SUR-8820-01-Q2
Homeless taking over the area. It’s hard to want to use a space when being yelled at or the smell of piss and weed. Traffic management around school and work time.	What should we be mindful of?	Online survey	12 June 2026	SUR-8819-01-Q2
Make parking free for first 2 hours so that people actually come in and interact with this awesome space.	What should we be mindful of?	Online survey	12 June 2026	SUR-8818-01-Q2
The shops and businesses and those that can't walk because of health reasons leave it alone people who use them don't want it.	What should we be mindful of?	Online survey	12 June 2026	SUR-8817-01-Q2
A revitalised main street & Peel Street based around an enhanced Millennium layout & style.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 July 2026	SUR-9056-01-Q3
Carry-out deferred repairs & maintenance to the Millennium upgrade. Sand & re-stain seats, add a precast ring to circular plant pots and replant with bigger GREEN plants, freshen up & keep fresh road markings, paint white kerb nosings and improve lighting.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 July 2026	SUR-9055-01-Q3
A vibrant and bustling Gladstone Road. Perhaps you should look at two blocks of central Gladstone Road being pedestrianised? It would make more sense and be more cost effective. Make what works now, work better.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 July 2026	SUR-9054-01-Q3
Upgrade of footpaths and lighting. Bring food businesses into main town area to make it vibrant.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 July 2026	SUR-9053-01-Q3
Success would be a CBD full with businesses most of which landlords are responsible for. I do not support these plans as they stand.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	9 July 2026	SUR-9019-01-Q3
Money being spent on roads and infrastructure, not nice-to-haves.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 July 2026	SUR-9050-01-Q3

Response	Question	Feedback source	Date	Record ID / organisation
Shops filled in Main Street.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	11 July 2026	SUR-9043-01-Q3
Lower rates.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	17 June 2026	SUR-8869-01-Q3
An increase in people utilizing these areas, more foot traffic, increase of income for businesses, attraction for new businesses.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 July 2026	SUR-9048-01-Q3
A waste of money.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 July 2026	SUR-9047-01-Q3
Never mind this, fix the sewers, water drainage and roading issues first, then look at making pretty stuff.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	11 July 2026	SUR-9045-01-Q3
Just clean, tidy and revitalise what we have now.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	11 July 2026	SUR-9044-01-Q3
Success would mean helping homeless people and fixing potholes.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	11 July 2026	SUR-9041-01-Q3
A vibrant city centre that truly reflects who we are in Tairāwhiti, our local stories, histories and talents unique to this area.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	11 July 2026	SUR-9040-01-Q3
Not completing any of the beautification options. Improve infrastructure like our roads and waste water instead.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	11 July 2026	SUR-9038-01-Q3
A clean, prosperous town that is respected by everyone.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	11 July 2026	SUR-9037-01-Q3
Debt reduction, and no rates increases.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	9 July 2026	SUR-9030-01-Q3
More families using the area.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	9 July 2026	SUR-9027-01-Q3

Response	Question	Feedback source	Date	Record ID / organisation
Being able to comment fully, not having a word limit, and limited options to choose. Success is fixing up what is there, not building new, whilst leaving other important things undone.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	9 July 2026	SUR-9023-01-Q3
No further disruption of traffic flow through the city.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	8 July 2026	SUR-9008-01-Q3
As is! Rates kept reasonable. Ratepayers getting value for their money.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	9 July 2026	SUR-9020-01-Q3
Leave as is.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	9 July 2026	SUR-9015-01-Q3
Greener spaces, more sustainability, vibrant shopping, free parking.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	8 July 2026	SUR-9012-01-Q3
Clean, safe streets, regular weekend events, and a CBD that people want to visit and can be proud of.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	8 July 2026	SUR-9002-01-Q3
Getting rid of all the non essential council workers.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	8 July 2026	SUR-8999-01-Q3
A waste of 25 million dollars, that will fall into disrepair through lack of maintenance, just like other infrastructure.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	8 July 2026	SUR-8998-01-Q3
A place where people gather and use.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	8 July 2026	SUR-8997-01-Q3
Actual use and foot traffic increasing over the years.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	8 July 2026	SUR-8996-01-Q3
Completion of all current projects then revitalisation of the city centre.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	7 July 2026	SUR-8994-01-Q3
Not wasting our rate payers money.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	7 July 2026	SUR-8993-01-Q3

Response	Question	Feedback source	Date	Record ID / organisation
Not debt so delete option 3. Our town needs a paint, pavements cleaned so not slippery and that's it.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	7 July 2026	SUR-8991-01-Q3
Revitalised and more inviting city centre for families with small kids. More activities and events to look forward to in the city centre. More businesses opening up.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	6 July 2026	SUR-8989-01-Q3
Somewhere where the awa is celebrated as a focal point, rather then the current missed opportunity.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	6 July 2026	SUR-8988-01-Q3
A more mindful council. Free parking to encourage people into town. Buildings and shops more full. That is more important than making unnecessary renovations.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	6 July 2026	SUR-8987-01-Q3
Doing none of those options and asking the community what they want, instead of providing options they didn’t ask for and forcing them to chose from said poor options.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	6 July 2026	SUR-8986-01-Q3
Fix roads, storm water, stop increasing rates.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	6 July 2026	SUR-8983-01-Q3
For Gisborne Council to be providing a clean, tidy, welcoming district, with reliable infrastructure supporting both the city and surrounding townships.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	6 July 2026	SUR-8981-01-Q3
Reduction in council wasteful spending, once debt is reduce then look at ‘nice to have projects’.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	6 July 2026	SUR-8980-01-Q3
A busy, friendly and safe space to enjoy socialising in the city.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	6 July 2026	SUR-8978-01-Q3
Leaving this town or voting out all current council members.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	6 July 2026	SUR-8977-01-Q3
People out and about in the city area.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	3 July 2026	SUR-8966-01-Q3
Option 4 - save the money and only spend on essentials.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	3 July 2026	SUR-8962-01-Q3

Response	Question	Feedback source	Date	Record ID / organisation
Success would be to see a busy cbd with lots of foot traffic and spaces for all age groups.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	1 July 2026	SUR-8960-01-Q3
In 10 years time the project to be completed, in 5 years time at least the public walking spaces completed and Reads Quay.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	1 July 2026	SUR-8959-01-Q3
Revitalizing the town and giving family's more options in the city.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	1 July 2026	SUR-8956-01-Q3
Not doing it.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	30 June 2026	SUR-8955-01-Q3
Less council staff, Sell your assets to pay back the debt you keep increasing and no more stupid ideas until you get the basics sorted. Stop wasting OUR Money.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	30 June 2026	SUR-8953-01-Q3
Keep the traffic lights in Peel Street and keep main street as is.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	30 June 2026	SUR-8951-01-Q3
Logical, user friendly and not looking so cluttered and no speed bumps.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	30 June 2026	SUR-8950-01-Q3
A new council.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	30 June 2026	SUR-8948-01-Q3
A new council who are realistic.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	30 June 2026	SUR-8947-01-Q3
A designated parking area for people working in town to free up parking eg down Peel Street for customers on the street to use.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	30 June 2026	SUR-8946-01-Q3
No debt, our infrastructure repaired and maintained.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	30 June 2026	SUR-8945-01-Q3
Not making people broke.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	29 June 2026	SUR-8944-01-Q3

Response	Question	Feedback source	Date	Record ID / organisation
Vibrant, good investment a better opportunities for local businesses and markets and to bring more people to Gisborne to hold a events on the river in around the river.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	29 June 2026	SUR-8941-01-Q3
Like the rest of Gisborne DIRTY.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	29 June 2026	SUR-8940-01-Q3
Attract tourists, give locals variety and a clean and save CBD.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	29 June 2026	SUR-8938-01-Q3
Another waste of time and money.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	28 June 2026	SUR-8937-01-Q3
A place to be proud of when visitors come to town.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	28 June 2026	SUR-8936-01-Q3
Hopefully if possible completing up to stage 3.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	27 June 2026	SUR-8934-01-Q3
Fund’s responsibly managed by council, basic amenities functioning and resilient and local industries fully supported to enable local economic growth.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	26 June 2026	SUR-8931-01-Q3
No money wasted.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	26 June 2026	SUR-8930-01-Q3
Clean rivers and a fully functioning sewage system. No pot holes and roads we can drive on safely. Infrastructure first, beautification last.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	26 June 2026	SUR-8925-01-Q3
A more vibrant welcoming space to sit and relax and be able to host markets and small events while not disrupting daily life and traffic requirements of every day citizens.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	26 June 2026	SUR-8923-01-Q3
Success would look like removing all the tired and run down buildings from the CBD, adding a lick of paint to the rest of them and incorporating more 'several green spaces' within the CBD for people to enjoy the space.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	25 June 2026	SUR-8922-01-Q3
There would be organised music on certain afternoons/evenings from buskers to cultural groups or bands, food stalls, maybe move the craft fair etc from the Marina Park? Sculpture makers, and/or exhibitions or permanent pieces. (Not enough space here!).	With these options in mind, what would success look like for you in 5–10 years?	Online survey	25 June 2026	SUR-8921-01-Q3

Response	Question	Feedback source	Date	Record ID / organisation
A council that respected its Rate Payers and listened! Get back to core and do that well first and then come ask for more....	With these options in mind, what would success look like for you in 5–10 years?	Online survey	25 June 2026	SUR-8919-01-Q3
A clean and beautifully kept open space with trees and gardens, pretty much as you have presented.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	25 June 2026	SUR-8917-01-Q3
A pedestrian only area with vibrant cafes, restaurants and bars.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	25 June 2026	SUR-8909-01-Q3
More food caravans using the river front area. More events - where there are markets and food caravans.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	19 June 2026	SUR-8889-01-Q3
More local shops instead of Chinese shops on every block . We have enough talent in Gisborne.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	23 June 2026	SUR-8899-01-Q3
Basic infrastructure fixed. Sewage. Water. River cleanliness. Logs kept out of water ways, fixed rural roads.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	21 June 2026	SUR-8892-01-Q3
Success will be getting rid of the CEO and mayor.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	19 June 2026	SUR-8890-01-Q3
Keep it simple and have option 1 be a success with a vibrant energised space hat is supported by our entire community.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	19 June 2026	SUR-8887-01-Q3
A slowly emerging well thought out city that slowly encompasses new business (restriction on types of business) that grows organically.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	18 June 2026	SUR-8884-01-Q3
A thriving city centre, that is actually busy, has shops, has a range of restaurants, has a range of bars. And has a good night life.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	18 June 2026	SUR-8879-01-Q3
More businesses, not more spaces in town for people to loiter. People go to town to shop and get on with their day, not sit around an outdoor space right down the end of town. If anything is going to need revitalizing Treble court would be most likely.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	17 June 2026	SUR-8878-01-Q3
An area to have picnics.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	17 June 2026	SUR-8874-01-Q3

Response	Question	Feedback source	Date	Record ID / organisation
More parking.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	17 June 2026	SUR-8873-01-Q3
Regular use of the space for markets, food trucks, new businesses in the area, less unsocial behaviour, more pride.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	17 June 2026	SUR-8872-01-Q3
Option 1 will be good plan to try.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	17 June 2026	SUR-8870-01-Q3
Safe and caring city that is focused on regenerative thinking and planting, native trees, fruit trees attract tourists.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	17 June 2026	SUR-8866-01-Q3
No change.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	17 June 2026	SUR-8862-01-Q3
Start by fixing the parking problem, no one comes to town because of that. Then look at the rest.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	16 June 2026	SUR-8857-01-Q3
A safe space for whānau to come and have a coffee and relax with the kids. Beautification of the river banks.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	16 June 2026	SUR-8856-01-Q3
Gizzy is a Destination that we are proud of.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	15 June 2026	SUR-8853-01-Q3
Cultural elements included where relevant, a completed and thriving hub in this area of town.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8823-01-Q3
Less homeless in town bringing it down.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8842-01-Q3
Implementation of these ideas and expansion further through the cbd planned and ready.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8841-01-Q3
Success would be a re-greening of the city centre. We don’t need fancy activation spaces etc, but a nice and practical implementation of new planting and paving with better street furniture would modernise the CC.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8838-01-Q3

Response	Question	Feedback source	Date	Record ID / organisation
Good roads, parking, access to shops, good water, good lighting, good waste disposal.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8837-01-Q3
These options don't come to mind when thinking of success for the city as i think there are too many other things wrong/broken/not maintained that need addressing first. Why beautify an area when you aren't maintaining the ones you already have.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8836-01-Q3
Not over spending on areas that won't be used.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8833-01-Q3
Success would be an eat street with a mall.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8830-01-Q3
Another hang out space for families.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8829-01-Q3
Its completely revitalised our city attracting more business more hospitality bringing out the best ans showcasing our amazing city.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8828-01-Q3
Our cbd not only feeling safe but thriving, hospo and nightlife thriving and our community regaining a sense of pride in our city.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8825-01-Q3
Lower the debt and focus on sustainable renewable energy for our region.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8824-01-Q3
Would look like a mini Eat St with good flow along Reads Quay too eg cafes where Vetro was and turn the Davidson Accountant place into something more fitting as well.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8822-01-Q3
A cleaner Gisborne, one that loves its people.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8820-01-Q3
Thriving food and drinks/ nightlife, balance of local and chain retail stores. Feel safe to visit with children.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8819-01-Q3
More foot traffic in our city centre, thriving local businesses, energy being brought back to our town.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8818-01-Q3

Response	Question	Feedback source	Date	Record ID / organisation
If the council fixed the roads and other core structures.	With these options in mind, what would success look like for you in 5–10 years?	Online survey	12 June 2026	SUR-8817-01-Q3
Poll response - Unsure	How far should we go?	Online survey	12 July 2026	SUR-9056-01-POLL
Poll response - Unsure	How far should we go?	Online survey	12 July 2026	SUR-9055-01-POLL
Poll response - Unsure	How far should we go?	Online survey	12 July 2026	SUR-9054-01-POLL
Poll response - Unsure	How far should we go?	Online survey	12 July 2026	SUR-9053-01-POLL
Poll response - Unsure	How far should we go?	Online survey	9 July 2026	SUR-9019-01-POLL
Poll response - Unsure	How far should we go?	Online survey	12 July 2026	SUR-9050-01-POLL
Poll response - Unsure	How far should we go?	Online survey	11 July 2026	SUR-9043-01-POLL
Poll response - Unsure	How far should we go?	Online survey	17 June 2026	SUR-8869-01-POLL
Poll response - Option 2	How far should we go?	Online survey	12 July 2026	SUR-9048-01-POLL
Poll response - Unsure	How far should we go?	Online survey	12 July 2026	SUR-9047-01-POLL
Poll response - Unsure	How far should we go?	Online survey	11 July 2026	SUR-9045-01-POLL
Poll response - Unsure	How far should we go?	Online survey	11 July 2026	SUR-9044-01-POLL
Poll response - Unsure	How far should we go?	Online survey	11 July 2026	SUR-9041-01-POLL
Poll response - Unsure	How far should we go?	Online survey	11 July 2026	SUR-9040-01-POLL
Poll response - Unsure	How far should we go?	Online survey	11 July 2026	SUR-9038-01-POLL
Poll response - Option 2	How far should we go?	Online survey	11 July 2026	SUR-9037-01-POLL
Poll response - Unsure	How far should we go?	Online survey	9 July 2026	SUR-9030-01-POLL
Poll response - Option 3	How far should we go?	Online survey	9 July 2026	SUR-9027-01-POLL
Poll response - Unsure	How far should we go?	Online survey	9 July 2026	SUR-9023-01-POLL
Poll response - Unsure	How far should we go?	Online survey	8 July 2026	SUR-9008-01-POLL
Poll response - Unsure	How far should we go?	Online survey	9 July 2026	SUR-9020-01-POLL
Poll response - Unsure	How far should we go?	Online survey	9 July 2026	SUR-9015-01-POLL
Poll response - Option 3	How far should we go?	Online survey	9 July 2026	SUR-9013-01-POLL
Poll response - Option 3	How far should we go?	Online survey	8 July 2026	SUR-9012-01-POLL
Poll response - Unsure	How far should we go?	Online survey	8 July 2026	SUR-9009-01-POLL
Poll response - Option 1	How far should we go?	Online survey	8 July 2026	SUR-9005-01-POLL
Poll response - Unsure	How far should we go?	Online survey	8 July 2026	SUR-9002-01-POLL

Response	Question	Feedback source	Date	Record ID / organisation
Poll response - Unsure	How far should we go?	Online survey	8 July 2026	SUR-8999-01-POLL
Poll response - Unsure	How far should we go?	Online survey	8 July 2026	SUR-8998-01-POLL
Poll response - Option 3	How far should we go?	Online survey	8 July 2026	SUR-8997-01-POLL
Poll response - Option 3	How far should we go?	Online survey	8 July 2026	SUR-8996-01-POLL
Poll response - Unsure	How far should we go?	Online survey	7 July 2026	SUR-8994-01-POLL
Poll response - Unsure	How far should we go?	Online survey	7 July 2026	SUR-8993-01-POLL
Poll response - Unsure	How far should we go?	Online survey	7 July 2026	SUR-8991-01-POLL
Poll response - Option 1	How far should we go?	Online survey	6 July 2026	SUR-8990-01-POLL
Poll response - Option 3	How far should we go?	Online survey	6 July 2026	SUR-8989-01-POLL
Poll response - Option 3	How far should we go?	Online survey	6 July 2026	SUR-8988-01-POLL
Poll response - Option 1	How far should we go?	Online survey	6 July 2026	SUR-8987-01-POLL
Poll response - Unsure	How far should we go?	Online survey	6 July 2026	SUR-8986-01-POLL
Poll response - Unsure	How far should we go?	Online survey	6 July 2026	SUR-8983-01-POLL
Poll response - Option 1	How far should we go?	Online survey	6 July 2026	SUR-8981-01-POLL
Poll response - Unsure	How far should we go?	Online survey	6 July 2026	SUR-8980-01-POLL
Poll response - Option 3	How far should we go?	Online survey	6 July 2026	SUR-8978-01-POLL
Poll response - Option 1	How far should we go?	Online survey	6 July 2026	SUR-8977-01-POLL
Poll response - Option 1	How far should we go?	Online survey	3 July 2026	SUR-8968-01-POLL
Poll response - Unsure	How far should we go?	Online survey	3 July 2026	SUR-8966-01-POLL
Poll response - Unsure	How far should we go?	Online survey	3 July 2026	SUR-8962-01-POLL
Poll response - Option 3	How far should we go?	Online survey	1 July 2026	SUR-8960-01-POLL
Poll response - Option 3	How far should we go?	Online survey	1 July 2026	SUR-8959-01-POLL
Poll response - Option 3	How far should we go?	Online survey	1 July 2026	SUR-8956-01-POLL
Poll response - Unsure	How far should we go?	Online survey	30 June 2026	SUR-8955-01-POLL
Poll response - Unsure	How far should we go?	Online survey	30 June 2026	SUR-8953-01-POLL
Poll response - Option 2	How far should we go?	Online survey	30 June 2026	SUR-8952-01-POLL
Poll response - Unsure	How far should we go?	Online survey	30 June 2026	SUR-8951-01-POLL
Poll response - Option 1	How far should we go?	Online survey	30 June 2026	SUR-8950-01-POLL
Poll response - Unsure	How far should we go?	Online survey	30 June 2026	SUR-8948-01-POLL

Response	Question	Feedback source	Date	Record ID / organisation
Poll response - Unsure	How far should we go?	Online survey	30 June 2026	SUR-8947-01-POLL
Poll response - Option 1	How far should we go?	Online survey	30 June 2026	SUR-8946-01-POLL
Poll response - Unsure	How far should we go?	Online survey	30 June 2026	SUR-8945-01-POLL
Poll response - Unsure	How far should we go?	Online survey	29 June 2026	SUR-8944-01-POLL
Poll response - Option 3	How far should we go?	Online survey	29 June 2026	SUR-8941-01-POLL
Poll response - Unsure	How far should we go?	Online survey	29 June 2026	SUR-8940-01-POLL
Poll response - Option 1	How far should we go?	Online survey	29 June 2026	SUR-8938-01-POLL
Poll response - Unsure	How far should we go?	Online survey	28 June 2026	SUR-8937-01-POLL
Poll response - Option 3	How far should we go?	Online survey	28 June 2026	SUR-8936-01-POLL
Poll response - Option 3	How far should we go?	Online survey	27 June 2026	SUR-8934-01-POLL
Poll response - Unsure	How far should we go?	Online survey	26 June 2026	SUR-8931-01-POLL
Poll response - Unsure	How far should we go?	Online survey	26 June 2026	SUR-8930-01-POLL
Poll response - Option 3	How far should we go?	Online survey	26 June 2026	SUR-8929-01-POLL
Poll response - Option 2	How far should we go?	Online survey	26 June 2026	SUR-8926-01-POLL
Poll response - Unsure	How far should we go?	Online survey	26 June 2026	SUR-8925-01-POLL
Poll response - Option 1	How far should we go?	Online survey	26 June 2026	SUR-8923-01-POLL
Poll response - Unsure	How far should we go?	Online survey	25 June 2026	SUR-8922-01-POLL
Poll response - Option 3	How far should we go?	Online survey	25 June 2026	SUR-8921-01-POLL
Poll response - Unsure	How far should we go?	Online survey	25 June 2026	SUR-8919-01-POLL
Poll response - Option 2	How far should we go?	Online survey	25 June 2026	SUR-8917-01-POLL
Poll response - Option 3	How far should we go?	Online survey	25 June 2026	SUR-8909-01-POLL
Poll response - Option 3	How far should we go?	Online survey	19 June 2026	SUR-8889-01-POLL
Poll response - Option 3	How far should we go?	Online survey	23 June 2026	SUR-8899-01-POLL
Poll response - Option 2	How far should we go?	Online survey	21 June 2026	SUR-8892-01-POLL
Poll response - Unsure	How far should we go?	Online survey	19 June 2026	SUR-8890-01-POLL
Poll response - Option 1	How far should we go?	Online survey	19 June 2026	SUR-8887-01-POLL
Poll response - Option 1	How far should we go?	Online survey	18 June 2026	SUR-8884-01-POLL
Poll response - Option 2	How far should we go?	Online survey	18 June 2026	SUR-8879-01-POLL
Poll response - Unsure	How far should we go?	Online survey	17 June 2026	SUR-8878-01-POLL

Response	Question	Feedback source	Date	Record ID / organisation
Poll response - Option 3	How far should we go?	Online survey	17 June 2026	SUR-8877-01-POLL
Poll response - Option 1	How far should we go?	Online survey	17 June 2026	SUR-8874-01-POLL
Poll response - Option 1	How far should we go?	Online survey	17 June 2026	SUR-8873-01-POLL
Poll response - Option 3	How far should we go?	Online survey	17 June 2026	SUR-8872-01-POLL
Poll response - Option 1	How far should we go?	Online survey	17 June 2026	SUR-8870-01-POLL
Poll response - Option 3	How far should we go?	Online survey	17 June 2026	SUR-8866-01-POLL
Poll response - Unsure	How far should we go?	Online survey	17 June 2026	SUR-8862-01-POLL
Poll response - Unsure	How far should we go?	Online survey	16 June 2026	SUR-8858-01-POLL
Poll response - Unsure	How far should we go?	Online survey	16 June 2026	SUR-8857-01-POLL
Poll response - Option 3	How far should we go?	Online survey	16 June 2026	SUR-8856-01-POLL
Poll response - Option 3	How far should we go?	Online survey	15 June 2026	SUR-8853-01-POLL
Poll response - Option 3	How far should we go?	Online survey	12 June 2026	SUR-8823-01-POLL
Poll response - Unsure	How far should we go?	Online survey	13 June 2026	SUR-8845-01-POLL
Poll response - Option 3	How far should we go?	Online survey	13 June 2026	SUR-8844-01-POLL
Poll response - Option 3	How far should we go?	Online survey	12 June 2026	SUR-8843-01-POLL
Poll response - Unsure	How far should we go?	Online survey	12 June 2026	SUR-8842-01-POLL
Poll response - Option 3	How far should we go?	Online survey	12 June 2026	SUR-8841-01-POLL
Poll response - Option 3	How far should we go?	Online survey	12 June 2026	SUR-8838-01-POLL
Poll response - Unsure	How far should we go?	Online survey	12 June 2026	SUR-8837-01-POLL
Poll response - Option 1	How far should we go?	Online survey	12 June 2026	SUR-8836-01-POLL
Poll response - Option 3	How far should we go?	Online survey	12 June 2026	SUR-8835-01-POLL
Poll response - Unsure	How far should we go?	Online survey	12 June 2026	SUR-8833-01-POLL
Poll response - Option 1	How far should we go?	Online survey	12 June 2026	SUR-8830-01-POLL
Poll response - Option 3	How far should we go?	Online survey	12 June 2026	SUR-8829-01-POLL
Poll response - Option 3	How far should we go?	Online survey	12 June 2026	SUR-8828-01-POLL
Poll response - Option 3	How far should we go?	Online survey	12 June 2026	SUR-8826-01-POLL
Poll response - Option 3	How far should we go?	Online survey	12 June 2026	SUR-8825-01-POLL
Poll response - Unsure	How far should we go?	Online survey	12 June 2026	SUR-8824-01-POLL
Poll response - Option 1	How far should we go?	Online survey	12 June 2026	SUR-8822-01-POLL

Response	Question	Feedback source	Date	Record ID / organisation
Poll response - Option 3	How far should we go?	Online survey	12 June 2026	SUR-8821-01-POLL
Poll response - Unsure	How far should we go?	Online survey	12 June 2026	SUR-8820-01-POLL
Poll response - Option 3	How far should we go?	Online survey	12 June 2026	SUR-8819-01-POLL
Poll response - Option 1	How far should we go?	Online survey	12 June 2026	SUR-8818-01-POLL
Poll response - Unsure	How far should we go?	Online survey	12 June 2026	SUR-8817-01-POLL
Stuff like the big cities have e. G an actual trampoline park, rock climbing, laser tag, tree walks, upgrade galaxy world, malls, no takeaway	What would you love to see in our city centre in the future?	Online vision board	12 July 2026	VB-9057-01
I do not agree with Lowe St & Reads Quay being one way. This area will end up dirty & unkempt. Do Main Street up.	What would you love to see in our city centre in the future?	Online vision board	12 July 2026	VB-9052-01
There is no need for this development. CBD Landlords need to consider why they are not attracting businesses into buildings.	What would you love to see in our city centre in the future?	Online vision board	9 July 2026	VB-9021-01
How about none of the above. We can't afford it. This is money that should be spent on our infrastructure.	What would you love to see in our city centre in the future?	Online vision board	12 July 2026	VB-9049-01
I think that the attractive area we have is around the wharf. Low Street development could be a waste of resources.	What would you love to see in our city centre in the future?	Online vision board	11 July 2026	VB-9046-01
GDC has no $s for broken rural bridges but plenty ratepayer $s to waste on Reads Lowe changes we don't need or want Another Grey St shambles	What would you love to see in our city centre in the future?	Online vision board	11 July 2026	VB-9042-01
Don't make Lowe Reads Quay 1 way leave alone 1 business relocated after threatened road closures Big waste of non existence ratepayer $$s	What would you love to see in our city centre in the future?	Online vision board	8 July 2026	VB-9007-01
GDC casually mentioned moving i-SITE to Reads Quay Dumb idea waste of money Don't do it perfect where it is now Grey is reinstated Crazy idea.	What would you love to see in our city centre in the future?	Online vision board	8 July 2026	VB-9006-01
It's unrealistic to expect ratepayers to pay, rates going up 8.5%+GST . Obviously GDC staff are cresting work to justify their 6 figure jobs.	What would you love to see in our city centre in the future?	Online vision board	6 July 2026	VB-8975-01
We constantly have customers telling us they rarely come to town because the main st looks unkempt - make the main st more attractive first	What would you love to see in our city centre in the future?	Online vision board	11 July 2026	VB-9039-01
Ratepayers don’t want any of this, Gisborne has many recreational areas and already have a huge debt. So please stick to basics.	What would you love to see in our city centre in the future?	Online vision board	10 July 2026	VB-9036-01
Just wide well maintained footpaths - (don't focus on Lowe Street will fragment the city)	What would you love to see in our city centre in the future?	Online vision board	10 July 2026	VB-9035-01
Increase cycleways, into the countryside, on the stop banks, and up the coast. This will bring tourists and encourage economic activity.	What would you love to see in our city centre in the future?	Online vision board	10 July 2026	VB-9034-01
Before spending on this, Council should stop raw sewage entering rivers during heavy rain and keep rivers and beaches free from contamination.	What would you love to see in our city centre in the future?	Online vision board	10 July 2026	VB-9033-01

Response	Question	Feedback source	Date	Record ID / organisation
An affordable indoor play/trampoline/activity area for tamariki	What would you love to see in our city centre in the future?	Online vision board	9 July 2026	VB-9029-01
Absentee landlords must be made accountable for the upkeep of their buildings. Dredge the Taruheru River.	What would you love to see in our city centre in the future?	Online vision board	9 July 2026	VB-9026-01
Continue the walkway from Grey Street to Campion. What happened to the Endeavour models??? Encourage more inner-city apartments.	What would you love to see in our city centre in the future?	Online vision board	9 July 2026	VB-9025-01
Please, council, reconsider the whole idea. It is NOT timely, nor suitable to be spending money on this vanity project.	What would you love to see in our city centre in the future?	Online vision board	9 July 2026	VB-9024-01
With the coming droughts in mind, surely money should be spent on a new huge water reservoir for the town rather than decoration!	What would you love to see in our city centre in the future?	Online vision board	9 July 2026	VB-9022-01
What a waste of money when there is already seating, planting and cafes for people to hang out in. Leave it alone!	What would you love to see in our city centre in the future?	Online vision board	9 July 2026	VB-9018-01
We already have enough "Public Space" around the Lawson Field Centre and the park below the Art Gallery where events are already held.	What would you love to see in our city centre in the future?	Online vision board	9 July 2026	VB-9017-01
I like things the way they are. Why waste all that money when something doesn't need fixing - NOTE the Grey Street/Skate Park fiasco!!!!!	What would you love to see in our city centre in the future?	Online vision board	9 July 2026	VB-9016-01
Leave it alone. Don't waste money	What would you love to see in our city centre in the future?	Online vision board	9 July 2026	VB-9014-01
Focus on the basics, fix the roads fix the sewerage discharges. The last thing we need is more pedestrian & one-way areas, these kill retail!	What would you love to see in our city centre in the future?	Online vision board	8 July 2026	VB-9011-01
Promenade along Reads Quay is stupid as there are already 2 lovely walkways there.	What would you love to see in our city centre in the future?	Online vision board	8 July 2026	VB-9010-01
Restore St Andrews church building and hall which can be used for community events, car boot sale, music, dance and the arts.	What would you love to see in our city centre in the future?	Online vision board	8 July 2026	VB-9004-01
Reduce rates as you've already wasted rate payers money. Why spend money when you're already in debt!	What would you love to see in our city centre in the future?	Online vision board	8 July 2026	VB-9001-01
Better roads and more indoor facilities for children of all ages.	What would you love to see in our city centre in the future?	Online vision board	8 July 2026	VB-9000-01
This is not about what we'd like to see it's what we can afford, stop misappropriating our rates on another Grey St	What would you love to see in our city centre in the future?	Online vision board	7 July 2026	VB-8995-01
Stop wasting rate payers money! Maintain what we already have. Change the bylaws so CBD building owners MUST maintain their buildings.	What would you love to see in our city centre in the future?	Online vision board	7 July 2026	VB-8992-01
Stop wasting money on glamour projects and do the basics well, fix the road and water/waste water infrastructure. Don’t repeat Grey St.	What would you love to see in our city centre in the future?	Online vision board	6 July 2026	VB-8985-01

Response	Question	Feedback source	Date	Record ID / organisation
Rate increases are huge. Gdc need to cut back on spending	What would you love to see in our city centre in the future?	Online vision board	6 July 2026	VB-8984-01
Your responsibilities should be focused on the Gisborne District not just the city. With this in mind I strongly disapprove of all 3 option	What would you love to see in our city centre in the future?	Online vision board	6 July 2026	VB-8982-01
Council must clearly demonstrate it can properly manage and maintain its current buildings and public spaces before embarking on new follies	What would you love to see in our city centre in the future?	Online vision board	6 July 2026	VB-8979-01
Tidy/fix what we already have, the whole town is looking shabby. Stop wasting money.	What would you love to see in our city centre in the future?	Online vision board	6 July 2026	VB-8976-01
Absolutely invest in required Gisborne infrastructure before even considering revitalisation and nice-to-haves.	What would you love to see in our city centre in the future?	Online vision board	6 July 2026	VB-8973-01
Nice to have an area that can be used for entertainment on a temporary basis. An area that will not compromise the access to businesses.	What would you love to see in our city centre in the future?	Online vision board	5 July 2026	VB-8971-01
The town centre firstly needs to be cleaned up and made into a safe space to encourage businesses back into the shops.	What would you love to see in our city centre in the future?	Online vision board	5 July 2026	VB-8970-01
Keep it simple. Clean and paint. Provide sheltered planters outside cafés. Address homelessness and heavy through traffic. Respond to negative feedback.	What would you love to see in our city centre in the future?	Online vision board	3 July 2026	VB-8967-01
Hi, How about fixing the problem, like the roads for one.	What would you love to see in our city centre in the future?	Online vision board	3 July 2026	VB-8965-01
The GDC needs to focus on fixing our roads, waste water infrastructure etc. Stop asking ratepayers to fund multi million $ 'nice to haves'!	What would you love to see in our city centre in the future?	Online vision board	3 July 2026	VB-8964-01
What about the empty shops, ugly. Fix poo going into rivers. Stop rising rates? More important than pretty streets.	What would you love to see in our city centre in the future?	Online vision board	3 July 2026	VB-8963-01
Where do homeless people figure in these new spaces? How much have these plans cost? The expensive experiment on Grey St should be a warning	What would you love to see in our city centre in the future?	Online vision board	1 July 2026	VB-8958-01
Work with what we have, no need to spend money on a redo, council needs to cut it, clean and maintain what is there already, waste of funds	What would you love to see in our city centre in the future?	Online vision board	1 July 2026	VB-8957-01
As the building of the walking & cycleways have shown, build it & they will come. Create spaces for people to linger & gather & they will!	What would you love to see in our city centre in the future?	Online vision board	30 June 2026	VB-8949-01
Do not raise the rates We cannot feed our kids	What would you love to see in our city centre in the future?	Online vision board	29 June 2026	VB-8943-01
Better city footpaths and road crossing. Better and more lighting in town. Make roads in town wider. Make the car park parallel parking	What would you love to see in our city centre in the future?	Online vision board	29 June 2026	VB-8942-01
Option 3 looks great: Would prefer more native and fruit trees maybe as an option in the planters.	What would you love to see in our city centre in the future?	Online vision board	29 June 2026	VB-8939-01

Response	Question	Feedback source	Date	Record ID / organisation
More off road cycle trails. More trees & green spaces.	What would you love to see in our city centre in the future?	Online vision board	27 June 2026	VB-8935-01
Traffic was travelling along Reads Quay yesterday, this road needs to remain open to cars when Gladstone Road Bridge is closed with slash	What would you love to see in our city centre in the future?	Online vision board	27 June 2026	VB-8933-01
Free parking so elderly can access shops. Parking for longer vehicles/trailers near shops. Clean windows make a difference to the look.	What would you love to see in our city centre in the future?	Online vision board	27 June 2026	VB-8932-01
A vibrant, well maintained CBD attracts more people, supporting more shops, cafés and businesses. Exactly what our city needs.	What would you love to see in our city centre in the future?	Online vision board	26 June 2026	VB-8928-01
More apartments, cafes, bars, restaurants. More seating, rubbish bins. Clean and inviting. Thriving retail.	What would you love to see in our city centre in the future?	Online vision board	26 June 2026	VB-8924-01
Just keep what we have paid for up to scratch and tidy. Stop trying to play at being big business hustlers with our ratepayer money.	What would you love to see in our city centre in the future?	Online vision board	25 June 2026	VB-8920-01
FOR COUNCIL TO FOCUS ON THE CORE BASICS! No business in the real world could run at a loss and keep going on like a Council does!	What would you love to see in our city centre in the future?	Online vision board	25 June 2026	VB-8918-01
The cheapest or no option - there are so many other things in the region/CBD we need to sort first	What would you love to see in our city centre in the future?	Online vision board	25 June 2026	VB-8916-01
We have a lot of buskers and would-be musicians in this city/area. For the city to feel alive there needs to be some vibrancy using all talent	What would you love to see in our city centre in the future?	Online vision board	25 June 2026	VB-8915-01
Clean streets and kerbsides, free parking, clean public toilet facilities, drinking fountains,	What would you love to see in our city centre in the future?	Online vision board	25 June 2026	VB-8914-01
Maintain wat we have Regular mowing cleaning Initiatives 4 empty shops We have city play spaces Markets to old prison to stop congestion	What would you love to see in our city centre in the future?	Online vision board	25 June 2026	VB-8913-01
Option 2 looks good! Traffic flow could be one-way between Peal St. And Lowe St. We already have a promenade along the Taruheru.	What would you love to see in our city centre in the future?	Online vision board	25 June 2026	VB-8912-01
There is so much to do in our CBD where do we start? Keep it simple, smart planning, and practicable. Using rate payer's money -NO from me	What would you love to see in our city centre in the future?	Online vision board	25 June 2026	VB-8910-01
Option 3 would be great, please fully fence the playground so parents can relax more!	What would you love to see in our city centre in the future?	Online vision board	25 June 2026	VB-8908-01
How about we use the money to uplift the local business instead? This is a lot of money for a 5-minute hype	What would you love to see in our city centre in the future?	Online vision board	23 June 2026	VB-8898-01
Provide infrastructure for people to secure their bikes when visiting the area	What would you love to see in our city centre in the future?	Online vision board	23 June 2026	VB-8897-01

Response	Question	Feedback source	Date	Record ID / organisation
People won't want to visit a street where the buildings are run down, closed or not fit for purpose i. E cafe, retail etc	What would you love to see in our city centre in the future?	Online vision board	23 June 2026	VB-8896-01
Option one looks like a good start. Link it to bike / walk trail	What would you love to see in our city centre in the future?	Online vision board	23 June 2026	VB-8895-01
Option 1 would be my choice, as my ideal vision is a pedestrian friendly city. Our town centre is very small, so walking around it is easy.	What would you love to see in our city centre in the future?	Online vision board	22 June 2026	VB-8893-01
Keep it simple. Most city revitalisation projects go over budget. Keep most kerb lines, replace plants with natives, better lights, vibrancy	What would you love to see in our city centre in the future?	Online vision board	18 June 2026	VB-8886-01
Ideas are great, but who are paying for it, the rate payers will with more rate rises. It's no from me.	What would you love to see in our city centre in the future?	Online vision board	18 June 2026	VB-8885-01
It would be nice to see a lot of the Mexican fan palms in the city replaced with Nikau like Whakatane.	What would you love to see in our city centre in the future?	Online vision board	18 June 2026	VB-8883-01
For this plan to work, it looks like the building 1 Lowe St would be best demolished and new cafes / open spaces here instead.	What would you love to see in our city centre in the future?	Online vision board	18 June 2026	VB-8882-01
Love the long term plans for full Option 3. Lowe Street would be great transformed into an "Eat Street" like Rotorua with no car traffic.	What would you love to see in our city centre in the future?	Online vision board	18 June 2026	VB-8881-01
Car parking fee is another big problem for day time of city centre , maybe try to do the first hour free for all area .	What would you love to see in our city centre in the future?	Online vision board	17 June 2026	VB-8871-01
Go option 3; it will never be cheaper than now. This end of town has great potential; get in behind it Gisborne	What would you love to see in our city centre in the future?	Online vision board	17 June 2026	VB-8867-01
Lowe st hardly centre of CBD, develop Gladstone Rd the area between Bright st & Peel could be blocked off without creating too big an impact	What would you love to see in our city centre in the future?	Online vision board	17 June 2026	VB-8865-01
Love the plans!! Can't wait to enjoy better views to our awa - and to have a place in the city to enjoy with visitors.	What would you love to see in our city centre in the future?	Online vision board	17 June 2026	VB-8864-01
Encourage accommodation development above shops. Planning fast track, plus 2 yrs rates relief for developers. More people, vibrant business.	What would you love to see in our city centre in the future?	Online vision board	17 June 2026	VB-8863-01
Would love to see more water features/ fountains that actually run around the centre.	What would you love to see in our city centre in the future?	Online vision board	17 June 2026	VB-8861-01
Take note out of Rotorua's book and block off a street and create our very own "Eat street" a space like that would buzz in a good way.	What would you love to see in our city centre in the future?	Online vision board	17 June 2026	VB-8860-01
I think revamping our city centre is a great idea! Option 3 looks sweet, absolutely love the idea of a children's play area along the river bank.	What would you love to see in our city centre in the future?	Online vision board	17 June 2026	VB-8859-01
Love Option 3 - Gizzy deserves it! Please add fencing to the playground so our mamas can have a seat and kids are safe from water and roads	What would you love to see in our city centre in the future?	Online vision board	15 June 2026	VB-8854-01

Response	Question	Feedback source	Date	Record ID / organisation
Replace the palm trees with beautiful native trees!	What would you love to see in our city centre in the future?	Online vision board	14 June 2026	VB-8849-01
Better roads, better sewage system before any more trees and wasted money on beautifying the city.	What would you love to see in our city centre in the future?	Online vision board	14 June 2026	VB-8848-01
Clean streets, areas that are relaxing spaces to sit, eat and used for music and entertainment. It must be for all residents of Gisborne.	What would you love to see in our city centre in the future?	Online vision board	13 June 2026	VB-8847-01
Planting style by the wharf is great (no palms!). I like the Eat-Street idea. Don't remove street parking. Clean the shabby existing shops.	What would you love to see in our city centre in the future?	Online vision board	13 June 2026	VB-8846-01
Gisborne lacks a community feeling space. Rotorua blocked off one part of their sts and created like a "Eat St" Bright st 2 peel st block	What would you love to see in our city centre in the future?	Online vision board	12 June 2026	VB-8840-01
Lots of lovely native plants and more contemporary street furniture/lighting. Get rid of the old stuff!	What would you love to see in our city centre in the future?	Online vision board	12 June 2026	VB-8839-01
This is AMAZING!! Lighting is super important so lots of fairy lights and up-lighting on trees please for that evening ambience. Can’t wait.	What would you love to see in our city centre in the future?	Online vision board	12 June 2026	VB-8834-01
More playgrounds that cater to younger children and spaces for parents to enjoy with their kids.	What would you love to see in our city centre in the future?	Online vision board	12 June 2026	VB-8832-01
I would love to see a mall so its accessible to everyone from able bodies, to people that aren't so able bodied. The mall to include gaming	What would you love to see in our city centre in the future?	Online vision board	12 June 2026	VB-8831-01
Play spaces for all, babies to 10yr +. Inclusive play spaces to accommodate disabilities. Relaxing greenery spaces. More hospitality!	What would you love to see in our city centre in the future?	Online vision board	12 June 2026	VB-8827-01
As my personal idea is instead of keeping making big changes on the street , it's better to focus on all the empty buildings and shops.	Share your feedback	Online feedback page	17 June 2026	WEB-8868-01
Provide shade in the city centre, noting the health risks associated with increasing heat and climate change.	Share your feedback	Online feedback page	15 June 2026	WEB-8851-01
The centre is a dodgy place after dark, walking home from venues is too risky. Local business need to know patrons are safe when they leave	Share your feedback	Online feedback page	10 June 2026	WEB-8814-01
Create north - south pathways connecting Onaroa Walkway to Taruheru Walkway. People like to explore with multiple safe options. □♀□□□	Share your feedback	Online feedback page	10 June 2026	WEB-8813-01
Love the planter pots. Love that Council is doing this project - people leave the city because there isn't much to do here. Love to see where are planning to make changes!	Are there things we've missed?	CBD business meetings	9 July 2026	CBD-02-01 Pacifica Services
They work in employment services and driving training for youth. Revitalising Lowe Street will provide a great opportunity to connect with their community/clients.	With these options in mind, what would success look like for you in 5–10 years?	CBD business meetings	9 July 2026	CBD-02-02 Pacifica Services

Response	Question	Feedback source	Date	Record ID / organisation
Poll response - Option 3	How far should we go?	CBD business meetings	18 June 2026	CBD-01-POLL-01 Repair House
Poll response - Option 2	How far should we go?	CBD business meetings	9 July 2026	CBD-02-POLL-01 Pacifica Services
The participant was supportive of all options and recalled picnicking on the river edge 50 years ago, when it was often difficult to find a place to sit because the area was so busy. Would love to see something happen with the Masonic building. It may be too expensive to repair, so government involvement, demolition and creation of a park were suggested. Liked the idea of more greenery, but did not want planting to hide shops. Lower planting might be best. Felt the palms were iconic and should be retained, while acknowledging mixed views about them.	Feedback on the proposed options	Developer drop-in	18 June 2026	DEV-0618-01 Developer stakeholder group
The ideal direction of travel is eastbound, so a one-way west-to-east arrangement works well. There are no issues if Lowe Street becomes pedestrianised or closed to traffic, and pedestrianising a city centre street is supported. There are few ambulance jobs in the CBD. Current parking challenges can require ambulances to use the centreline of the road, and the proposed changes would not worsen this.	Feedback on access and the proposed traffic arrangements	Emergency services workshop	1 July 2026	EMS-0701-01 St John Ambulance
Pedestrianising Lowe Street would not be a problem, and a one-way Reads Quay arrangement aligns with current movement patterns. The 20-tonne aerial appliance requires clear access. High trees and lampposts can obstruct aerial operations, access to the high-risk Masonic Building must be protected, and trees and bins can become obstructions. Low-flammability native planting is recommended. Concern was raised that raised tables could affect emergency access. Mid-road pedestrian refuges are not preferred because emergency vehicles may need to overtake. Faster pedestrian crossings are preferred.	Feedback on emergency access, street design and planting	Emergency services workshop	1 July 2026	EMS-0701-02 FENZ
Response	**Question**	**Feedback source**	**Date**	**Record ID / organisation**
There are no concerns if Lowe Street is blocked or made one-way. Reads Quay is heavily used for responses to the western end. The usual response route is Reads Quay to Peel Street, then Stout Street or Ormond Road, avoiding speed bumps. Alternative routes via Wainui Road, The Esplanade and Rutene Road Bridge add significant time, particularly at peak hours. If Gladstone Road Bridge is closed, the town gridlocks and Reads Quay becomes	Feedback on response routes, detours, access and safety	Emergency services workshop	1 July 2026	EMS-0701-03 NZ Police

Response	Question	Feedback source	Date	Record ID / organisation
critical. A west-to-east one-way arrangement could limit emergency detour options. Feedback should be sought from the Council roading team and NZTA. Reads Quay could be designed so its direction can be reversed during detours. CCTV cameras are already present on Reads Quay and Lowe Street. The CCTV Trust should be consulted for future-proofing. The Family Harm Team is based in the Nga Wai e Rua building and has no concerns because the Reads Quay changes would not affect its operations. Vehicles are kept in the Emerald Building. Research linking increased foot traffic with reduced crime was noted.				
Too costly for already over rated rate payers	Are there things we've missed?	Community evening hui	30 June 2026	HUI-0630-01
Not the population to support it	Are there things we've missed?	Community evening hui	30 June 2026	HUI-0630-02
Please don't close off Lowe Street. It is a preferred by-pass for people from the east to avoid main street to access the Palmerston Road and half of the CBD.	Are there things we've missed?	Community evening hui	30 June 2026	HUI-0630-03
Don't waste our money on a stupid expensive project we don't want.	Are there things we've missed?	Community evening hui	30 June 2026	HUI-0630-04
Concerns about cost for rate payers	Are there things we've missed?	Community evening hui	30 June 2026	HUI-0630-05
Too big for council	Are there things we've missed?	Community evening hui	30 June 2026	HUI-0630-06
More activities like markets as temp	Are there things we've missed?	Community evening hui	30 June 2026	HUI-0630-07
No one way on Reads Quay	Are there things we've missed?	Community evening hui	30 June 2026	HUI-0630-08
Well thought out option 2	Are there things we've missed?	Community evening hui	30 June 2026	HUI-0630-09
Another Grey Street fiasco	Are there things we've missed?	Community evening hui	30 June 2026	HUI-0630-11
Why Lowe Street	Are there things we've missed?	Community evening hui	30 June 2026	HUI-0630-12
The importance of good shading against the heat in the future.	Are there things we've missed?	Community evening hui	30 June 2026	HUI-0630-13
Well designed and thought through and a realistic cost. I like option 3 but think it would be too expensive for the rate payer.	With these options in mind, what would success look like for you in 5–10 years?	Community evening hui	30 June 2026	HUI-0630-10
Poll response - Option 2	How far should we go?	Community evening hui	30 June 2026	HUI-0630-POLL-01
Indoor play spaces for the kids for when its wet and cold	Are there things we've missed?	Kaiti Hub	1 July 2026	KAI-0701-01
Please beautify our city	Are there things we've missed?	Kaiti Hub	1 July 2026	KAI-0701-04
Women's shelter (we have a men's one)	Are there things we've missed?	Kaiti Hub	1 July 2026	KAI-0701-06
Fix the pavers	Are there things we've missed?	Kaiti Hub	1 July 2026	KAI-0701-08
Dedicated off street parking	Are there things we've missed?	Kaiti Hub	1 July 2026	KAI-0701-09
Wharf area not enough parking	Are there things we've missed?	Kaiti Hub	1 July 2026	KAI-0701-10
Don't like parking in town w/ big vehicle	Are there things we've missed?	Kaiti Hub	1 July 2026	KAI-0701-11

Response	Question	Feedback source	Date	Record ID / organisation
As pretty as possible	Are there things we've missed?	Kaiti Hub	1 July 2026	KAI-0701-12
Fairy lights and ambience	Are there things we've missed?	Kaiti Hub	1 July 2026	KAI-0701-13
Christmas lights and festive feel	Are there things we've missed?	Kaiti Hub	1 July 2026	KAI-0701-14
Colour and vibrancy increase good moods	Are there things we've missed?	Kaiti Hub	1 July 2026	KAI-0701-15
Somewhere to go for the young people play	Are there things we've missed?	Kaiti Hub	1 July 2026	KAI-0701-16
No more 3 storey kāinga ora they don't beautify	Lessons learned	Kaiti Hub	1 July 2026	KAI-0701-02
Buildings that have been tidied up, cleaned	With these options in mind, what would success look like for you in 5–10 years?	Kaiti Hub	1 July 2026	KAI-0701-03
Seat and tables to rest	With these options in mind, what would success look like for you in 5–10 years?	Kaiti Hub	1 July 2026	KAI-0701-05
Spots for tourists - somewhere to go and connect to the river	With these options in mind, what would success look like for you in 5–10 years?	Kaiti Hub	1 July 2026	KAI-0701-07
Add music and a vibe	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-01
Need a place to go to draw a crowd	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-04
Work in a staggered approach	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-07
Put the parking else where for option 3	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-10
Making sure there spaces for more retail and shopping	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-13
More shared spaces for eating + play byo	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-16
In option 1, have a play ground	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-18
Art spaces, like a shared open art studio or area for all	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-20
Include more activities for kids	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-22
Ensure that compliance / policies for retailers and hospo support the development	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-24
Something for the pre-teens and teenagers	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-25
Chill spot with lots of foodie options	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-26
Spaces to be comfortable and relax	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-27
Food trucks w/ lots of options	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-28
Local music	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-29
Night markets	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-30

Response	Question	Feedback source	Date	Record ID / organisation
Picnic Spots	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-31
Fenced play spaces	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-32
Include skating friendly parts like marine parade in napier	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-33
Hammock on big round swings in spaces for teens and tweens to hang out	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-34
Don't plant trees that end up lifting the pavement and causing falls have trees in planter boxes	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-35
Tin Pin bowling or activities similar for teens	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-36
Set-up the pergola to have live music to deter the people drinking	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-37
Subsidize food trucks	Are there things we've missed?	EIT drop-in	25 June 2026	EIT-0625-38
People don't like change	Lessons learned	EIT drop-in	25 June 2026	EIT-0625-02
More buy in from the rangatahi	Lessons learned	EIT drop-in	25 June 2026	EIT-0625-05
Do not put a mall in, the paint is to "Stroll" through the city centre	Lessons learned	EIT drop-in	25 June 2026	EIT-0625-08
Make sure the community continue the good comms about this	Lessons learned	EIT drop-in	25 June 2026	EIT-0625-11
You'll get the negative about Grey Street	Lessons learned	EIT drop-in	25 June 2026	EIT-0625-14
Change can happen in any sector eg. Hospo industry trialling . But the alcohol laws from 9 pm - 10 pm and the ripple effect around the social engagement	With these options in mind, what would success look like for you in 5–10 years?	EIT drop-in	25 June 2026	EIT-0625-03
Better clubs and night life	With these options in mind, what would success look like for you in 5–10 years?	EIT drop-in	25 June 2026	EIT-0625-06
Safe places for all to gather	With these options in mind, what would success look like for you in 5–10 years?	EIT drop-in	25 June 2026	EIT-0625-09
Better lighting	With these options in mind, what would success look like for you in 5–10 years?	EIT drop-in	25 June 2026	EIT-0625-12
Drawcard for NZ tourists	With these options in mind, what would success look like for you in 5–10 years?	EIT drop-in	25 June 2026	EIT-0625-15
Parks and playgrounds	With these options in mind, what would success look like for you in 5–10 years?	EIT drop-in	25 June 2026	EIT-0625-17

Response	Question	Feedback source	Date	Record ID / organisation
Lime scooters	With these options in mind, what would success look like for you in 5–10 years?	EIT drop-in	25 June 2026	EIT-0625-19
Food trucks	With these options in mind, what would success look like for you in 5–10 years?	EIT drop-in	25 June 2026	EIT-0625-21
A cool place for youth to be.	With these options in mind, what would success look like for you in 5–10 years?	EIT drop-in	25 June 2026	EIT-0625-23
Poll response - Option 1 (10)	How far should we go?	EIT drop-in	25 June 2026	EIT-0625-POLL-01
Poll response - Option 2 (3)	How far should we go?	EIT drop-in	25 June 2026	EIT-0625-POLL-02
Poll response - Option 3 (14)	How far should we go?	EIT drop-in	25 June 2026	EIT-0625-POLL-03
Fencing for the playground	Are there things we've missed?	Awarua lunchtime drop-in	6 July 2026	AWR-0706-01
Winding footpaths on the rivers edge for accessibility. Peel Street access by bridge too steep	Are there things we've missed?	Awarua lunchtime drop-in	6 July 2026	AWR-0706-04
More covered footpaths, they get slippery when wet	Are there things we've missed?	Awarua lunchtime drop-in	6 July 2026	AWR-0706-07
Area for concerts, big groups ie. Schools to gather	Are there things we've missed?	Awarua lunchtime drop-in	6 July 2026	AWR-0706-09
Include stories of our history ie. The story of Taruheru, interactive/tactile so that tamariki can climb play explore, while whānau tell them the story.	Are there things we've missed?	Awarua lunchtime drop-in	6 July 2026	AWR-0706-10
Fencing for the playground, or along the rivers edge.	Are there things we've missed?	Awarua lunchtime drop-in	6 July 2026	AWR-0706-11
Include Te Ao Maori perspective - link to the past and to the future	Are there things we've missed?	Awarua lunchtime drop-in	6 July 2026	AWR-0706-12
Make sure that there are options for all whānau - not just fancy restaurants. Kai trucks are good. We need it to be a space for everyone to enjoy.	Are there things we've missed?	Awarua lunchtime drop-in	6 July 2026	AWR-0706-13
Native plantings that provide shade.	Are there things we've missed?	Awarua lunchtime drop-in	6 July 2026	AWR-0706-14
I don't want to see any of these options - fix the basics, water supply, roads, where did the Endeavour boats go, sewerage in the rivers	Are there things we've missed?	Awarua lunchtime drop-in	6 July 2026	AWR-0706-15
Security and safety needs to be a priority	Are there things we've missed?	Awarua lunchtime drop-in	7 July 2026	AWR-0707-01
Dogs - what will the regulations be? Things like this need to be considered.	Are there things we've missed?	Awarua lunchtime drop-in	7 July 2026	AWR-0707-04
Homeless issues, this all looks really great for the community, but could create places that homeless gravitate too. People won't use the area unless they feel safe. What is the plan to tackle this issue, need a proactive approach.	Are there things we've missed?	Awarua lunchtime drop-in	7 July 2026	AWR-0707-06
Rotorua had issues with safety at Eat Street, we need to talk with them and learn how they were addressed.	Are there things we've missed?	Awarua lunchtime drop-in	7 July 2026	AWR-0707-08

Response	Question	Feedback source	Date	Record ID / organisation
I feel conflict could occur between pop-ups and permanent retail. Careful about this balance, need to ensure permanent retailers receive benefits needed to stay.	Are there things we've missed?	Awarua lunchtime drop-in	7 July 2026	AWR-0707-10
The river looks unattractive at low tide. A few years back now a weir was proposed. Are there measures that could be considered?	Are there things we've missed?	Awarua lunchtime drop-in	7 July 2026	AWR-0707-11
Seating for elderly is very important, we need places to stop and rest. Arms and backs help.	Are there things we've missed?	Awarua lunchtime drop-in	9 July 2026	AWR-0709-01
Like the mix of palms and natives	Are there things we've missed?	Awarua lunchtime drop-in	9 July 2026	AWR-0709-03
Some Busker activations and school group performing (like you see oversees). Also like the night market idea.	Are there things we've missed?	Awarua lunchtime drop-in	9 July 2026	AWR-0709-05
Place to encourage live music.	Are there things we've missed?	Awarua lunchtime drop-in	9 July 2026	AWR-0709-06
Grey Street. Don't spend any more money.	Lessons learned	Awarua lunchtime drop-in	6 July 2026	AWR-0706-02
Grey Street - those negative people are going to be your biggest barrier.	Lessons learned	Awarua lunchtime drop-in	6 July 2026	AWR-0706-05
Making mistakes is sometimes part of the process those, acknowledge that you may not get it right first time and that mistakes can be corrected.	Lessons learned	Awarua lunchtime drop-in	6 July 2026	AWR-0706-08
Supportive of option 3, but I would like to see option 1 completed and reviewed to make sure it's working and that any issues have been suitably addressed before moving forward.	Lessons learned	Awarua lunchtime drop-in	7 July 2026	AWR-0707-02
Consider plantings carefully. There was a period of about 3-4 years when the palms blocked the shop signs, so drivers couldn't easily identify the shops. Lower plantings, or communicate that there may be a period of time that this could occur.	Lessons learned	Awarua lunchtime drop-in	7 July 2026	AWR-0707-05
Alcohol bylaws/rules/licencing. We need to ensure that there aren't unnecessary hurdles for hospitality business to operate. This has been an issue in the past.	Lessons learned	Awarua lunchtime drop-in	7 July 2026	AWR-0707-07
Choose the right trees for the space - this may not always be native.	Lessons learned	Awarua lunchtime drop-in	7 July 2026	AWR-0707-09
Start with option 1, learn how that's progressing and then progress with next stages	Lessons learned	Awarua lunchtime drop-in	9 July 2026	AWR-0709-02
Need to approach our local MP's to see what Government support can be gained	Lessons learned	Awarua lunchtime drop-in	9 July 2026	AWR-0709-04
People and family being there daily, not just occasions. A real community place to congregate, accessible to all demographics.	With these options in mind, what would success look like for you in 5–10 years?	Awarua lunchtime drop-in	6 July 2026	AWR-0706-03
Our taiao grounds us and allows us to revitalise ourselves - our rivers edge can become this place for those that work in the city.	With these options in mind, what would success look like for you in 5–10 years?	Awarua lunchtime drop-in	6 July 2026	AWR-0706-06
Safe, healthy environment for everyone. Otherwise will be a waste of money.	With these options in mind, what would success look like for you in 5–10 years?	Awarua lunchtime drop-in	7 July 2026	AWR-0707-03
Poll response - Option 3	How far should we go?	Awarua lunchtime drop-in	6 July 2026	AWR-0706-POLL-01

Response	Question	Feedback source	Date	Record ID / organisation
Poll response - Unsure	How far should we go?	Awarua lunchtime drop-in	6 July 2026	AWR-0706-POLL-02
Poll response - Option 3	How far should we go?	Awarua lunchtime drop-in	7 July 2026	AWR-0707-POLL-01
Poll response - Option 1	How far should we go?	Awarua lunchtime drop-in	9 July 2026	AWR-0709-POLL-01
Shared streets need to be suitable for pedestrians and cyclists.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-01
Climbing wall for kids or playground with water play.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-04
Something needs to be done with the TROTAK building	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-07
Not sure about loosing Lowe Street as a cut through when traffic is busy.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-09
No traffic in Lowe Street, with electric cars people might not hear them.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-11
Perhaps another climbing wall or activity space for children	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-13
Please consider local contractors, not just Tier 1 when it comes to construction.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-15
Roundabout instead of lights at Gladstone Rd and Peel St intersection.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-16
More competition for contractors - so that prices don't get inflated when it comes to construction.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-17
Gladstone Rd and Peel Street intersection to a roundabout.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-18
We need to attract a bakers delight!	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-19
Make the shared space on Peel St and Gladstone Road, from the bridge down to the Rebel Sport end. Think this would be a better spot for it. Traffic can be diverted around the outskirts.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-20
Toilets would need to be added to Reads Quay.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-21
Crossing on Reads Quay to allow pedestrians to safely move between Lowe Street and the Rivers edge.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-22
How would emergency services use Reads Quay?	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-23

Response	Question	Feedback source	Date	Record ID / organisation
Treble Court should be redone, and maybe made an undercover space.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-24
We need an indoor shopping mall.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-25
30 minutes or an hours of free parking so can pop in and out of shops. Parking fees currently discourage people from popping quickly into town.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-26
Driving culture need to shift to pedestrian first culture - more like Canada.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-27
Do stage 1 plus the playground first - the playground will help be a draw card and support activation of Reads Quay and Lowe St.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-28
Maybe a pedestrian bridge over to the rose gardens and have the play space their? Or Make the Peel Street bridge wider so better for bikes and pedestrians.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-29
Emerald Hotel and TROTAK buildings are ugly. Something would need to happen with these.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-30
Focus food area on Peel Street - shared space here. But you'd need to get rid of the old toilets on Peel Street. Traffic can divert around this area.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-31
More roundabouts, and save the traffic lights for pedestrian crossings. Currently confusion over who needs to give way to who on painted crossings that aren't officially pedestrian crossings.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-32
Cafe on the riverside.	Are there things we've missed?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-33
Keep it simple so people understand how to safely use the space. Grey Street was very confusing.	Lessons learned	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-02
We are visiting, take a look at Westgate, shared space doesn't work that well. Make pedestrian only, or specific service hours when vehicles can access.	Lessons learned	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-05
Make room for Motor Home parking in the city centre.	With these options in mind, what would success look like for you in 5–10 years?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-03
Bring Farmers Market to Reads Quay	With these options in mind, what would success look like for you in 5–10 years?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-06
Do More!! Love precinct idea, love the concept for Reads Quay. Shut down streets, good coffee!	With these options in mind, what would success look like for you in 5–10 years?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-08

Response	Question	Feedback source	Date	Record ID / organisation
Like how it's all packed together into one space.	With these options in mind, what would success look like for you in 5–10 years?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-10
Would like to see a playground in the city centre (and a luge)	With these options in mind, what would success look like for you in 5–10 years?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-12
Pause between each stage - test it for the benefits and if it works move to the next stage.	With these options in mind, what would success look like for you in 5–10 years?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-14
Poll response - Option 1	How far should we go?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-POLL-01
Poll response - Option 2	How far should we go?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-POLL-02
Poll response - Option 3 (22)	How far should we go?	Matariki Wipe Out at Kiwa Pools	10 July 2026	KIW-0710-POLL-03
No traffic at all on Lowe Street	Are there things we've missed?	Uawa community event	4 July 2026	UAW-0704-01
Do the playground area on Reads Quay as part of phase 1	Are there things we've missed?	Uawa community event	4 July 2026	UAW-0704-04
Fix the basics, better roads up the coast.	Are there things we've missed?	Uawa community event	4 July 2026	UAW-0704-06
Gravitate to the places that are comfortable.	Are there things we've missed?	Uawa community event	4 July 2026	UAW-0704-08
No additional spend, just replace as needed. Spend more money in our area (Uawa).	Are there things we've missed?	Uawa community event	4 July 2026	UAW-0704-10
I would prefer to see more money spent up the coast. We need town water supply for Ruatoria or subsidies for water tanks, and not just for beneficiaries.	Are there things we've missed?	Uawa community event	4 July 2026	UAW-0704-11
Better parking - Rural and Coast visitors need to park for longer periods of time, we only come into town once or twice a month. (reference to PAK'nSAVE where 90 minutes isn't enough for a big coast shop).	Are there things we've missed?	Uawa community event	4 July 2026	UAW-0704-12
BBQs and tables and seating down by the river so that people can bring their own kai and enjoy the space.	Are there things we've missed?	Uawa community event	4 July 2026	UAW-0704-13
Late night shopping on a Friday would be great.	Are there things we've missed?	Uawa community event	4 July 2026	UAW-0704-14
Fix the basics, increase people's trust.	Are there things we've missed?	Uawa community event	4 July 2026	UAW-0704-15
Something need to be done to the Emerald Hotel.	Are there things we've missed?	Uawa community event	4 July 2026	UAW-0704-16
More plants = more maintenance money. Need to factor this into planning and maintenance budgets so that we can keep the city looking good after initial project. Can we afford this ongoing maintenance.	Lessons learned	Uawa community event	4 July 2026	UAW-0704-02

Response	Question	Feedback source	Date	Record ID / organisation
Pedestrian friendly spaces, happy to remove traffic altogether on Lowe Street, think Cuba St or Napier	With these options in mind, what would success look like for you in 5–10 years?	Uawa community event	4 July 2026	UAW-0704-03
A place like Eat Street.	With these options in mind, what would success look like for you in 5–10 years?	Uawa community event	4 July 2026	UAW-0704-05
Really like the idea of the playground, a space for whānau.	With these options in mind, what would success look like for you in 5–10 years?	Uawa community event	4 July 2026	UAW-0704-07
A family friendly area with food, good lighting and no cars on Lowe St if it doesn't affect traffic, or just for service/resident vehicle access.	With these options in mind, what would success look like for you in 5–10 years?	Uawa community event	4 July 2026	UAW-0704-09
Poll response - Option 1 (7)	How far should we go?	Uawa community event	4 July 2026	UAW-0704-POLL-01
Poll response - Option 2 (3)	How far should we go?	Uawa community event	4 July 2026	UAW-0704-POLL-02
Poll response - Option 3 (10)	How far should we go?	Uawa community event	4 July 2026	UAW-0704-POLL-03
We're already 169 million in debt.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-01
This is a waste of money.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-04
Fenced off playground (good for children on the spectrum)	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-07
Extended shop hours - especially in the weekend.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-10
Great to upgrade Lowe Street but a lot of assumptions being made about what building owners will want to do with their buildings.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-12
Why is this needed?	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-14
Not for it, rates are sky high. People can't afford more rate rises.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-15
Pedestrian crossing across Ormond Rd by Council - unsafe to cross.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-16
I don't like any of these options. Our beach car parks are more desperately needing attention.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-17
Affordability - do the basics first.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-18
Tidy up what we already have.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-19
Retain parking options. Not much public transport or inconvenient public transport times so people drive into town. Could cause a problem if parking changed.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-20
Fix the basics first - footpaths, sewerage, waste water, roads.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-21
Kiwa pools needs a permanent sauna, spa and steam room.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-22
Do nothing. Let the town die. Then the boomers will be happy at last.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-23

Response	Question	Feedback source	Date	Record ID / organisation
A dinosaur park with a café and playgrounds; there should be dinosaurs and fossils in the playground.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-24
A permanent theme park and a better museum and a huge playground with hammocks.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-25
A green grocer that sells local produce. We produce lots in our region but it all gets sent out of region.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-26
Targeted rates for landlords that will benefit from the public good.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-27
Do the play space in phase 1 to pull families in, show obvious value.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-28
A cat cafe and a playground with hammocks.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-29
Art to beautify and uplift.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-30
Trees - don't want trees that constantly loose their leaves. Exotics are better.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-31
One way CBD roads - 2 of them either way. Gladstone Road = No cars.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-32
GDC through their holdings business could buy a building and make it a parking. Would be good revenue ahead.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-33
Proper pedestrian crossings and not those courtesy ones.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-34
We don't get enough tourists. Locals do not use this area. A waste of money.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-35
Increased accessibility to the area from wider Gisborne - buses, pedestrian crossings.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-36
A parking building, 2 or 3 floors up is necessary. Would limit vehicle movement and attract visitors.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-37
Vehicles are far bigger, larger, longer than the ones on the boards - absolutely unsafe to mix pedestrian and vehicle spaces.	Are there things we've missed?	Farmers Market	11 July 2026	FM-0711-38
Important to do it in a phased approach so people can gradually see the difference being made and some benefits are realised sooner.	Lessons learned	Farmers Market	11 July 2026	FM-0711-02
Learn from Grey St. Taking parks away and unsafe areas for kids to play.	Lessons learned	Farmers Market	11 July 2026	FM-0711-05
Consents - The property owners spent a significant amount restoring an old building in Gladstone Road, but couldn't get a consent for bar because of school in a bank. School gone now, so another empty building and no bar! Surely this was foreseeable?	Lessons learned	Farmers Market	11 July 2026	FM-0711-08
Parking - don't take any away - there already isn't enough.	Lessons learned	Farmers Market	11 July 2026	FM-0711-11
Be careful about what trees/plantings you put in. Roots and leaves can cause issues.	Lessons learned	Farmers Market	11 July 2026	FM-0711-13
People say "yep I can see why we spent that money"	With these options in mind, what would success look like for you in 5–10 years?	Farmers Market	11 July 2026	FM-0711-03

Response	Question	Feedback source	Date	Record ID / organisation
Important to create a communal space in town centre to revitalise it. The ghost town look is not a good one.	With these options in mind, what would success look like for you in 5–10 years?	Farmers Market	11 July 2026	FM-0711-06
Would like to see this change but through government funding not rates. They are already too high.	With these options in mind, what would success look like for you in 5–10 years?	Farmers Market	11 July 2026	FM-0711-09
Poll response - Option 1	How far should we go?	Farmers Market	11 July 2026	FM-0711-POLL-01
Poll response - Option 2	How far should we go?	Farmers Market	11 July 2026	FM-0711-POLL-02
Poll response - Option 3 (11)	How far should we go?	Farmers Market	11 July 2026	FM-0711-POLL-03
None - fix basics first - footpaths, roads, sewerage, water	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-01
Works going on in street is very difficult for businesses	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-05
Play spaces / interactive on main street	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-09
Things for kids in the CBD	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-13
Activation of the Gladstone Road section. Could be done to discourage "through traffic" of vehicles	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-17
More pubs and cools social spots for young people	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-21
Native trees that bring our Tui Korimako into town	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-25
Reads Quay, Lowe Street and gladstone (btw lowe and custom house) all pedestrian only	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-29
New regent street, precinct again, a council funded rangatahi / artist group like gap filler to activate spaces prior to development. Example: Gap Filler, Instagram swing, laundry, hammocks etc	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-33
Fix up the pavement and renovate the unoccupied plots	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-37
More venues for food festivals, cultural performances and etc. Especially if these venues are attractive like option 3	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-41
More colour in the city	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-45

Response	Question	Feedback source	Date	Record ID / organisation
Fixing damaged things within the area and flows on the things that will make the community look better and more appealing to the eye	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-49
Bigger pavements	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-53
More plants and shade	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-57
Attractions for all ages	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-60
More car parks	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-64
Thinking about restricting traffic through and along Gladstone Road should there be a preferred route between Childers Road and Gladstone Road around the west of the city?	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-68
The "promenade" aspect of Reads Quay would be lovely to see sooner	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-72
Murals	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-76
Murals - have more emphasis on art	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-79
More food options	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-82
Pop-up play to activate spaces prior to development. Play boxes, music dance stage, hammocks, basketball, chalk activation, yarn bombing, more murals	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-84
Moveable seating so you can move the seat to a shady space or into the sun as needed	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-87
More diversity between cultures that is shown in the city	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-90
If palm trees are phased out, temp/fast growing plants should be phased in briefly. While native trees are being grown in the nursery.	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-93
A way to bring more people and interest them into going to these areas	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-95
Lowe Street is an exact replica of the New Regent Street precinct in Christchurch. It would be good to replicate the removal of cars totally (road and car parks) so it is 100% for pedestrians	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-97
The rate payers can't afford it. Look at the blow out on Grey Street - none!	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-99

Response	Question	Feedback source	Date	Record ID / organisation
Love option 3 concept, but Lowe Street won't work can't be closed off to traffic	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-101
Where is our story in this? Love the concept of revitalising and i want to see our whakapapa in this space	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-103
Lets do more playgrounds - part of option 1	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-105
Address all empty shops in Gladstone Road. With so many empty shops a vibrant city centre won't happen. Maybe put a time limit on how long landlords can leave a shop empty	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-107
Why would we believe council will listen to us? None	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-109
What iwi engagement has taken place?	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-111
Farmers markets need ti moved to Reads Quay	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-113
Good to an outsider experience. But foot paths need to be addressed	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-115
Prioritise sewer, water, stormwater, rubbish, potholes, then cosmetics	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-117
Future investment to make a vibrant place for families	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-119
Concentrate on Lowe Street and Reads Quay together to start	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-121
Start with a playground	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-123
Suggest looking at how hokitika transformed their CBD and has pedestrian access from town to the beach - lets have a similar concept	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-125
How can we pay for this?	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-127
I think we should maintain and enhance existing	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-129
To make city vibrant, we need cafes, bars, restaurants and retail this needs to grow alongside any new developments otherwise we end up like treble court	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-131
Sewage should be priority	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-133

Response	Question	Feedback source	Date	Record ID / organisation
The city footpaths are filthy. The council is not taking care of business now. Don't add to it	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-135
Parking and accessibility	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-136
Neighbour businesses	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-137
Service lanes	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-138
Not keen on Lowe Street first	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-139
Options using local, indigenous plants. However i don't know if local rate payers can fund this right now, tough out there	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-140
Great to see some future vision. Option 4? Clean up the river poo. Looks like a great balance. Well done and great communication	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-141
Travelling down gladstone and can't drive Lowe Street and can't driver down. Reads Quay you have to drive over the bridge - no	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-142
Do we have sustainable systems in place to afford this?	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-143
More emphasis on native trees and reflections of whakapapa	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-144
How are we informing our community of who we are in this space?	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-145
Start with option 1 and option 3 without the Gladstone Road part	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-146
Absolute waste of money. Fix basics first	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-147
Saddened by all the negative comments - where is your vision Gisborne? I support a staged approach to all 3 option	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-148
Night time city centre and create active areas for night time activities	Are there things we've missed?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-149
Gisborne is a coast town. Many whānau came in with cars and want to drive to a shop. Big retail has free parking, small business who pay big rates, suffer because people won't pay for parking	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-02
Fix what's broken first	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-06

Response	Question	Feedback source	Date	Record ID / organisation
Support your existing community who are already attempting to create a city vibrancy	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-10
Any development needs to include surrounding hospitality to make it sustainable and keep it alive and like eat street in rotorua	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-14
Love option 3 but definitely not 2 too much with road congestion	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-18
Trial test amend as needed. Don't rush in and get it wrong	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-22
Not to any fix up current infrastructure first	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-26
There are more important things like waste water systems, homes, roads with no drains. Fix those things first	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-30
Have different focus groups to promote change	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-34
Early comms to the community	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-38
Don't allow any cars into lowe streat (except residents and service vehicles) during the testing phase otherwise the public will get street vibes	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-42
Treading carefully when changing the roads to give the people time to get on board	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-46
Even distribution of project works between local contractors	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-50
I really like option 3 as it focuses on the bigger picture for gizzy. Big changes like those would help to boost liveliness in gizzy and more attractions to bring in people	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-54
Need to make sure underground services are done first	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-61
Need to use local contractors. Not like council building or library	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-65
I like the big picture but on the previous that the city was moving in that direction	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-69
Consider your housing plans as well and traffic flow! Can your infrastructure handle it	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-73
Young families in Gisborne, you are pushing them to australia because nothing is here for them. Look at the youth crime	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-77

Response	Question	Feedback source	Date	Record ID / organisation
Test before implementation. Close one way road in various areas of town and see what happens	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-80
Making sure that you aren't destroying maori history and history in general	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-83
Stop now destroy plans. Didn't you learn from Grey Street	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-85
Sort out the current issues no need for further rate payer input for pretty projects	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-88
Not another Grey Street mess. None.	Lessons learned	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-91
Really like option 3 as it focuses on the bigger picture for Gisborne. Big changes like these would help boost liveliness in Gisborne and more attractions to bring people in.	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-03
Like option 3 but on the previous that the city was moving all together in that direction	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-07
Love option 3 concept, but Lowe Street won't work can't be closed off to traffic	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-11
Love option 3 - take a leaf out of Napier's book. We have young families here they need vibrant	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-15
Like the idea of Reads Quay but won't more done for Gladstone Road	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-19
Trees native in the CBD	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-23
No changes - do the bare min and maintain basics	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-27
Move options 4 businesses and food trucks	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-31
Palms phased out and replaced with native variety	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-35

Response	Question	Feedback source	Date	Record ID / organisation
A city alive with creative and cultural activity that supports diversity	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-39
The Gisborne community coming together more through inclusive activities, cultural events and events that bring the community together in general	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-43
New street trees that provide shade (to help combat climate change), storm water properties and bio diversity	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-47
More public spaces for people with like free Wi-Fi	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-51
Fix up Bright Street	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-58
Sort out sewage stop it from going into the rivers	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-62
If its more beautiful, more people will come and stay and spend more money in gizzy. If it keeps being ugly no one will want to be around here	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-66
Free parking in the CBD for the first 90 minutes	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-70
A new attractive and thriving precinct that draws people in to use and hang out for all ages.	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-74
Through traffic restricted not encouraged for Gladstone Road	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-78
Car parking reduced - parallel parks are dangerous for people who are on bikes	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-81
Smaller car park and link tp Heipipi park to river bank	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-86

Response	Question	Feedback source	Date	Record ID / organisation
Great to see some possibilities ideas put forward to the community, our city needs it	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-89
I am so pleases to see some initiative to revitalise our city. Lets work on making our city beautiful with the heritage buildings	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-92
Shaded trees are so important to incorporate. But these need to be decided on how to accommodate shade in summer and sun in winter. Bold simple planting	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-94
Better to do one section well and leave universal at the heart than focus on multiple sections and get it wrong.	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-96
Option 4? Just approach Reads Quay, do it well and do it right	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-98
A fully accessible city for all users	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-100
Support for current hardworking business and attracting life into the city	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-102
More pubs	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-104
Fix the bridge that was swept away	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-106
Option 3 - the complete development of Reads Quay and Lowe Street and new tenancies	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-108
Lift the morale of the people in our city, playgrounds and more colour	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-110
Only option 3 don't bother with option 1 and 2	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-114

Response	Question	Feedback source	Date	Record ID / organisation
Only option 3 not 1 and 2	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-116
Create a unique fun vibrant place that can only be us and not found anywhere else in the world	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-118
A safe vibrant playful city space that is welcoming to all across the lifespan and celebrate who we are	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-120
More kid friendly entertaining stores that are family friendly (like bowling etc)	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-122
Taiao focused	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-124
Would love to see Treble court revitalised	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-126
More playgrounds	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-128
Worried about the rivers flooding. Is this the best place to redevelop?	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-130
Space being used by family every weekend	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-132
Having more entertainment for people so they will enjoy coming outside more.	With these options in mind, what would success look like for you in 5–10 years?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-134
Poll response - Option 1 (10)	How far should we go?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-POLL-01
Poll response - Option 2 (31)	How far should we go?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-POLL-02
Poll response - Option 3 (71)	How far should we go?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-POLL-03

Response	Question	Feedback source	Date	Record ID / organisation
Poll response - Option 1	How far should we go?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-POLL-06
Poll response - Option 3	How far should we go?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-POLL-04
Poll response - Unsure	How far should we go?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-POLL-05
Poll response - Option 3	How far should we go?	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-POLL-07
Encourage food caravans to bring people out	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-04
Masonic corner needs tidying up	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-08
Reduce parallel parks in central Gladstone Road - these are so dangerous for people riding bikes	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-12
Historical spring close to the Wipere Monument	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-16
Lowe Street - cycle and service lane only, low speed, discourage regular vehicles across / use	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-20
Have little talking stations about Gisborne and history and how important maori history is in gizzy	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-24
Reads Quay and Lowe Street to Gladstone Road all pedestrian only	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-28
Safety and security is an issue, better lighting and more police presence	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-32
Support option 3 but scared the price has been mis communicated - it just can't happen	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-36
Slight reservation about order and Lowe Street as its quite dead at the moment	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-40
Bring Treble court into the design - bring more foot traffic?	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-44
Love bringing focus to the river	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-48
Make an eat street - also for takeaways	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-52

Response	Question	Feedback source	Date	Record ID / organisation
Support the removal of every 3rd palm tree but not fully remove	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-56
Concern re the one way aspect, no access back into the cbd and Reads Quay got to around the rivers	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-59
Clear verandahs to provide extra light on dull shaded side	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-63
CCTV - trees might obscure view	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-67
More public toilets?	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-71
Can there be an alley way down the middle connection peel with Lowe Street	City Centre Plan (map)	Workshops and Farmers Market	12–13 June 2026	KSFM-0612-75

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Te Kaunihera o Te Tairāwhiti
GISBORNE
DISTRICT COUNCIL

City Centre Revitalisation Action and Investment Plan

Business Case
September 2026



1 Executive summary

Document context

This Business Case has been developed to make the case for investing in the implementation of Gisborne District Council's (GDC) City Centre Revitalisation Action and Investment Plan (AIP).

The AIP sits within a broader context of plans and strategies that together shape the future of Tairāwhiti. These include the Tairāwhiti 2050 Spatial Plan, the Future Development Strategy, the and the City Centre Urban Framework. The AIP is a key component of the City Centre Revitalisation Programme and builds on previous and on-going initiatives including Council led Early Wins and Trust Tairāwhiti led Catalyst Initiatives Projects. These planning documents establish important strategic directions, articulating growth patterns, aspirations, and policy settings. The AIP builds upon these, translating aspirations and directions into realised, on the ground outcomes.

The AIP (Appendix A) provides a compelling overview of the case for investment and should be read in conjunction with, and to provide context to, this Business Case.

Why this investment is needed

The status quo is increasingly costly and unsustainable. It has been almost 30 years since the last major investment in the City Centre public realm, and much of the paving and hard surfaces are now at end of life. Without investment, the physical environment will continue to deteriorate, maintenance costs will increase, and vacancy and wider social, environmental and economic challenges will grow.

The council's vision is to transform Tūranganui-a-Kiwa / Gisborne's City Centre into a vibrant, welcoming, resilient, and uniquely grounded in the identity of its whenua, awa and people.

The City Centre is not currently equipped to deliver the community's vision. The problem statements identified to support the case for change include:

- the City Centre currently lacks the enabling infrastructure capacity, transport arrangements, and quality public realm required to support planned intensification and revitalisation
- streets and public spaces do not function as places to gather or support everyday life
- the city centre is poorly connected to its awa, whenua and surrounding destinations
- Mana whenua values and narratives are not yet embedded in delivery
- the city centre is not performing as the civic, community and economic heart of Tairāwhiti
- infrastructure and urban systems are not aligned with resilience, intensification and place outcomes
- there is no integrated, prioritised and funded pathway to deliver change.

These issues are interconnected and are reinforced by fragmented planning, funding and delivery across infrastructure, transport, public realm and development. Without coordinated investment, growth, housing and private investment will see the City Centre remain constrained, while its vitality and economic performance will continue to weaken, and cultural, environmental and community aspirations will remain unrealised.

Deferring action will increase long-term costs and prolong reliance on ageing assets and infrastructure without resolving the underlying constraints. A coordinated investment programme is therefore needed to align infrastructure, public realm, cultural outcomes and development opportunities, provide certainty to partners and investors, and enable the long-term revitalisation of the City Centre. Acting now also creates an opportunity to coordinate with already-funded. Three Waters works and access NZTA renewals funding, maximising the value of Council investment while providing the certainty needed to catalyse private investment.

Investment objectives

There are five investment objectives for the project, summarised in the tables below. Each investment objective considers the existing arrangements or current state, alongside the business needs or future state.

Investment Objective One: A vibrant, people-centred city heart that improves wellbeing and	
Existing arrangements	Streets and public spaces do not consistently function as attractive places to gather, spend time and connect. Traffic-dominated environments, inconsistent public realm quality, limited activation and poor-quality lighting reduce vibrancy, amenity and perceptions of safety.
Business needs	A city centre designed for people first, with safe and attractive streets, lively public spaces and year-round activity. Streets and spaces invite people of all ages to meet, rest, share kai, play, celebrate and connect, strengthening wellbeing, belonging and pride.
Investment Objective Two: 2. A city centre fully connected to its awa, whenua and natural systems	
Existing arrangements	Connections between the City Centre, its rivers, surrounding neighbourhoods and natural environment remain fragmented, limiting opportunities to reconnect with and celebrate te taiao. The public realm also has limited planting and ecological amenity in key areas.
Business Needs	The City Centre has a strengthened relationship with the Taruheru, Tūranganui and Waimatā awa, with trees, shade, planting, biodiversity and nature-based systems woven into the urban environment. River-edge investment supports recreation, gathering, cultural expression and ecological restoration.

Investment Objective Three: A mana whenua-engaged city centre reflecting identity, culture and partnership	
Existing arrangements	Mana whenua stories, values are not yet fully reflected in the built environment or consistently embedded in decision-making and project delivery. The Cultural Narrative and the approach to its leadership and delivery are still being developed
Business needs	Mana whenua values, narratives, and relationships shape the City Centre. Rongowhakaata continues to play a central role, with the Cultural Narrative guiding investment, design, mahi toi, interpretation and storytelling as individual projects move through planning, design and delivery.

Investment Objective Four: A thriving, inclusive and locally rooted community and economic centre	
Existing arrangements	The City Centre is not yet achieving its full potential as the community, cultural and economic heart of the region. Economic performance is constrained by underutilised sites, vacant buildings, limited residential activity and uncertainty around future investment.
Business needs	The City Centre functions as the community, civic and economic heart of Tairāwhiti—attracting people and investment, enabling housing and business growth, and creating opportunities for local and Māori enterprises. More people visit and stay longer, supporting stronger local businesses, employment and private investment.

Investment Objective Five: A resilient, low-impact and future-ready urban system	
Existing arrangements	Infrastructure and urban systems need to evolve to support growth, resilience and climate adaptation. Parts of the public realm are at end of life, maintenance costs are increasing, and infrastructure renewal, roading and placemaking have not yet been brought together as a single coordinated programme.
Business needs	Infrastructure renewal, public realm and development are coordinated to support growth and resilience, with greener streets, ecological stormwater treatment and nature-based systems improving environmental performance. Roading and Three Waters upgrades are coordinated with public realm investment to maximise benefits, minimise disruption and reduce long-term infrastructure costs.

What success looks like

Success is a revitalised Tūranganui-a-Kiwa/Gisborne city centre that reflects the identity, aspirations and mana of its people. The city centre becomes a vibrant, welcoming and resilient place that is grounded in mana whenua values, celebrates local culture, and supports a thriving regional economy.

The implementation will be a collaboration between Council, iwi, public and key investment partners from the private sector on immediate actions that will lead to transformational outcomes.

The programme reflects the community's aspirations for the city centre, honours the values of mana whenua and integrates local cultural narratives in a genuine way that makes our people proud.

The programme aligns with existing plans and policies, ensuring sustainable benefits for the community and the regional economy.

What we considered

The long list was developed using three dimensions: scale, scope and location; implementation timing and sequencing; and funding approach. For each Dimension of Choice, a range of alternatives was developed from the status quo and do-minimum through to more comprehensive “do more” and “do maximum” responses.

The business case considered this range of options and filtered this down to a short-list of four options, plus the Status Quo option summarised in the table below.

Shortlist Option	Description
Status Quo	This option is carried forward as a baseline only.
C. Design Option 1 – Targeted Transformation and Placemaking	Provides a focused, deliverable transformation centred on Lowe Street shared space. Stronger than renewal options because it creates a visible people-focused destination and tests city-centre placemaking at a manageable scale.
D. Design Option 2 – Enhanced Targeted Transformation	Broadens the intervention to multiple central public realm and intersection locations, improving strategic fit, movement, accessibility, amenity and economic activation potential. This is likely to perform strongly across most investment objectives.
E1. Option 3 – Full Transformation - Balanced	Adds Reads Quay shared space and promenade, strengthening alignment with the awa / natural systems objective and the broader AIP ambition. It performs strongly strategically, though affordability and delivery complexity increase.
E2. Option 3 – Full Transformation - Fast	As per E1 but delivered as fast as possible to reduce the impact of escalation.

Options evaluation process

The short-list assessment weighted each option against investment objectives, benefits, and risks, to generate a numerical score - options were ranked according to this score. The following table summarises the shortlisted options scores in relation to a multi-criteria analysis across a range of topics including detailed investment objectives, required benefits, and risk profiles.

	Status Quo	C. Design Option 1 – Targeted Transform	D. Design Option 2 – Enhanced Targeted Transform	E1. Design Option 3 – Full Transform Balanced	E2. Design Option 3 – Full Transform Fast
Investment Objectives	0	4	10	15	15
NM Benefits	0	9	17	27	27
Risks	6	8	8	8	5
Overall score	**7**	**24**	**39**	**57**	**54**
Ranking	**5**	**4**	**3**	**1**	**2**

Preferred option

Preferred option	Why chosen	Trade-offs
E1. Design Option 3 **Full Transform** **Balanced**	Design Option 3, incorporating Design Options 1 and 2 is the iteration that most satisfies the Investment Objectives, Critical Success Factors, and Benefits. The activation of Reads Quay is transformative in the context of social and environmental connectivity that any combination of the other options struggles to achieve with similar success. The longer delivery timeframe compared to Option E2 does provide longer to secure funding to bridge the affordability gap and enables the works to be procured in smaller packages that better suits local smaller contractors todeliver in stages.	Design Option 3 is currently beyond Council LTP budget affordability and requires Council to find substantial additional funding from external sources. This will mean that the eventual benefits realised from this option will be significantly deferred, perhaps up to a decade. Delivering over an extended period of time compared to E2 amplifies the effects of escalation, potentially increasing unaffordability and placing more pressure on alternative funding.

Costs

The nominal cost of the programme is projected to be c$40.6m in capital expenditure and $7.5m in operational expenditure over the 40 year assessment lifespan (period chosen to align with NZTA assessment criteria).

GDC are contributing $10m towards capital expenditure, leaving a balance of $30.58m to be found through alternative sources of funding. A number of sources of current funding have been identified that are, notionally, more than able to bridge to this funding shortfall. The expenditure profile is as below:

Line Item	Year 1	Year 2	Year 3	Year 4	Beyond	Total (40yrs)
Capital Expenditure (CAPEX)						
Tranche 1	$180,000	$240,000	$3,520,000	$1,070,000	$0	$5,000,000
Tranche 2	$0	$0	$0	$510,000	$13,770,000	$14,280,000
Tranche 3	$0	$0	$0	$0	$21,720,000	$21,720,000
Subtotal CAPEX	$180,000	$240,000	$3,520,000	$1,580,000	$35,490,000	$41,000,000
Operating Expenditure (OPEX)						
Subtotal OPEX	$200,000	$210,000	$180,000	$140,000	$6,750,000	$7,470,000
Total Expenditure (CAPEX + OPEX)	$380,000	$440,000	$3,700,000	$1,720,000	$42,240,000	$48,480,000

Next steps

Upon approval of this Business Case, the following activities will be undertaken:

Focus Area	Next Step / Action	Timing / Trigger
Programme Mobilisation	Establish governance, reporting and programme planning arrangements.	Oct-Dec 2026
Funding Strategy	Prepare LTP funding proposal and pursue external funding and co-investment opportunities.	Oct 2026-Jun 2027
Stakeholder & Partner Engagement	Continue engagement with mana whenua, key stakeholders, landowners, businesses and funding partners.	Oct 2026-Jun 2027
Programme Readiness	Progress procurement preparation, implementation planning and other low-risk establishment activities within existing approved budgets (up to approximately $150,000).	Oct 2026-Jun 2027
Funding Approval	Seek consideration of future Council funding through the 2027-2037 Long Term Plan process.	Jul 2027
Tranche 1 Delivery Preparation	Progress site investigations, technical studies and concept design following confirmation of programme funding.	Post Jul 2027

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2 Strategic case

This Business Case has been developed to make the case for investing in the implementation of Gisborne District Council's (GDC) City Centre Revitalisation Action and Investment Plan (AIP).

The AIP sits within a broader context of plans and strategies that together shape the future of Tairāwhiti. These include the Tairāwhiti 2050 Spatial Plan, the Future Development Strategy, the and the City Centre Urban Framework. The AIP is a key component of the City Centre Revitalisation programme and builds on previous and on-going initiatives including the Early Wins and Catalyst Initiatives Projects. These planning documents establish important strategic directions, articulating growth patterns, aspirations, and policy settings. The AIP builds upon these, translating aspirations and directions into realised, on the ground outcomes. The AIP articulates five guiding principles that need to be reflected in the revitalisation of the city centre. These are:

- **MANA WHENUA ENGAGED, SHAPED BY PLACE:** The city centre should be shaped by mana whenua values, narratives, relationships and leadership. Tairāwhiti Identity, pūrākau, history and aspirations
- **THE CIVIC AND ECONOMIC HEART OF TAIRĀWHITI :** The city centre must serve as the Civic and Economic Heart of Tairāwhiti region, the whole region, as a place for commerce, governance, culture, and community life. A city centre supported by clear processes, strong coordination, practical partnerships and visible early action that makes positive change easier to sustain over time
- **GREAT STREETS, PLACES TO GATHER, A CITY TO LIVE IN:** The city centre should offer streets and public spaces that invite people to meet, rest, share kai, play, celebrate, and connect. Beyond visits, it should support more people to live in and around it, with the amenity, activity, and sense of belonging needed for everyday life across all generations
- **CONNECTED TO TE TAIAO:** The city centre should strengthen its relationship with the Taruheru, Tūranganui, and Waimatā, awa that are the lifelines of the region and central to mana whenua identity. Trees, shade, planting, biodiversity, and nature-based systems should be woven into the heart of the city, making it cooler, greener, and more alive
- **MANAAKITANGA IN EVERYDAY LIFE:** The city centre should feel welcoming, safe, and easy to move through, a place that expresses care, hospitality, and respect in the texture of daily life. This means spaces that work for everyone, infrastructure that is well maintained and invested in, and an environment that earns the confidence and pride of the people who use it every day.

The AIP (Appendix A) should be read in conjunction with, and to provide context to, this Business Case.

Strategic context

Gisborne City Centre is expected to continue to play a central role in accommodating future housing, employment, cultural activity, and economic vitality for the region, Tairāwhiti. However, the city centre's current infrastructure capacity, transport arrangement, and public realm quality are not sufficient to support the scale and form of growth directed to it by Council's adopted long-term strategies. Additionally, significant areas of hardscape and landscape within the City Centre are at end of life and require major investment in repair or replacement.

There is also a need to more consistently embed mana whenua cultural narrative, identity, values and leadership throughout planning, design and delivery. While mana whenua identity is highly valued, it is not yet fully reflected across the built environment or consistently embedded in decision-making and project delivery. The AIP identifies the Cultural Narrative as a key foundation for future investment, design, mahi toi, interpretation and storytelling.

While strategic plans clearly identify the city centre as a priority location for intensification and revitalisation, development is constrained, infrastructure investment is reactive rather than enabling, and opportunities to achieve a compact, resilient, and people-focused city centre are being missed. Without a coordinated Action & Investment Plan (AIP), Gisborne risks continued under-performance of its city centre, escalating infrastructure constraints, misalignment of funding decisions, and a failure to deliver on regional growth, climate, and wellbeing objectives

At the highest level, Council's strategic direction and regulatory framework set growth, infrastructure, and resilience expectations. These are translated into place through the City Centre Spatial Framework and emerging master planning, which define how the city centre should evolve as the civic, cultural and economic heart of Tairāwhiti.

The AIP provides a coordinating programme layer for the streetscape renewals that respond to the framework, aligning this direction with delivery. Early initiatives have tested and built momentum, while the AIP will convert this into a prioritised, fundable pathway aligned with the Long-Term Plan.

There is also a clear timing imperative. Post-cyclone recovery, asset condition, and emerging planning settings create both urgency and opportunity, delaying intervention will increase costs, constrain growth, and limit the ability to realise long-term outcomes for the city centre

Problem statements

This section should be read in conjunction with the Problem Priorities Analysis (Appendix B) identifies relative weightings for the identified problem statements. Problem statements were agreed by GDC, key stakeholder, GHL, project consultant lead with weightings finalised by averaging individual assessment scores.

The status quo is increasingly costly and unsustainable. It has been almost 30 years since the last major investment in the City Centre public realm, and much of the paving and hard surfaces are now at end of life. Without investment, the physical environment will continue to deteriorate, maintenance costs will increase, and vacancy and wider social, environmental and economic challenges will grow.

Table 1 Problem Statements

Ref / Weight	Issue	Impact
Core Problem 23.5%	**The City Centre currently lacks the enabling infrastructure capacity, transport arrangements, and quality public realm required to support planned intensification and revitalisation:** there is no coordinated investment framework to resolve these constraints in a timely and cost-effective manner. Misalignment exists between its physical environment, infrastructure, and governance arrangements and the collective guiding principles identified by the community and mana whenua.	Growth, housing, and investment are constrained. Social, cultural, and economic value is unrealised. Community aspirations are not being delivered in practice.
P1 **14.8%**	**Streets and public spaces do not function as places to gather or support everyday life ("Great Streets, Places to Gather, A City to Live In"; "Manaakitanga in Everyday Life").** Declining social, cultural and economic value, antisocial behaviour and perceptions of safety during both day and night. Streets are dominated by traffic and parking rather than social, cultural and economic activity: There is no clear civic anchor or high-quality gathering space. Public realm quality (lighting, seating, greening, amenity) is inconsistent.	Low dwell time, weak night-time economy, limited social interaction, reduced city centre vitality, perception of diminished personal safety
P2 **8.3%**	**The city centre is poorly connected to its awa, whenua and surrounding destinations ("Connected to Te Taiao"; "Mana Whenua Engaged, Shaped by Place"):** Physical and visual connections to the river are weak or underdeveloped. Stormwater systems degrade environmental outcomes rather than enhance them. Key walking and cycling links are incomplete or unsafe. There is a lack of planting and soft landscape within the City Centre.	Loss of environmental, cultural, and recreational value; reduced attractiveness and identity

Ref / Weight	Issue	Impact
P3 **10.4%**	**Mana whenua values and narratives are not yet embedded in delivery ("Mana Whenua Engaged, Shaped by Place"):** Cultural identity is acknowledged but not yet consistently embedded in streets, spaces, or investment decisions. Governance and engagement frameworks are not fully established. Key cultural sites and narratives are not integrated into development.	Missed opportunities for authentic place identity, partnership, and intergenerational outcomes
P4 **15.3%**	**The city centre is not performing as the civic and economic heart of Tairāwhiti ("The Civic and Economic Heart of Tairāwhiti"):** High levels of vacancy and underutilisation persist. Limited residential presence reduces ongoing activity. City centre does not consistently attract people, talent, or investment. Hotel and conference facilities offering is of limited quality and does not enhance visitor experience.	Economic underperformance, reduced productivity, declining relevance of the city centre, City-located businesses are suffering from reduced footfall
P5 **13.5%**	**Infrastructure and urban systems are not aligned with resilience, intensification and place outcomes ("Connected to Te Taiao"; "Manaakitanga in Everyday Life"):** Three waters infrastructure is aging and in parts may constrain development. Limited stormwater treatment and ecological function. Infrastructure upgrades are not yet coordinated with placemaking or development initiatives.	Development constrained, resilience outcomes not achieved, higher long-term costs
P6 **14.2%**	**There is no integrated, prioritised and funded pathway to deliver change (Across all Guiding Principles):** Strategic intent exists but is not translated into a staged investment programme Delivery responsibilities and funding pathways are unclear Private and public investment are not aligned.	Fragmented delivery, uncertainty, reduced confidence, and failure to realise strategic vision

Causes – what is driving this problem?

Planning and delivery across infrastructure, transport, public realm, and development have evolved separately over time, resulting in fragmented and disconnected outcomes. Strategic intent is not consistently translated into a prioritised, staged investment programme, leading to misalignment in funding, timing, and responsibilities.

Investment has largely focused on maintaining asset performance rather than enabling people centred, place based, and cultural outcomes. While mana whenua identity is highly valued, it is not yet fully reflected across the built environment or consistently embedded in project delivery limiting expression of identity and connection to place.

The status quo is increasingly costly and unsustainable. It has been almost 30 years since the last major investment in the City Centre public realm, and much of the paving and hard surfaces are now at end of life. Without investment, the physical environment will continue to deteriorate, maintenance costs will increase, and vacancy and wider social, environmental and economic challenges will grow.

Public realm quality and amenity are inconsistent, reducing the attractiveness and usability of the city centre. Environmental and urban systems are not well aligned, limiting ecological outcomes and connections to whenua and awa. These challenges are compounded by weak alignment between public and private investment, reducing confidence and constraining coordinated, long-term change.

If no action is taken, impacts will compound across economic, social, cultural and environmental systems, affecting communities, businesses, mana whenua, and the Council.

Growth, housing and investment will remain constrained, limiting the city centre's role as a key economic hub. Economic underperformance and low productivity will persist, reducing competitiveness and the attractiveness of the city centre for businesses and investors. Over time, this is likely to reinforce a cycle of underinvestment, declining relevance, and increasing long-term costs, particularly as resilience outcomes are not achieved and issues are deferred.

City centre vitality will continue to decline, with low dwell time, weak night-time activity and limited social interaction reducing amenity and use. This directly impacts businesses and reduces the viability of the local economy, further discouraging private investment and activation.

Social, cultural and economic value will remain unrealised and decline rapidly over time, and community aspirations—including those of whānau, hapū and iwi will not be reflected in practice. Environmental, cultural and recreational values will be underdeveloped or decline, reducing attractiveness, identity and connection to place. Opportunities to establish an authentic place identity and strengthen partnerships with mana whenua will continue to be missed, limiting intergenerational wellbeing outcomes and alignment with Te Tiriti.

The City Centre is also experiencing a decline in social value. Degraded public spaces, limited amenity and fragmented investment have contributed to increased anti-social behaviour, concentrations of homelessness and reduced perceptions of safety. Without coordinated renewal, these issues are likely to intensify, further undermining civic pride, economic vitality and community wellbeing.

Fragmented delivery and ongoing uncertainty will reduce confidence among partners, investors and the community. Without coordinated action, initiatives are less likely to align or achieve intended outcomes, resulting in inefficiencies and failure to realise the strategic vision.

These effects assume current trends continue without intervention, based on observed city centre performance and established urban development patterns, where low activity and underinvestment reinforce each other over time.

Investment objectives

The investment objectives define the outcomes the AIP is intended to achieve and provide the basis for assessing whether investment options will deliver the required change. They reflect the key problems identified through the case for change and focus on creating a more vibrant, connected, culturally grounded, economically productive and resilient city centre. Together, they provide a clear framework for evaluating options, measuring benefits and demonstrating whether the proposed investment delivers the intended long-term outcomes.

Table 2 Investment Objectives

Investment Objective One: A vibrant, people-centred city heart that improves wellbeing and	
Existing arrangements	Streets and public spaces do not consistently function as attractive places to gather, spend time and connect. Traffic-dominated environments, inconsistent public realm quality, limited activation and poor-quality lighting reduce vibrancy, amenity and perceptions of safety.
Business needs	A city centre designed for people first, with safe and attractive streets, lively public spaces and year-round activity. Streets and spaces invite people of all ages to meet, rest, share kai, play, celebrate and connect, strengthening wellbeing, belonging and pride.
Investment Objective Two: 2. A city centre fully connected to its awa, whenua and natural systems	
Existing arrangements	Connections between the City Centre, its rivers, surrounding neighbourhoods and natural environment remain fragmented, limiting opportunities to reconnect with and celebrate te taiao. The public realm also has limited planting and ecological amenity in key areas.
Business Needs	The City Centre has a strengthened relationship with the Taruheru, Tūranganui and Waimatā awa, with trees, shade, planting, biodiversity and nature-based systems woven into the urban environment. River-edge investment supports recreation, gathering, cultural expression and ecological restoration.

Investment Objective Three: A mana whenua-engaged city centre reflecting identity, culture and partnership	
Existing arrangements	Mana whenua stories, values are not yet fully reflected in the built environment or consistently embedded in decision-making and project delivery. The Cultural Narrative and the approach to its leadership and delivery are still being developed

Investment Objective Three: A mana whenua-engaged city centre reflecting identity, culture and partnership	
Business needs	Mana whenua values, narratives, and relationships shape the City Centre. Rongowhakaata continues to play a central role, with the Cultural Narrative guiding investment, design, mahi toi, interpretation and storytelling as individual projects move through planning, design and delivery.

Investment Objective Four: A thriving, inclusive and locally rooted community and economic centre	
Existing arrangements	The City Centre is not yet achieving its full potential as the community, cultural and economic heart of the region. Economic performance is constrained by underutilised sites, vacant buildings, limited residential activity and uncertainty around future investment.
Business needs	The City Centre functions as the community, civic and economic heart of Tairāwhiti—attracting people and investment, enabling housing and business growth, and creating opportunities for local and Māori enterprises. More people visit and stay longer, supporting stronger local businesses, employment and private investment.

Investment Objective Five: A resilient, low-impact and future-ready urban system	
Existing arrangements	Infrastructure and urban systems need to evolve to support growth, resilience and climate adaptation. Parts of the public realm are at end of life, maintenance costs are increasing, and infrastructure renewal, roading and placemaking have not yet been brought together as a single coordinated programme.
Business needs	Infrastructure renewal, public realm and development are coordinated to support growth and resilience, with greener streets, ecological stormwater treatment and nature-based systems improving environmental performance. Roading and Three Waters upgrades are coordinated with public realm investment to maximise benefits, minimise disruption and reduce long-term infrastructure costs.

Requirements

The requirements and scope define the boundaries within which the investment options will be developed and assessed. They distinguish the essential outcomes and delivery requirements that any viable option must address from activities that sit outside the purpose of this investment. This provides clarity on what the redevelopment is expected to deliver

prevents scope creep, and ensures options are evaluated consistently against the agreed objectives and constraints.

Table 3 Requirements and Out-of-Scope

Ref	Requirement	Linked Investment Objective(s)	In-scope	Out-of-scope
R1	Provide a safer pedestrian and cyclist-prioritised environment and reduce the dominance of private vehicles within the street corridor.	IO1, IO4, IO5	Footpath widening, traffic calming, pedestrian priority treatments, cycle facilities, reduced vehicle space allocation, safer crossings.	City-wide transport network changes, state highway improvements, major intersection upgrades outside project area.
R2	Improve accessibility for people of all ages and abilities.	IO1, IO4	Universal access design, accessible crossings, tactile paving, mobility-friendly surfaces and street furniture.	Upgrades to private buildings and properties.
R3	Support increased pedestrian activity and longer visitor dwell times.	IO1, IO4	Public realm improvements, seating, shade, landscaping, gathering spaces and pedestrian-focused design.	Direct funding of events, festivals or business marketing programmes.
R4	Enhance amenity, safety, comfort, and attractiveness for residents, workers, and visitors.	IO1, I02, IO4	Streetscape beautification, lighting, landscaping, furniture, public realm improvements and urban greening.	Upgrades to privately-owned buildings and shopfronts.
R5	Maintain appropriate access for emergency services, deliveries and waste collection.	IO4, IO5	Service access arrangements, loading provisions, emergency access routes and operational management measures.	Expansion of emergency service facilities or waste management infrastructure.
R6	Retain connectivity with surrounding streets, public transport facilities, and key destinations.	IO1, IO4, IO5	Improved pedestrian connections, wayfinding, links to public transport stops and nearby destinations.	New public transport routes or major transport infrastructure projects.

Ref	Requirement	Linked Investment Objective(s)	In-scope	Out-of-scope
R7	Contribute to improved economic vitality and commercial activity within the precinct by supporting increased foot traffic to adjacent businesses.	IO4	Public realm investments that support visitation, walkability and business activity.	Business grants, incentives, tenancy support programmes o r private commercial development.
R8	Support increased visitation and destination appeal to enhance the attractiveness of the area for private sector investment.	IO1, IO4	Destination-quality public spaces, improved streetscape character, visitor amenity and place activation infrastructure.	Tourism promotion campaigns and private development projects.
R9	Support activation and flexible use of public space, reflecting local identity, heritage, and cultural values where appropriate.	IO1, IO3, IO4	Mana whenua design inputs, cultural expression, public art infrastructure, flexible event spaces and placemaking elements.	Ongoing event programming, cultural operations or museum/gallery facilities.
R10	Incorporate climate-resilient design and improve stormwater management outcomes where practical and, in doing so, minimise whole-of-life environmental impacts.	IO2, IO5	Green infrastructure, rain gardens, permeable surfaces, climate-resilient materials and urban greening.	Wider catchment flood mitigation schemes and regional environmental progra mmes.
R11	Be deliverable with manageable construction impacts and disruption.	IO4, IO5	Staged delivery planning, traffic management, business access management and stakeholder communications.	Compensation for business disruption or unrelated infrastructure works.
R12	Comply with all relevant statutory, regulatory, and safety requirements.	IO5	Compliance with Building Code, accessibility standards, safety requirements, planning approvals and asset standards.	Changes to legislation, policy or regulatory frameworks.

Ref	Requirement	Linked Investment Objective(s)	In-scope	Out-of-scope
R13	Capex investments scaled to suit local delivery and represent good value for money for local taxpayers.	IO4	The programme is scaled to reflect identified capex funding arrangements and packaged small enough to allow opportunities for mana whenua / iwi supplier partnerships alongside local supplier participation.	Funding of initiatives not directly linked to scope and geographic extent of the works.
R14	Achieve acceptable lifecycle maintenance requirements and opex value for money for local taxpayers.	IO4	Durable materials, maintainable landscape and streetscape assets, whole-of-life asset management considerations.	Increased ongoing operational service levels unrelated to project assets.

Benefits and beneficiaries

The proposed investment is expected to generate a range of economic, social, cultural and environmental benefits for the Gisborne community, businesses, mana whenua, Council and the wider Tairāwhiti region. The benefits have been developed from the Investment Logic Mapping (ILM) process and aligned with the Guiding Principles set out in the AIP. Their relative importance has been assessed through the Benefits Priorities Analysis (Appendix C), with weightings agreed by GDC stakeholders through a consensus assessment process using Method 1.

Table 4 Non-Monetary Benefits and Beneficiaries

ILM programme benefit	Core measure and weighting	Quantitative indicator	Beneficiaries
PB1. A vibrant, people-centred city heart that improves wellbeing	NM1. Pedestrian activity 8%	Average pedestrians per day at agreed locations, split by weekday, weekend and after-hours use	Broad Community
	NM2. Dwell time and public-space use 8%	Average visit duration in minutes; public-space users per hour; proportion who stop rather than pass through	Broad Community

ILM programme benefit	Core measure and weighting	Quantitative indicator	Beneficiaries
and social connection **25.3%**	NM3. Activity, perceptions and social wellbeing 9.3%	Annual number of events and attendees; evening and weekend pedestrian counts; percentage rating the centre attractive, safe, vibrant and welcoming; percentage reporting belonging and positive social connection	Broad Community
PB2. A city centre connected to its awa, whenua and natural systems **15.2%**	NM4. Awa and riverfront use 5%	Riverfront users per day; average dwell time; event attendance; percentage arriving on foot or by bicycle	Broad Community
	NM5. Walking, cycling, safety and access reliability 5%	Walking and cycling numbers and mode share; vehicle speeds; crashes and serious injuries; and the reliability of journeys and business access	Broad Community
	NM6. Blue-green and environmental performance 5.2%	Percentage of runoff treated or attenuated; selected water-quality results; number of trees and square metres planted; planting survival after two and five years; and actual and projected canopy cover	Broad Community
PB3. A mana whenua-engaged city centre reflecting identity, culture and partnership **20%**	NM7. Mana whenua governance and engagement 10%	Percentage of agreed programme gateways with mana whenua participation; number of engagement initiatives; governance milestones completed	Broad Community
	NM8. Cultural identity and visibility 10%	Percentage of completed initiatives meeting agreed cultural-design criteria; percentage receiving a positive mana whenua assessment; percentage of surveyed users who recognise or understand local narratives	Broad Community

Table 5 Monetary Benefits and Beneficiaries

ILM programme benefit	Core measure and weighting	Quantitative indicator	Beneficiaries	Data Source
PB1. A vibrant, people-centred city heart that improves wellbeing and social connection 25.3% **PB2. A city centre connected to its awa, whenua and natural systems 15.2%** **PB3. A mana whenua-engaged city centre reflecting identity, culture and partnership 20%** **B5: A resilient, low-impact and future-ready urban system. 17.0%**	M1. Property Value (as a proxy for all social amenity excluding Road Safety)	Uplift in property values within a five-minute walking radius of intervention zone.	Local Resident Community	Athfield
	M2. Road Safety	Crash Costs reductions aligned with NZTA standards	Broad Community	Urban Connection
B4: A thriving, inclusive and locally-rooted community and economic centre. 22.5%	M3. Local Procurement Spend	Percentage of programme funds spent with local suppliers and service providers.	Business Community	WT
	M4. Additional consequent capital investment	Value of Key Partner Investment in property upgrades as a direct consequence of the programme of works.	Business Community	GDC

Strategic response

The Strategic Responses generated from the Investment Logic Map (ILM) exercise (Appendix D) complete the Problem → Benefit → Response chain, in turn influencing the Investment Objectives and Solutions:

- S1: Reorient the city centre towards people, place and experience outcomes instead of transport

- S2: Reorientate the streetscape to integrate with awa and whenua
- S3: Embed mana whenua culture in city in the development and governance of initiatives
- S4: Align urban development and infrastructure investment to support economic intensification, resilience and long-term place-making objectives
- S5: Establish an integrated investment and delivery pathway for city centre transformation.

Strategic risks and implications

The strategic risks identify the key external and delivery factors that may influence the feasibility, affordability, timing and benefits of the City Centre investment. Understanding these risks is important to the options assessment, as they may affect scope, staging, value for money and the extent to which the intended economic, social and community benefits can be realised. Table 6 summarises each strategic risk and its potential implications for investment and delivery.

Table 6 Strategic Risks and Implications for Options Assessment

Risk	Description	Implications
SR1. Funding Availability and Affordability	Long-term funding sources are not yet fully secured, and Council's capacity to fund the AIP may be constrained by competing capital priorities, debt limits and affordability pressures.	May require staging, scope reduction or alternative funding approaches.
SR2. Economic Conditions and Inflation	Construction cost escalation, inflation, interest rates and wider economic conditions may increase programme costs or affect the capacity of Council and delivery partners to invest.	May alter value for money, affordability and sequencing.
SR3. Stakeholder and Community Acceptance	Stakeholders and the community may have differing expectations regarding the need for investment, priorities, design outcomes, or the level of Council expenditure.	May affect feasibility, timing and design scope.
SR4. Commercial and Retail flight from CBD	Vacancy, underutilised sites, limited residential activity and reduced commercial confidence may continue or worsen if revitalisation is delayed or does not generate sufficient market response. Businesses and investors may choose alternative locations outside the City Centre.	Loss of rates revenue, reduced commercial activity and spending influx.

Risk	Description	Implications
SR5. Persistent anti-social behaviour and reduced perceptions of safety	Poor-quality lighting, limited activation and inconsistent public realm quality contribute to parts of the City Centre feeling unsafe, particularly during quieter periods and at night. If these conditions persist, anti-social behaviour and negative perceptions of safety may become further entrenched.	Reduced perceptions of safety may discourage people from visiting, staying longer or using the City Centre outside core business hours, undermining social connection, night-time activity, business performance and community confidence. This could weaken the benefits of revitalisation investment unless public realm improvements are supported by ongoing activation, management and partnership responses.
SR6. Uncertainty in Quantifying and Monetising Benefits	A significant proportion of the expected benefits relate to economic activation, resilience, perceptions of safety, cultural identity, wellbeing and sense of place. While these benefits are material to the investment case, some are difficult to quantify or monetise with confidence at this stage.	The economic appraisal may understate the full value of the investment. Benefits will therefore need to be assessed using both monetary and non-monetary measures.

Critical success factors

The critical success factors define the essential conditions that any preferred option must satisfy to be considered viable and capable of delivering the investment objectives. They provide a consistent basis for assessing options against factors such as strategic fit, value for money, supplier capacity and capability, financial affordability and achievability.

Table 7 Critical Success Factors

Category	Proposal-Specific Critical Success Factors
Strategic Fit & Business Needs	• Demonstrably supports the AIP vision, investment objectives and identified case for change • Aligns with Council spatial planning, growth, infrastructure and resilience strategies • Integrates with planned transport, Three Waters, renewals and other City Centre investment • Embeds mana whenua values, cultural narrative, identity and partnership through planning, design and delivery • Maintains sufficient stakeholder, elected member and community support to enable delivery • Supports future growth, intensification and changing policy or infrastructure requirements
Value for Money (Economic)	• Demonstrable public value • Measurable amenity, accessibility, safety and economic benefits • Whole-of-life cost consideration beyond just capital cost
Commercial / Supplier Capacity & Capability	• Can be delivered through a procurement and contracting model appropriate to the scale, complexity and staging of the programme • Is deliverable within available local and wider-market supplier capacity and capability • Supports competitive procurement and appropriate allocation of delivery risk
Financial / Affordability	• Is affordable within Council's current and forecast funding constraints • Can be staged to align expenditure with available funding and Long-Term Plan cycles • Has sustainable operating, maintenance and renewal costs • Retains sufficient flexibility to respond to cost escalation or changes in funding availability
Achievability / Management	• Strong, consistent governance over life of programme • Clear ownership and accountability • Sufficient organisational capability

3 Economic case

Dimensions of choice

The Economic Case uses three Dimensions of Choice to structure the development of the longlist: scale, scope and location; implementation timing and sequencing; and funding approach. These dimensions reflect the key choices available to Council and provide a simple, transparent framework for developing and comparing alternative investment configurations.

Table 8 Dimensions of Choice

Code	Dimension of Choice	What varies
SC	**Scale, scope and location**	The spatial extent and ambition of city centre works, ranging from limited maintenance or paving replacement through to targeted street upgrades, shared spaces, public realm activation and a wider connected city centre programme across locations such as Lowe Street, Gladstone Road, Peel Street and Reads Quay.
IM	**Implementation timing and sequencing**	When and how the programme is delivered, including business-as-usual renewals, early low-disruption works, phased delivery, engagements and consents, and staged implementation across multiple phases. The document identifies project sequencing, engagements, consents and project delivery, plus phases including Years 1–3, Years 4–5, Years 5–6 and Years 7–8.
FA	**Funding approach**	How the programme is funded, ranging from existing maintenance / renewal budgets through to reprioritised Council funding, partner contributions, external grants, transport or infrastructure funding, and a coordinated funding strategy linked to business case decisions.

Identifying choices

For each Dimension of Choice, a range of alternatives has been developed from the status quo and do-minimum through to more comprehensive "do more" and "do maximum" responses. This provides a structured way to test progressively greater levels of intervention and identify which combinations are most likely to meet the investment objectives and critical success factors.

Table 9 Range of Choices by Dimension

Dimension	1.Status Quo	2.Do Min	3.Do More	4. Go Further	5. Do Max
SC – Service response: scale, scope and location	Maintain current spaces and renewal approach, with work undertaken only as required through existing maintenance or renewal programmes.	Replace paving or undertake localised surface renewal only, with no material change to street layout, function or public realm offer.	Target priority public realm locations already identified in the AIP, such as Lowe Street, Gladstone Road, Peel Street and Reads Quay.	Deliver a connected city centre package that links streets, intersections, public spaces, walking routes, planting, accessibility and river connections.	Deliver a comprehensive city centre transformation programme across the full study area, integrating public realm, movement, activation, cultural expression, resilience and development opportunities.
IM – Implementation timing and sequencing	Deliver works as funding, renewals or asset condition require over a 10 year period, without a single coordinated programme sequence.	Undertake early, low-disruption works first, such as paving replacement, minor amenity upgrades, accessibility improvements or temporary activation.	Sequence priority projects over the short term, starting with high-readiness or high-visibility locations, then moving to more complex street and intersection upgrades.	Use a phased programme aligned with engagement, consents and project delivery.	Deliver a single, large-scale project, delivered at the earliest opportunity to maximise the value for money of invested capital.
FA – Funding approach	Fund only essential renewals via reactive maintenance from existing opex over the 10 year duration of the LTP.	Use available opex and capex to replace paving like-for-like where end of life only in locations of highest urgency.	Reprioritise existing Council capex budgets and align works with Long-Term Plan cycles	Combine Council funding with partner contributions, central government funding, transport / infrastructure funding, grants and private-sector contributions where project benefits align.	Establish a dedicated city centre investment package or funding strategy that pools multiple funding sources and supports staged delivery of the full AIP programme.

Assessment of choices

Table 10 Assessment of Choices

Dimension of Choice	Assessment summary	Viable choices	Choices not carried forward
SC: Service response	Status Quo and Do Minimum do not offer the transformation necessary to achieve IOs. Do More and Go Further align with IOs and CSF Do Maximum is difficult to defend on prima facie affordability in the current economic climate and fails CSF for VFM.	CS.3 CS.4	CS.1 CS.2 CS.5
IM: Implementation timing and sequencing	Status Quo cannot keep pace with asset deterioration, so fails CSF. Do Minimum unlikely to keep pace with CBD economic deterioration, so fails CSF. Do More and Go Further align with IOs and CSFs. Do Maximum does not allow packaging to suit local delivery as singular scale of project or fundraising for shortfall affordability.	CS.3 CS.4	CS.1 CS.2 CS.5
FA: Funding approach	Status Quo cannot keep pace with asset deterioration, so fails CSF. Do Minimum unlikely to keep pace with CBD economic deterioration, so fails CSF. Do More aligns with internal Council capital funding limitations so meets, to some degree, IOs and CSFs. Go Further requires sourcing of additional funding but scales investment accordingly, meeting IOs and CSFs. Do Maximum is overly reliant on external, unsecured funding over an indeterminate timeframe.	CS.3 CS.4	CS.1 CS.2 CS.5

Long-list approaches

Table 11 Long-List Approaches

OPTION	NAME	DESCRIPTION
A	Status Quo – Reactive Renewal	Maintain current streets, public spaces, reactive maintenance and renewal approach. Works would occur only as required through existing maintenance, renewal or operational programmes. This provides the baseline against which all change options can be assessed.
B	Do Minimum – Paving and Surface Renewal	Replace paving or undertake localised surface renewal only in the defined geographic zone. This option addresses immediate pavement condition, safety or accessibility issues but does not materially change street layout, function, activation or public realm quality.
C	Design Option 1 – Targeted Transformation	Focuses on Lowe Street as a shared-space destination with investment in a transformational street environment, embedding AIP design principles, creating a unique destination for Tairāwhiti, building trust and testing market response.
D	Design Option 2 – Enhanced Targeted Transformation	Builds on Design Option 1 to include five identified interventions: 1. Lowe Street shared space; 2. Gladstone Road and Lowe Street intersection improvement; 3. Gladstone Road central targeted improvements; 4. Peel Street central improvements; and 5. Gladstone Road and Peel Street intersection improvements.
E1	Option 3 – Zone Transformation - Balanced	Builds on Design Option 2 and includes Reads Quay shared space and promenade. The combined suite of interventions would be delivered in three packages sequentially across the 10yr LTP terms to maximise opportunities alternative funding and local SME involvement. The combined suite of interventions would be delivered sequentially over a number of years to maximise opportunities for fundraising and local SME involvement.
E2	Option 3 – Zone Transformation - Fast	As per E1 but delivered as fast as possible to reduce the impact of escalation.
F	Option 4 – Further Transformation	Builds on Option 3 and adds further works on Gladstone Road from Peel Street to Bright Street, the Bright Street and Gladstone Road intersection, and extended paving upgrades.
G	Option 5 – Maximum Transformation	Builds on Option 4 to extend to total CBD streetscape remodelling, expanding the transformational scope to a broad area of interconnected streets beyond those identified in Options 2-4.

The long list of options was assessed against their contribution to achieving the Investment Objectives (Table 2) and Critical Success Factors (Table 7). The results are shown in the following table and the assessment scoring in detail is located in Appendix F.

Table 12 Long-list Assessment Matrix

Assessment	A. Status quo	B. Do min	C. Design option 1 targeted transform	D. Design option 2 – enhanced targeted transform	E1. Design option 3 – full transform balanced	E2. Design option 3 – full transform fast	F. Design option 4 – further transform	G. Maximum transform
Investment Objectives								
IO1: A vibrant, people-centred city heart that improves wellbeing and social connection	Fails	Fails	Partial	Partial	Partial	Partial	Meets	Meets
IO2: A city centre fully connected to its awa, whenua and natural systems	Fails	Fails	Partial	Partial	Meets	Meets	Meets	Meets
IO3: A mana whenua-Engaged city centre reflecting identity, culture and partnership	Fails	Fails	Partial	Partial	Meets	Meets	Meets	Meets
IO4: A thriving, inclusive and locally-rooted community and economic centre	Partial	Partial	Partial	Partial	Meets	Meets	Meets	Meets
IO5: A resilient, low-impact and future-ready urban system	Fails	Partial	Partial	Partial	Partial	Partial	Partial	Meets
Critical Success Factors								
Strategic Fit & Business Needs	Fails	Partial	Partial	Partial	Meets	Meets	Meets	Meets
Value for Money / Economic	Fails	Meets	Meets	Partial	Meets	Meets	Fails	Fails
Commercial / Supplier Capacity & Capability	Meets	Meets	Meets	Meets	Meets	Partial	Partial	Fails
Financial / Affordability	Meets	Meets	Partial	Partial	Partial	Partial	Fails	Fails
Achievability / Management	Meets	Meets	Partial	Meets	Meets	Partial	Partial	Fails
Long-list recommendation	Do not shortlist	Do not shortlist	**Shortlist**	**Shortlist**	**Shortlist**	**Shortlist**	Do not shortlist	Do not shortlist

The long-list assessment indicates that the A. Status Quo and B. Do Minimum options are not sufficient to meet the investment objectives. While these options are affordable and relatively achievable, they do not deliver the level of public realm, cultural, environmental, economic or resilience change being driven through the AIP. Options F and G fail affordability and economic VFM criteria as substantially beyond Council's and likely other funding sources' ability to deliver.

The four transformation options should therefore be carried forward to the shortlist. These options provide a credible progression from a focused shared-space intervention through to a wider city-centre transformation programme. This allows the shortlist assessment to test the appropriate level of ambition, affordability, delivery complexity and benefits realisation.

Table 13 Summary assessment by option

Option	Overall assessment	Rationale
A. Status Quo – Reactive Renewal	Not recommended for shortlist	Low delivery risk and affordable but does not materially respond to the investment objectives. It would not create the step-change sought for wellbeing, mana whenua outcomes, city-centre vitality, awa connections or resilience.
B. Do Minimum – Paving and Surface Renewal	Not recommended for shortlist	Addresses basic asset condition and safety issues but remains largely maintenance focused. It does not shift the city centre toward the AIP vision for a vibrant, connected, culturally grounded and future-ready urban heart.
C. Design Option 1 – Targeted Transformation	Shortlist	Provides a focused, deliverable transformation centred on Lowe Street shared space. Stronger than renewal options because it creates a visible people-focused destination and tests city-centre placemaking at a manageable scale.
D. Design Option 2 – Enhanced Targeted Transformation	Shortlist	Broadens the intervention to multiple central public realm and intersection locations, improving strategic fit, movement, accessibility, amenity and economic activation potential. This is likely to perform strongly across most investment objectives.
E1. Design Option 3 – Zone Transformation **Balanced**	Shortlist	Adds Reads Quay shared space and promenade, strengthening alignment with the awa / natural systems objective and the broader AIP ambition. It performs strongly strategically, though affordability and delivery complexity increase. It provides Council with time to raise additional funds to bridge the gap, test solutions in earlier stages and pivot accordingly for further stages.

Option	Overall assessment	Rationale
E2. Design Option 3 – Zone Transformation Fast	Shortlist	Same built solution as E1 but offering benefit of lower upfront cost (escalation considered)/ better value for money through faster delivery, with disbenefit of larger packages reducing SME involvement and delivery constraints for Council. Locks Council into a solution from the outset that does not allow a pivot over time to reflect changing ideas and trends or testing solutions early on and pivoting with later stages.
F Design Option 4 – Further Transformation	Not recommended for shortlist	Provides the most comprehensive response, extending the transformation further along Gladstone Road and adding further intersection and paving upgrades but highly unlikely to be affordable given that it is only approximately 25% funded.
G Design Option 5 – Further Transformation	Not recommended for shortlist	Provides the most comprehensive response, extending the transformation further along Gladstone Road and adding further intersection and paving upgrades. However, it is not likely to be affordable given that it is less than 10% funded.

Shortlist options

Table 14 Shortlisted Options

Shortlist Option	Description
C. Design Option 1 – Targeted Transformation and Placemaking	Provides a focused, deliverable transformation centred on Lowe Street shared space. Stronger than renewal options because it creates a visible people-focused destination and tests city-centre placemaking at a manageable scale.
D. Design Option 2 – Enhanced Targeted Transformation	Broadens the intervention to multiple central public realm and intersection locations, improving strategic fit, movement, accessibility, amenity and economic activation potential. This is likely to perform strongly across most investment objectives.
E1. Option 3 – Full Transformation - Balanced	Adds Reads Quay shared space and promenade, strengthening alignment with the awa / natural systems objective and the broader AIP ambition. It performs strongly strategically, though affordability and delivery complexity increase.
E2. Option 3 – Full Transformation - Fast	As per E1 but delivered as fast as possible to reduce the impact of escalation.

Non-monetary appraisal

The shortlist options were assessed against a shortlist of the most appropriate metrics from the Non-Monetised Benefits Register (Appendix I) as listed in Table 4 to determine the features of a preferred way forward. Each shortlist option has been assessed against its ability to meet investment objectives, realise non-financial benefits and mitigate risks. Shortlist options were also assessed against whole-of-life costs (WOLC) and value for money.

The assessment weights investment objectives, benefits and risks equally to generate a numerical score.

The majority of the benefits outlined in the Strategic Case and assessed in the Economic Case are non-financial.

The shortlisted options were tested against three non-monetary benefits identified in table 4 in the Strategic Case. Each option was assessed as to how well it provided a benefit or dis-benefit compared to the Status Quo.

Table 15 Non-Monetary Appraisal Summary

KPI	Status Quo	C. Design Option 1 – Targeted Transform	D. Design Option 2 – Enhanced Targeted Transform	E1. Option 3 – Zone Transformation - Balanced	E2.Option 3 – Zone Transformation - Fast
Investment Objectives					
IO1: A vibrant, people-centred city heart that improves wellbeing and social connection	Does not meet	Meets to Minimal Extent	Meets to Some Extent	Meets to a Greater Extent	Meets to a Greater Extent
IO2: A city centre fully connected to its awa, whenua and natural systems	Does not meet	Does not meet	Meets to Some Extent	Meets to a Greater Extent	Meets to a Greater Extent
IO3: A mana whenua-engaged city centre reflecting identity, culture and partnership	Does not meet	Meets to Minimal Extent	Meets to Some Extent	Meets to a Greater Extent	Meets to a Greater Extent
IO4: A thriving, inclusive and locally-rooted community and economic centre	Does not meet	Meets to Minimal Extent	Meets to Some Extent	Meets to a Greater Extent	Meets to a Greater Extent
IO5: A resilient, low-impact and future-ready urban system	Does not meet	Meets to Minimal Extent	Meets to Some Extent	Meets to a Greater Extent	Meets to a Greater Extent
Non Monetary Benefits					

KPI	Status Quo	C. Design Option 1 – Targeted Transform	D. Design Option 2 – Enhanced Targeted Transform	E1. Option 3 – Zone Transformation - Balanced	E2.Option 3 – Zone Transformation - Fast
M1. Pedestrian activity	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
M2. Dwell time and public-space use	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
M3. Activity, perceptions and social wellbeing	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
M4. Awa and riverfront use	Nil Contribution	Some Contribution	Some Contribution	Substantial Contribution	Substantial Contribution
M5. Walking, cycling, safety and access reliability	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
M6. Blue-green and environmental performance	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
M7. Mana whenua governance and engagement	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
M8. Cultural identity and visibility	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
M9. Cultural, local and Māori economic participation	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
Risk					
SR1. Funding Availability and Affordability	Substantial Decrease	Minor Increase	Minor Increase	Substantial Increase	Substantial Increase
SR2. Economic Conditions and Inflation	Substantial Increase	Minor Increase	Minor Increase	Minor Increase	Substantial Increase
SR3. Stakeholder and Community Acceptance	Minor Increase	Minor Decrease	Minor Decrease	Minor Decrease	Minor Increase
SR4. Commercial and Retail flight from CBD	Minor Increase	Minor Decrease	Minor Decrease	Substantial Decrease	Substantial Decrease
SR5. Persistent anti-social behaviour and reduced perceptions of safety	Minor Increase	Minor Decrease	Minor Decrease	Substantial Decrease	Substantial Decrease
SR6. Uncertainty in Quantifying and Monetising Benefits	Substantial Increase	Substantial Increase	Minor Increase	Minor Decrease	Minor Decrease

The net-value assessment above was used to calculate a net-value score. Shortlist options were assessed against their ability to:

- **meet investment objectives** on a scale of 0 to 3, where zero means an option does not meet investment objectives and three means the option meets investment objectives to a greater extent
- **realise benefits** on a scale of 0 to 3, where zero represents nil contribution to the benefit, and four represents maximum contribution to the benefit
- **mitigate risks** on a scale of 0 to 4, where 0 suggests the most increase in risk, and four suggests the most decrease in risk.

Table 16 Non-Monetary Appraisal Scores

	Status Quo	C. Design Option 1 – Targeted Transform	D. Design Option 2 – Enhanced Targeted Transform	E1. Design Option 3 – Full Transform Balanced	E2. Design Option 3 – Full Transform Fast
Investment Objectives	0	4	10	15	15
NM Benefits	0	9	17	27	27
Risks	6	8	8	8	5
Overall score	**7**	**24**	**39**	**57**	**54**
Ranking	**5**	**4**	**3**	**1**	**2**

Public-value summary

Table 17 Combined Comparison of Shortlist Options (Real Terms)
Refer to Appendix J Capital Cost Estimate Report for details.

Dimension	Status Quo	C. Design Option 1 – Targeted Transform	D. Design Option 2 – Enhanced Targeted Transform	E1. Design Option 3 – Full Transform Balanced	E2. Design Option 3 – Full Transform Fast
Capital cost	$0	$4,700,000	$17,230,000	$34,900,000	$34,900,000
Operating cost	$8,000,000	$7,580,000	$6,480,000	$4,760,000	$4,700,000
Whole-of-life cost	$8,000,000	$12,290,000	$23,710,000	$39,650,000	$39,600,000
Net present value (NPV)	**$2,380,000**	**$5,980,000**	**$13,760,000**	**$22,420,000**	**$25,880,000**

Dimension	Status Quo	C. Design Option 1 – Targeted Transform	D. Design Option 2 – Enhanced Targeted Transform	E1. Design Option 3 – Full Transform Balanced	E2. Design Option 3 – Full Transform Fast
Non-monetary assessment score (out of 1,000)	106	364	591	864	818
Overall public-value position	Low Public Value	Low Public Value	Moderate Public Value	Highest Public Value	Strong Public Value

The preferred option

Table 18 Preferred Option

Preferred option	Why chosen	Trade-offs
E1. Design Option 3 – Full Transform - Balanced	Design Option 3, incorporating Design Options 1 and 2 is the iteration that most satisfies the Investment Objectives, Critical Success Factors, and Benefits. The activation of Reads Quay is transformative in the context of social and environmental connectivity that any combination of the other options struggles to achieve with similar success. The longer delivery timeframe compared to Option E2 does provide longer to secure funding to bridge the affordability gap and enables the works to be procured in smaller packages that better suits local smaller contractors to deliver in stages.	Design Option 3 is currently unaffordable and requires Council to find substantial additional funding from external sources. This will mean that the eventual benefits realised from this option will be significantly deferred, perhaps up to a decade. Delivering over an extended period of time compared to E2 amplifies the effects of escalation, also increasing unaffordability and placing more pressure on alternative funding.

Economic appraisal

The Gisborne City Centre AIP has a credible pathway to generating economic benefits through increased city-centre activity, improved commercial occupancy, higher employment density, enabled development, avoided infrastructure costs, improved transport outcomes, environmental improvements and stronger local economic participation.

Monetary benefits

This section appraises the monetary and monetisable (social) benefits that may arise from the Gisborne City Centre AIP. Research established a number of benefits as being applicable to public realm and streetscape interventions, with a range of potential monetisation pathways, however there are a number of challenges that have prevented these from being rigorously and defensibly quantified:

- **limited access to readily available baselines**, valuation parameters, or evidence to reliably gauge change
- **limited scale of the Preferred Option** in the context of the wider city makes application of what metrics may exist at city or regional scale difficult to defensibly extrapolate at the intervention scale
- **limited ability to isolate the impact** of the intervention from other factors that influence baseline metrics.

Given the combination of the limitations identified above, a set of metrics was collated from a number of sources that address both the direct economic benefits and the monetised social benefits by proxy measurement, these are identified in table 5 in the Strategic Case.

Cost-benefit analysis

The following table pulls together monetised benefits and summarises the estimated benefits of the programme as detailed in the Benefits Details of the Financial Accounting WOLC and NPV Model (Appendix G).

Table 19 Monetised Benefits Analysis (Real Terms)

Source	Benefit Category	Benefit Description	Benefit Value (Real Terms)	Present Value of Benefits
GDC	M1. Key Partner Investment	Property Improvements (CAPEX)	$6,500,000	$5,370,000
Athfield Architects	M2. Property Value	Increase in property values to surrounding streets	$19,254,750	$7,580,000
Urban Connection	M3. Road Safety	Reduced crash/road safety incidents	$7,382,641	$7,380,000
WT	M4. Value of Procurement	B29 Local Supplier Participation	NPV supplied directly	$3,810,000
			Total	**$24,140,000**

The Benefits to Costs Ratio (BCR) of the Preferred Option is presented in two scenarios:

1. ratio of benefits to full project costs

2. ratio of benefits to the betterment value of the project, deducting the cost of like-for-like renewals of the streetscape which gives an indication of the added value of the upgrades as opposed to simply replacing the existing aged infrastructure.

Table 20 Cost-Benefit Analysis Preferred Option (Real Terms)

Dimension	Scenario 1 Full Project Value	Scenario 2 Betterment Value (Renewal capital expenditure deducted)
Appraisal period (years)	40	40
Capital cost	$34,900,000	$32,740,000
Operating cost	$4,760,000	$4,760,000
Whole-of-life cost	$39,650,000	$37,500,000
Present value of costs ($m)	$22,420,000	$20,910,000
Present value of benefits ($m)	$24,140,000	$24,140,000
Net present value (NPV) @ 8% DR	-$1,720,000	-$3,230,000
Benefit–cost ratio (BCR)	1.1	1.2

Findings

The monetary benefits, KPIs, assessment metrics and baselines and projected uplifted supplied by the various parties identified in Table 5 of the Strategic Case, have been modelled in the Benefits Details contained within Appendix G of the WOLC and NPV Model for the Preferred Option, with the following results:

Scenario 1: Present Value of benefits totalling $24.14m against Present Value of Costs of $22.42m generates a positive BCR of 1.1 against the full project value, demonstrating a return on investment.

Scenario 2: The same Present Value of benefits totalling $24.14m against Present Value of Betterment Costs of $20.91m generates a positive BCR of 1.2 against the full project value, further supporting the case for the intervention to go beyond simple capital renewal.

4 Commercial case

Procurement strategy

Rationale

The procurement strategy for Option E1 (Design Option 3, pg. 37) – Zone Transformation has been developed to support the delivery of a transformational city centre revitalisation programme while maximising local economic benefits, maintaining procurement flexibility, and managing delivery risks over the three Long-Term Plan (LTP) periods.

Option E1 builds on the interventions proposed under Options C and D (Design Options 1 and 2) and includes the delivery of the Reads Quay shared space and promenade, creating a coordinated suite of public realm improvements across the city centre. Given the scale and duration of the programme, the works will be delivered through three sequential tranches over approximately nine years:

- tranche 1: Design Option 1 scope
- tranche 2: Design Option 2 scope
- tranche 3: Design Option 3 scope.

The procurement approach has been deliberately structured to:

- maximise opportunities to secure alternative funding and co-investment throughout the programme lifecycle
- support participation by local businesses and suppliers wherever practicable
- spread procurement opportunities over time to align with local market capacity
- reduce delivery risk through manageable and clearly defined work packages
- maintain programme flexibility to respond to funding availability, market conditions, and stakeholder priorities.

Recognising the capability of the local supplier market, packages will be sized and structured to encourage participation by local small and medium-sized enterprises (SMEs) rather than relying on a limited number of large, out-of-region contractors. This approach is expected to increase local employment opportunities, retain expenditure within the Tairāwhiti economy, and build local capability over the life of the programme.

The project consists primarily of:

- soft landscape works
- hard landscape works
- horizontal infrastructure upgrades
- streetscape enhancements
- street furniture and public amenity improvements.

Design services will be procured separately from construction activities to ensure design consistency across all tranches, maintain quality control, and allow construction packages to be tendered competitively as discrete work packages. Consultants will for example include landscape architecture, civil engineering and surveying.

The procurement strategy for consultants is therefore to:

- procure a lead design team for the overall programme to provide continuity across all project stages
- retain institutional knowledge and design consistency throughout the ten-year delivery period
- ensure coordinated design integration across landscape, public realm, infrastructure, accessibility and place-making elements
- enable efficient stakeholder engagement, approvals and design governance processes
- maintain flexibility to stage and package construction works independently of design activities.

The procurement strategy for construction is to:

- develop construction-only contracts with fully completed designs and specifications prior to tender
- package works according to scale, location, complexity and delivery timing
- create package sizes that can be competitively delivered by local contractors and specialist suppliers.

Procurement staging

The procurement staging provides a structured approach to delivering the programme over three tranches aligned to the Council's Long-Term Plan:

- **Tranche One will include**
  - programme-level project controls (Quantity Surveyor, Contract Administration, Legal Advisors). This procurement will be for the overall establishment of the programme model, for consistency of approach. It will also be responsible for supporting GDC to deliver Tranche 1 initially
  - programme-level technical services covering all tranches. It will be most efficient to design all tranches together, both in terms of cost, and to achieve design consistency across the programme, despite being delivered in tranches
  - construction contractor for the Tranche 1 project
- **Tranche Two will include**
  - project controls covering the Tranche 2 project
  - construction contractor for the Tranche 2 project
- **Tranche Three will include**
  - project controls covering the Tranche 3 project
  - construction contractor for the Tranche 3 project.

Prior to each tranche, Council will review:

- available funding sources
- market capacity and supplier capability
- programme priorities
- lessons learned from previous stages
- opportunities for alignment with other infrastructure or city centre projects.

Construction procurement

Construction packages are intended to be tendered separately as construction-only contracts following completion of detailed design. Work packages may include:

- pavement upgrades
- shared space construction
- public space enhancements
- soft landscaping works
- street furniture installation
- lighting upgrades
- stormwater and utility improvements.

Commercial risk allocation

Key procurement risks will be managed through:

- staged delivery across three tranches to enable Council project management resources to manage delivery internally
- early procurement of programme-wide design services
- separation of design and construction procurement
- packaging works to suit market capacity and capability
- ongoing review of the programme between tranches enabling lessons learned to be accommodated in future tranches, reducing risk as the programme progresses
- maintaining flexibility to adjust delivery sequencing as funding opportunities emerge
- broad market engagement to encourage participation by local SMEs and specialist suppliers.

This approach balances delivery certainty with flexibility and supports the Council's wider objectives of city centre revitalisation, economic development and community benefit.

Table 21 Commercial Risk Allocation Matrix

Risk	Owner	Why allocation works	Management approach
CR1. Escalation and market pricing variance	Shared	GDC manages procurement timing and contingency	Market testing, escalation assumptions, price adjustment mechanisms, estimate updates.
CR2. Contractor capability and capacity	GDC	GDC controls evaluation and selection process.	Financial and technical due diligence, weighted attributes assessment.
CR3. Limited market interest and competition	GDC	Driven by packaging, risk transfer and procurement approach.	Early market engagement and procurement planning.
CR4. Procurement and contract model selection	GDC	Procurement and commercial strategy is GDC-controlled.	Assess D&C, Traditional, ECI and collaborative models. Select appropriate NZS contract and undertake legal review.

Risk	Owner	Why allocation works	Management approach
CR5. Consenting and statutory approvals	GDC	Approvals largely outside contractor control before award.	Consent strategy, regulator engagement and approval tracking.
CR6. Funding approval and affordability	GDC	Funding decisions sit with asset owner/funder.	Governance approvals, staging and contingency planning.
CR7. Scope definition uncertainty	GDC	Requirements are developed by the GDC.	Design development and peer review before tender.
CR8. Utility and stakeholder interfaces	Contractor / GDC	Relationships held by asset owner but apportionment may depend on contract form.	Early engagement with utility providers, stakeholders and contractors.
CR9. Inadequate site information	GDC	GDC commissions investigations.	Utility surveys, investigations and data validation.
CR10. Supplier financial viability	GDC (in advance)	GDC able to pre-vet for scale of works a contractor tenders for.	Credit assessment, bonds and guarantees.
CR11. Probity or procurement process failure	GDC	Agency controls process integrity.	Probity plans, conflict management and governance reviews. Potential for independent probity oversight.
CR12. Programme packaging strategy	GDC	Packaging affects attractiveness and deliverability.	Market sounding and packaging assessment.
CR13. Design responsibility allocation	Shared	Depends on selected procurement model.	Clearly define design deliverables and liabilities.
CR14. Insurance and bonding availability	Contractor	Contractor obtains required securities.	Early confirmation of market capacity and requirements.
CR15. Commercial negotiation failure	Shared	Agreement requires both parties.	GDC to issue contract terms with tender documents. Structured negotiations and clear fallback positions.

5 Financial case

Financial summary and affordability

Through the Long Term Plan process, and informed by community engagement, Council will determine its priorities, service levels and the timing and funding of future investment. These decisions will balance affordability and delivery capacity with essential services, outstanding recovery commitments and long-term community benefit.

Key themes emerging in the Long-Term Plan process are legislative changes which introduce rates capping, which creates fiscal pressure when combined with ongoing financial pressure from rising costs, ageing infrastructure and ongoing cyclone recovery work. As such Council investment in a City Centre Revitalisation Project needs to consider the opportunity cost of allocating resources.

Gisborne District Council is currently delivering a significant programme of investment in recovery, resilience and core infrastructure through the 2024-2027 Three-Year Plan and subsequent Annual Plans. The Council's 2026/27 Annual Plan includes a capital expenditure programme of approximately **$172 million**, with approximately **$156 million (91%)** allocated to core infrastructure activities including transport, water services, flood protection and solid waste.

Council's capital investment programme operates within the parameters established by its Financial Strategy, Long Term Plan and Annual Plan processes. As part of the 2026/27 Annual Plan, forecast external debt is approximately **$245 million**, representing **161% of total revenue**, which remains within Council's Financial Strategy limit of **175%**. This reflects the significant investment requirements currently being managed across the district and highlights the importance of carefully prioritising new investment alongside existing commitments and funding capacity.

The City Centre Revitalisation Programme has been developed recognising that Council already funds a range of city centre infrastructure, asset renewal, maintenance and operational activities through existing budgets and Asset Management Plans. Where appropriate, future revitalisation projects will align with planned renewal programmes and infrastructure investment already identified within Council's forward work programmes, enabling opportunities to maximise value from existing expenditure and minimise duplication of investment.

Any Council funding contribution towards the City Centre Revitalisation Programme would be considered through future Long-Term Plan and Annual Plan processes and remain subject to Council approval. Individual projects may also require separate business cases, design development, funding confirmation and governance approval before implementation. This provides flexibility to align project delivery with Council priorities, funding availability and external funding opportunities.

The programme has been developed on the basis that Council will not be the sole funder of delivery. Over 40 years the preferred programme is anticipated to require approximately **$41m** in capital investment and approximately **$7.5 million** in operating expenditure. The Council's proposed contribution limited to approximately **$10 million**, which compares to $8.6 million for baseline maintenance of the area in a 'do nothing' scenario. The balance of programme funding is expected to be secured through a combination of external funding, strategic partnerships, grant funding, private sector investment and other co-investment opportunities. Existing investment and development activity by key partners and private investors within the city centre demonstrates confidence in the area and provides a foundation for leveraging additional investment over time.

The below table summarises the project WOLCs as detailed in the Financial Accounting – WOLC and NPV Model (Appendix G) for the Preferred Option E1, which itself builds on the detailed costings and assumptions of the Capital Cost Estimate Report (Appendix J).

Table 22 Financial Costing Summary (Nominal Terms)

Line Item	Year 1	Year 2	Year 3	Year 4	Beyond	Total (40yrs)
Capital Expenditure (CAPEX)						
Tranche 1	$180,000	$240,000	$3,520,000	$1,070,000	$0	$5,000,000
Tranche 2	$0	$0	$0	$510,000	$13,770,000	$14,280,000
Tranche 3	$0	$0	$0	$0	$21,720,000	$21,720,000
Subtotal CAPEX	$180,000	$240,000	$3,520,000	$1,580,000	$35,490,000	$41,000,000
Operating Expenditure (OPEX)						
Subtotal OPEX	$200,000	$210,000	$180,000	$140,000	$6,750,000	$7,470,000
Total Expenditure (CAPEX + OPEX)	$380,000	$440,000	$3,700,000	$1,720,000	$42,240,000	$48,480,000

A nominal capital expenditure budget of c$41.0m is required to fund the programme delivered over the 10 year LTP period in three tranches as defined in the AIP in Appendix A. The operational expenditure budget allocation over the 40 year time horizon, which aligns with NZTA's modelling approach for funding, will be c$7.5m giving an overall programme cost in nominal terms of $48.5m.

As each tranche will be delivered as a discreet project, detailed estimation will be undertaken for each tranche separately as the designs progress and are finalised, prior to approaching the market for tender. This work will be done in line with the programme timeframes established in Table 25.

Funding and approvals

GDC's internal funding and approvals processes operate primarily through the Long Term Plan (LTP), Annual Plan and supporting Asset Management Plans (AMPs). These processes establish Council's capital and operating expenditure budgets, confirm activity-level renewal funding and provide the framework through which new investment priorities are considered, prioritised and approved. The 2026/27 Annual Plan includes a capital programme of approximately $172 million, reflecting the significant investment commitments currently being managed across the district.

The City Centre Revitalisation Programme already benefits from an existing **$1.5 million placemaking budget allocation**. This funding may be utilised during the current financial year to progress priority early-stage initiatives emerging from the Action and Investment Plan, including programme development, design investigations, activation initiatives and enabling works. Alternatively, where required and subject to normal financial management processes, any unspent budget may provide a funding source for subsequent implementation activities that remain aligned with the purpose of the original allocation.

This existing allocation establishes an initial funding baseline and demonstrates Council's existing commitment to city centre placemaking and revitalisation outcomes. However, delivery of the broader revitalisation programme identified through this business case will require additional funding decisions through the 2027-2037 Long Term Plan process.

As part of the 2026/27 Annual Plan, Council forecasts external debt of approximately **$245 million**, representing **161% of total revenue**, which remains within the **Council's Financial Strategy limit of 175%**. Any future Council investment in the revitalisation programme will therefore need to be assessed alongside other district-wide infrastructure and service priorities through future Long Term Plan and Annual Plan processes.

Council retains responsibility for approving the Long Term Plan, Annual Plan, borrowing decisions and significant expenditure not otherwise delegated. Strategic funding decisions relating to the programme, including future capital and operating budget allocations, would therefore require Council approval through the relevant planning and budgeting processes.

The programme has been developed on the basis that Council funding will act as a catalyst investment rather than the sole source of delivery funding. In addition to Council investment, funding opportunities will continue to be pursued through external grants, strategic partnerships, philanthropic contributions, agency funding programmes and private sector investment.

GDC have identified a range of capex and opex funding mechanisms and assessed these for programme suitability via the Funding Mechanisms Analysis matrix (Appendix H). The following shortlist identifies only those mechanisms deemed to be either potentially or highly appropriate for this programme.

Table 23 Shortlisted Funding Mechanisms

Funding Mechanism	Capex / Opex	In-Principle Suitability
National Government Grant Funding	Capex	High
Targeted Rates Agreements	Both	High
Developer-Delivered Public Realm	Capex	Medium
Infrastructure Agreements with Rates Relief	Capex	Medium
Naming Rights and Sponsorships	Opex	Medium
Philanthropic and Foundation Funding	Both	Medium
Joint Venture Development	Capex	Medium

In the context of the above identified mechanisms, some actual sources have been identified in the table below, for which GDC will develop a funding acquisition strategy in the initiation stages of the programme, once approved. The range of funding suggests that there is ample money available to cover the current funding shortfall of c$37.05m, but this will be dependent on targeting of funding sources and the extent of the success of applications.

GDC has consulted NZTA who have confirmed the existence of funding towards maintenance and capital renewals if it forms part of the AMP at the agreed funding assistance rate, currently set at 68% with the balance funded by Council. This reflects the level of capital improvement (placemaking and betterment) being met entirely by council. The estimated value of capital renewals (without betterment) is c$2.15m, with the inference that NZTA may fund $1.46m.

Table 24 Current Capex Funding Sources

Funding Source	Status	Lower limit of Funding available	Upper Limit of Funding available	Approval Required	Timing
GDC Allocation	Provisional	$10m	$10m	Yes	Year 1
NZTA AMP	Provisional	$146m	$1.46m	Yes	Funding of renewals at 68% of $2.15m
NZTA NLTP	Unsecured	$500	$50m+	Yes	Year 2 to year 4 as (not currently taking applications because Phase 2027-2030 is in development.
Regional Infrastructure Fund	Unsecured	$1m	$50m+	Yes	Year 1 onwards
NIFF Infrastructure Funding (various grants within)	Unsecured	$1m	$500m+	Yes	Year 1 onwards
Lottery Community Facilities (primarily buildings, but may extend to gathering spaces)	Unsecured	$50k	$5m	Yes	Year 1 onwards
Lottery Fund for Community spaces (highly relevant)	Unsecured	$10k	$500k+	Yes	Year 1 onwards
	Total Identified Funding Range	**$14.02m**	**$616.5m+**		

6 Management case

Delivery and implementation planning

Implementation of the programme is dependent on two separate decision points. Approval of the Action and Investment Plan and Business Case is anticipated in October 2026 and would provide strategic direction for programme delivery. However, confirmation of any additional Council funding contribution is expected to occur through the 2027-2037 Long Term Plan process, with budget availability confirmed from 1 July 2027.

To maintain momentum between these decision points, the programme may utilise a portion of the existing Three-Year Plan budget for early implementation activities that align with the purpose of that budget allocation. This could include programme establishment, governance arrangements, delivery planning, stakeholder engagement, funding strategy development and other preparatory activities. Recognising that long-term funding decisions have not yet been confirmed, expenditure during this period would be carefully managed to minimise sunk-cost risk and avoid committing significant resources ahead of the Long-Term Plan decision. Indicatively, establishment-phase expenditure would be expected to remain limited (for example up to approximately $150,000) until future programme funding is confirmed.

Table 25 High-Level Implementation Plan

Phase / Milestone	Key Activities	Timing	Dependencies	Owner
1. Business Case Approval	Secure BC approval, confirm funding allocation to extent available, establish governance.	Months 0-2	BC completion and internal Council endorsement gateways	Council members
2. Programme Initiation & Planning	Develop PMP, engagement strategy, programme, risk register, Procurement Plan.	Months 2-3	Approved business case and funding.	Project Manager
3. Programme and Tranche 1 Procure Professional Services	Project Controls and Technical Services procurement.	Months 3-6	Procurement Plan Approved	Project Manager
4. Site Investigations & Baseline Studies	Surveys, utilities, geotech, traffic, accessibility and arborist assessments.	Months 6-9	Consultant appointment.	Technical Services Team
5. Concept Design	Develop public realm vision, streetscape layouts, place-making concepts and cost estimate.	Months 6-10	Investigations complete.	Technical Services Team

Phase / Milestone	Key Activities	Timing	Dependencies	Owner
6. Community & Stakeholder Engagement	Public consultation, mana whenua engagement, business and resident workshops.	Months 8-9	Draft Concept Design	Council Engagement Lead
7. Gap Funding securitization for Tranche 1	Apply and gain gap funding for Tranche 1 (if any required)	10-18	Concept Design approval	Council
8. Developed Design	Refine design, integrate utilities, lighting, drainage and accessibility requirements.	Months 10-13	Consultation outcomes and approved Concept Design	Technical Services Team
9. Consenting & Approvals	Obtain required consents and council approvals (assume non-EIA)	Months 13-20	Developed design complete.	PM and Technical Services Team
10. Detailed Design & Construction Documentation	Prepare drawings, specifications, estimates and staging plans.	Months 14-18	Developed Design approval and consents	Design Team
11. Procurement & Contractor Appointment Tranche 1	Tendering, evaluation, negotiation and contract award.	Months 19-22	Detailed Design approval and consents	Procurement Lead
12. Construction Tranche 1	Lowe Street works	Months 23-36	Site possession.	Main Contractor
13. Funding securitization and consenting for Tranche 2	Apply and gain funding and consenting for Tranche 2	37-45	Council Approvals	Council
14. Procurement & Contractor Appointment Tranche 2	Tendering, evaluation, negotiation and contract award.	Months 46-48	Funding Secured	Procurement Lead
15. Construction Tranche 2	Peele and Gladstone Street works	Months 49-72	Site possession.	Main Contractor
16. Funding securitization and consenting for Tranche 3	Apply and gain funding and consenting for Tranche 3	73-81	Council Approvals	Council
17. Procurement & Contractor Appointment Tranche 3	Tendering, evaluation, negotiation and contract award.	Months 81-84	Funding Secured	Procurement Lead
18. Construction Tranche 3	Reads Quay and Riveredge works	Months 85-108	Site possession.	Main Contractor

Capability and capacity to deliver

GDC has the capability to provide programme sponsorship, governance and organisational leadership for the City Centre Revitalisation Programme. A dedicated Programme Manager will be required to coordinate programme delivery, implementation, stakeholder engagement and reporting.

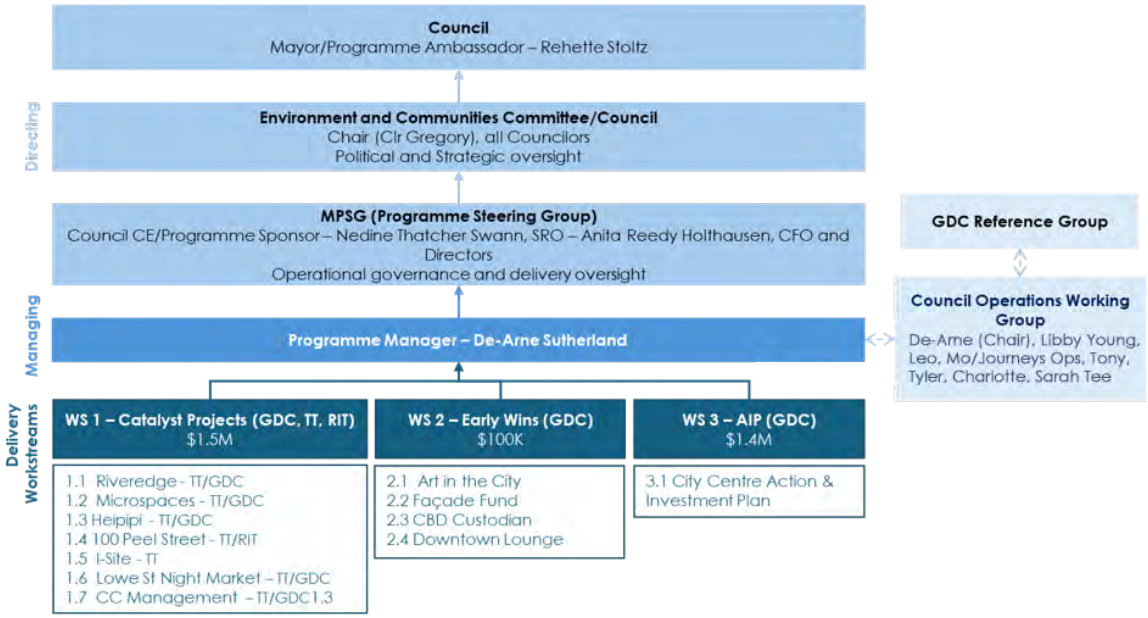
Specialist technical services required to deliver the programme, including urban design, engineering, transport planning, landscape architecture, quantity surveying and contract management, are not available within existing Council resources and will be procured externally.

Internal technical and activity managers will provide advice, review and coordination through a cross-functional working group to ensure alignment with Council strategies, Asset Management Plans and operational requirements. The programme will therefore be delivered through a combination of dedicated programme management, Council oversight and externally procured specialist services.

Governance and assurance

Effective governance is essential to ensure the CCRP is delivered in a coordinated, transparent, and strategically aligned manner. The governance and leadership approach defines how decisions are made, how risks and benefits are overseen, and how partners and internal teams work together to support programme delivery. This structure provides clear accountability, supports timely escalation and resolution of issues, and ensures the programme remains aligned with Council's strategic direction and the Target Operating Model.

Below is the CCRP governance framework:



Governance and assurance summary

Various governance and leadership groups enable decision making as appropriate to their delegation and authority. These are outlined below:

Table 26 Governance Authorities by Group

Layer	Group	Role
Decision making	Environment & Communities Committee	Endorsement and strategic decision making,
Directing/ managing	Major Project Steering Group	Strategic oversight, delegated decision making
Directing	Catalyst Steering Group	Strategic inter-agency oversight
Delivering	Council Operations Working Group	Delivery coordination and escalation

These groups form a tiered governance structure. The Environment & Communities Committee provides strategic direction and endorsement, the Major Project Steering Group oversees delivery and risk, and the Catalyst Steering Group ensures inter-agency alignment. The Council Operations Working Group coordinates day-to-day delivery and escalates issues as required. This structure ensures clear decision pathways and strong accountability.

Programme delivery roles

The programme requires support from every level of the organisation. Without support at every level the programme would not be successful. The following roles are required to enable delivery of the CRRP.

Table 27 Programme Delivery Roles

Role	Who	Details
Programme Ambassador	Mayor, Rehette Stoltz	Influential advocate who reinforces commitment and helps remove resistance by championing the programme's direction and value
Programme Sponsor	CE, Nedine Thatcher Swan	Provides visible support, ensures strategic alignment, and organisational authority for the programme. They secure resources and ensure it remains aligned with organizational strategy. The sponsor supports the SRO and helps maintain executive commitment to the programme's outcomes.

Role	Who	Details
Senior Responsible Owner	Anita Reedy Holthausen	Accountable for ensuring the programme meets its objectives and delivers the expected benefits. The SRO provides leadership, make key decisions, ensure effective governance, and maintain alignment between the programme and organisational strategy. The SRO owns the business case and is responsible for realising the benefits throughout the programme lifecycle.
Programme Manager	De-Arne Sutherland	The programme manager is responsible for day-to-day leadership, coordination, and delivery across the programme's projects and activities. They manage risks, dependencies, planning, and stakeholder engagement, ensuring that the programme delivers its capabilities and remains aligned with the blueprint and business case. They support the SRO by translating strategic intent into coordinated delivery.
Programme Administrator	Stacee Thompson	The programme administrator provides essential administrative, logistical, and coordination support to the programme team. They maintain documentation, support governance meetings, track actions, manage reporting cycles, and ensure information flows smoothly across the programme. Their work underpins effective programme control and governance.
Programme Communications and Engagement Advisor	Sarah Tee	The Programme Communications and Engagement Advisor lead the planning, coordination, and delivery of all programme-level communications and stakeholder engagement activities. They ensure that messaging is clear, consistent, and aligned with the programme vision, blueprint, and benefits framework. The role supports the SRO, Programme Manager, and Sponsor by translating strategic intent into accessible communications, managing stakeholder expectations, and fostering understanding, commitment, and behavioral change across the organisation. They maintain the stakeholder engagement strategy, advise on risks and sensitivities, and ensure that engagement activities support successful transition and benefits realisation

Benefits management

Benefits realisation will focus primarily on the delivery of programme outputs and the achievement of the strategic outcomes identified within the City Centre Revitalisation Action and Investment Plan. A detailed Benefits Register is provided in Appendix I and identifies the intended programme benefits, potential measures and indicative data sources.

Detailed benefits measures, reporting approaches and any associated baselines will be developed progressively as individual projects advance and funding is confirmed. Benefits monitoring and reporting will be integrated into existing programme governance and reporting arrangements wherever practicable to minimise additional resourcing requirements and avoid duplication of existing Council monitoring processes.

Delivery risk and issue management

Risk management at programme level will be undertaken in accordance with Council's risk management framework and will be embedded throughout planning, design, procurement and delivery activities.

Risks will be identified, assessed and managed at both project and programme levels to support informed decision-making and minimise the likelihood of adverse outcomes. Risks will be evaluated based on their likelihood and consequence, including potential impacts on cost, schedule, scope, benefits realisation, stakeholder outcomes, health and safety, environmental performance and reputation.

Mitigation measures will be developed for all significant risks with the objective of either avoiding, reducing, transferring or accepting the risk within approved tolerance levels. Risk ownership will be assigned to the individual or role best placed to manage the risk, with accountability for implementing mitigation actions and monitoring effectiveness.

The programme will maintain a living risk register that is regularly reviewed and updated as assumptions, external influences and programme conditions evolve. At programme level, particular attention will be given to strategic risks associated with funding, growth forecasts, stakeholder alignment, regulatory change, network dependencies and benefits realisation, given the long-term nature of the programme, as detailed in this Business Case.

Risk monitoring and escalation will occur through the governance framework outlined. Project-level risks will be reviewed routinely by the programme manager and project teams, with emerging issues escalated where they exceed delegated authority, tolerance thresholds or have the potential to affect programme objectives.

Risks that cannot be effectively managed within the programme, or which have material implications for funding, strategic outcomes, reputation or Council priorities, will be escalated to governance levels for direction. Regular risk reporting will provide governance with visibility of risk exposure, mitigation progress, emerging trends and any required intervention, ensuring timely decision-making and effective oversight throughout the life of the programme.

Table 28 Key Delivery Risks

Delivery Risk	Description	Potential Impact	Mitigation	Owner
DR1. Council Priority Changes	Changes in GDC priorities and policy settings over the programme.	May require programme re-scoping, reprioritisation or termination of programme with loss or incomplete realization of benefits	Maintain alignment with LTP and strategic plans; regular governance reviews and business case refreshes.	Programme Sponsor (GDC)
DR2. Urban Growth and Development Uncertainty	Growth and development differs from forecasts over the nine year life of the programme	May change scale, staging geographic priorities or with loss or incomplete realization of benefits	Periodically review growth assumptions and use staged, scalable delivery approach.	Programme Manager
DR3. Climate Change and Resilience Risks	Future adaptation and resilience requirements.	May necessitate redesign or revised standards over the extended life of the programme	Apply current resilience standards and review programme against emerging climate policies.	Asset/ Infrastructure Planning Manager
DR4. Transport Behaviour Change Uncertainty	Actual travel behaviours differ from forecasts.	May alter intervention types and expected benefits, requiring changes to programme design over lifespan.	Monitor travel demand trends and update programme priorities as evidence emerges.	Transport Planning Manager
DR5. Network and Corridor Dependencies	Dependence on wider infrastructure programmes alignment with NZTA for example.	May influence timing and programme feasibility, or programmed intervention become redundant or misaligned.	Ongoing coordination with NZTA and infrastructure partners; align planning and delivery programmes.	Programme Manager
DR6. Regulatory and Consent Risk	Changes in approvals or regulatory requirements over the nine	May increase cost, scope or delivery duration.	Early engagement with regulators and regular review of legislative and	Planning & Consenting Lead

Delivery Risk	Description	Potential Impact	Mitigation	Owner
	year life of the programme		consent requirements.	
DR7. Mana Whenua and Treaty Considerations	Evolving partnership and cultural outcome expectations.	May affect investment objectives over time, governance and design requirements.	Maintain ongoing engagement with mana whenua and incorporate cultural outcomes into programme planning.	Programme Sponsor / Engagement Lead
DR8. Utility Infrastructure Constraints	Unknown utility conflicts and upgrades may be needed	May affect costs, sequencing and constructability.	Early utility investigations and coordination with utility providers during planning.	Design & Technical Lead
DR9. Market Capacity and Supply Chain Constraints	Contractor, labour or material shortages or timing clashes with other works.	May require phased delivery or procurement adjustments delaying or accelerating works for alignment.	Use forward procurement planning and flexible delivery staging.	Procurement Lead
DR10. Programme Governance and Decision-Making	Changes in governance or sponsor support.	May delay approvals or alter priorities.	Maintain clear governance structure, reporting and decision-making framework.	Programme Sponsor
DR11. Benefits Realisation Uncertainty	Expected outcomes may not materialise fully as the early tranches are assessed for outcomes.	May influence investment prioritisation decisions for later tranches.	Establish benefits monitoring framework and review programme priorities between tranches.	Benefits Realisation Lead
DR12. Unexpected Property and Land Acquisition Risks	Land acquisition, permits or easement requirements are required for land not owned by, or contested with, the council.	May increase costs and delay delivery.	Identify land requirements early and pursue acquisition/easement strategies proactively.	Property Lead

Delivery Risk	Description	Potential Impact	Mitigation	Owner
DR13. Construction Disruption Impacts	Business and transport disruption during delivery.	May require revised staging and implementation approaches.	Develop stakeholder communication and staging strategies to minimise disruption.	Delivery Manager
DR14. Interdependency with Urban Regeneration Outcomes	Benefits dependent on complementary investments.	May justify conditional or staged programme commitments.	Coordinate planning with complementary projects and use phased investment decisions.	Programme Sponsor
DR15. Legislative Change	Changes to planning, transport or local government legislation over prolonged duration of the programme.	May require updates to programme strategy and delivery models.	Monitor legislative reforms and update programme assumptions and delivery approaches as required.	Programme Sponsor / Planning Lead
DR16. Demand and Visitor Forecast Uncertainty	Usage and visitation levels differ from expectations.	May change investment scale and expected benefits.	Regularly review demand data and adjust staging and investment priorities accordingly.	Programme Manager
DR17. Environmental and Heritage Constraints	Heritage, contamination or environmental discoveries.	May affect scope, costs and schedule	Undertake early environmental and heritage investigations and allow contingency in programme planning.	Environmental & Consents Lead
DR18. Strategic Partner Dependency	Reliance on partner organisations such as NZTA	Misalignment could see negative impacts to both organisationsactivities and abortive design works.	Establish formal partnership governance and regular coordination with key partners.	Programme Sponsor
DR19. Programme Scope Creep	Expansion of objectives beyond original programme intent.	Can increase cost and dilute programme value.	Maintain clear programme objectives, change control processes and governance oversight.	Programme Manager

7 Next steps

What is authorised and what remains conditional

Approval of this Business Case confirms Council's preferred direction for city centre revitalisation and endorses the Action and Investment Plan and preferred programme approach. The Business Case will inform future Long Term Plan funding considerations, external funding applications and programme development. Progression into subsequent delivery phases remains subject to future funding decisions, approvals and statutory requirements.

Approval authorises:

- adoption of the City Centre Revitalisation Action and Investment Plan as Council's preferred strategic direction for city centre revitalisation
- endorsement of the City Centre Revitalisation Programme Business Case and preferred staged delivery approach
- use of the Business Case to inform consideration of future programme funding through the 2027-2037 Long Term Plan process
- progression of implementation planning, partnership development and funding investigations to support programme delivery
- utilisation of existing approved budgets, where activities align with the approved purpose of those budgets and delegated authority requirements
- preparation and submission of external funding applications and co-investment proposals to support programme delivery.

This approval does not authorise:

- approval of the proposed Council funding contribution identified in this Business Case
- inclusion of funding within the 2027-2037 Long Term Plan without a subsequent Council decision through the Long Term Plan process
- commitment to future programme tranches where funding has not been secured
- award of major consultant, contractor or construction contracts requiring funding not yet approved
- commencement of significant design, construction or implementation activities dependent on future funding decisions.

Immediate actions following approval

Table 29 Next Steps

Focus Area	Next Step / Action	Timing / Trigger
Programme Mobilisation	Establish governance, reporting and programme planning arrangements.	Oct-Dec 2026
Funding Strategy	Prepare LTP funding proposal and pursue external funding and co-investment opportunities.	Oct 2026-Jun 2027
Stakeholder & Partner Engagement	Continue engagement with mana whenua, key stakeholders, landowners, businesses and funding partners.	Oct 2026-Jun 2027
Programme Readiness	Progress procurement preparation, implementation planning and other low-risk establishment activities within existing approved budgets (up to approximately $150,000).	Oct 2026-Jun 2027
Funding Approval	Seek consideration of future Council funding through the 2027-2037 Long Term Plan process.	Jul 2027
Tranche 1 Delivery Preparation	Progress site investigations, technical studies and concept design following confirmation of programme funding.	Post Jul 2027

8 Appendices

A. City Centre Revitalisation Action & Investment Plan

B. Problem priorities analysis

C. Benefits priorities analysis

D. Investment logic map

E. Long-list NM appraisal details

F. Short-list NM appraisal details

G. Financial accounting: WOLC and NPV model

H. Funding mechanisms analysis

I. Non-monetised long-list benefits register

J. Capex Estimate Report

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CCRAIP Business Case - Appendix B - Problem Priorities Analysis

MULTI CRITERIA ANALYSIS
Weighting Allocation MatrixTemplate

=Much More Important	3
=More Important	2
=Same	1
=Less Important	0.5
=Much Less Important	0.3

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Change only blue cells

1. List each criteria down column B and they will be auto populated in the same order along the corresponding rows in the table.
2. Compare each of the criteria against one another using this logic: "Is the criteria in column B more or less important than each criteria along its row?"
3. Use the scale at left to indicate whether the criteria in the B column is much more important, more important, the same importance, less important, or much less important. Enter the corresponding number value in the blue boxes.
4. Complete the process, comparing all criteria against one another
5. When all have been compared, a weighting out of percentage in C10 will be generated in the "% Weighting" column
6. If appropriate, this process may be repeated if each of the criteria has weighted sub-criteria.

Problem	Problem Definition	Core	1	2	3	4	5	6	Total	% Weighting
Core	The City Centre currently lacks the enabling infrastructure capacity, transport arrangements, and quality public realm required to support planned intensification and revitalisation:								0.0	
1	Streets and public spaces do not function as places to gather or support everyday life ("Great Streets, Places to Gather, A City to Live In"; "Manaakitanga in Everyday Life"):								0.0	
2	The city centre is poorly connected to its awa, whenua and surrounding destinations ("Connected to Te Taiao"; "Mana Whenua Led, Shaped by Place"):								0.0	
3	Mana whenua values, narratives and leadership are not yet embedded in delivery ("Mana Whenua Led, Shaped by Place"):								0.0	
4	The city centre is not performing as the civic, community and economic heart of Tairāwhiti ("The Civic and Economic Heart of Tairāwhiti"):								0.0	
5	Infrastructure and urban systems are not aligned with resilience, intensification and place outcomes ("Connected to Te Taiao"; "Manaakitanga in Everyday Life"):								0.0	
6	There is no integrated, prioritised and funded pathway to deliver change (Across all Guiding Principles):								0.0	
									0.0	**0%**

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CCRAIP Business Case - Appendix B - Problem Priorities Analysis

Problem Definition

Reference	Issue		Impact
Core Problem		The City Centre currently lacks the enabling infrastructure capacity, transport arrangements, and quality public realm required to support planned intensification and revitalisation: • there is no coordinated investment framework to resolve these constraints in a timely and cost-effective manner. • Misalignment exists between its physical environment, infrastructure, and governance arrangements and the collective guiding principles identified by the community and mana whenua	• Growth, housing, and investment are constrained. • Social, cultural, and economic value is unrealised. • Community aspirations are not being delivered in practice
P1		Streets and public spaces do not function as places to gather or support everyday life ("Great Streets, Places to Gather, A City to Live In"; "Manaakitanga in Everyday Life"): Streets are dominated by traffic and parking rather than social, cultural and economic activity: There is no clear civic anchor or high-quality gathering space Public realm quality (lighting, seating, greening, amenity) is inconsistent	• Low dwell time, weak night-time economy, limited social interaction, reduced city centre vitality
P2		The city centre is poorly connected to its awa, whenua and surrounding destinations ("Connected to Te Taiao"; "Mana Whenua Led, Shaped by Place"): Physical and visual connections to the river are weak or underdeveloped Stormwater systems degrade environmental outcomes rather than enhance them Key walking and cycling links are incomplete or unsafe There is a lack of planting and soft landscape within the City Centre	• Loss of environmental, cultural, and recreational value; reduced attractiveness and identity
P3		Mana whenua values, narratives and leadership are not yet embedded in delivery ("Mana Whenua Led, Shaped by Place"): Cultural identity is acknowledged but not yet consistently embedded in streets, spaces, or investment decisions Governance and co-design frameworks are not fully established Key cultural sites and narratives are not integrated into development	• Missed opportunities for authentic place identity, partnership, and intergenerational outcomes
P4		The city centre is not performing as the civic, community and economic heart of Tairāwhiti ("The Civic and Economic Heart of Tairāwhiti"): High levels of vacancy and underutilisation persist Limited residential presence reduces ongoing activity City centre does not consistently attract people, talent, or investment Hotel offering is of limited quality and does not enhance visitor experience	• Economic underperformance, reduced productivity, declining relevance of the city centre
P5		Infrastructure and urban systems are not aligned with resilience, intensification and place outcomes ("Connected to Te Taiao"; "Manaakitanga in Everyday Life"): Three waters infrastructure is aging and in parts may constrain development Limited stormwater treatment and ecological function Infrastructure upgrades are not yet coordinated with placemaking or development initiatives	• Development constrained, resilience outcomes not achieved, higher long-term costs
P6		There is no integrated, prioritised and funded pathway to deliver change (Across all Guiding Principles): Strategic intent exists but is not translated into a staged investment programme Delivery responsibilities and funding pathways are unclear Private and public investment are not aligned	• Fragmented delivery, uncertainty, reduced confidence, and failure to realise strategic vision

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CCRAIP Business Case - Appendix B - Problem Priorities Analysis

Moderated Scoring



		Scores						
Problem		**Commercial and Business Development Manager**	**CCRP Manager**	**General Manager Commercial Operations - GHL**	**Key Accounts Manager**	**Principal Athfield Architects**	**Average Weighting**	**Weighted Rank**
Core	The City Centre currently lacks the enabling infrastructure capacity, transport arrangements, and quality public realm required to support planned intensification and revitalisation:	32.6%	21.8%	13.2%	25.2%	24.7%	**23.5%**	**1**
1	Streets and public spaces do not function as places to gather or support everyday life (“Great Streets, Places to Gather, A City to Live In”; “Manaakitanga in Everyday Life”):	20.5%	13.1%	14.2%	11.8%	14.4%	**14.8%**	**3**
2	The city centre is poorly connected to its awa, whenua and surrounding destinations (“Connected to Te Taiao”; “Mana Whenua Led, Shaped by Place”):	6.5%	5.8%	12.2%	7.8%	9.3%	**8.3%**	**7**
3	Mana whenua values, narratives and leadership are not yet embedded in delivery (“Mana Whenua Led, Shaped by Place”):	7.4%	13.5%	7.9%	11.6%	11.3%	**10.4%**	**6**
4	The city centre is not performing as the civic, community and economic heart of Tairāwhiti (“The	13.2%	16.6%	19.3%	10.7%	16.5%	**15.3%**	**2**
5	Infrastructure and urban systems are not aligned with resilience, intensification and place outcomes (“Connected to Te Taiao”; “Manaakitanga in Everyday Life”):	11.4%	14.6%	13.8%	15.5%	12.4%	**13.5%**	**5**
6	There is no integrated, prioritised and funded pathway to deliver change (Across all Guiding Principles):	8.3%	14.6%	19.3%	17.4%	11.3%	**14.2%**	**4**
	Totals	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

	Individual Ranks				
Problem	**Commercial and Business Development Manager**	**CCRP Manager**	**General Manager Commercial Operations - GHL**	**Key Accounts Manager**	**Principal Athfield Architects**
Core	1	1	5	1	1
1	2	6	4	4	3
2	6	6	5	6	6
3	5	5	5	4	4
4	2	2	2	4	2
5	2	2	3	3	2
6	2	2	2	2	2

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Business Case Appndix C - Benefits Priorities

Moderation - Summary Results

				Summary Results and Ranking by Method				
				B1	**B2**	**B3**	**B4**	**B5**
Tabs	**Overview of Methods**	**Benefits**	**Considerations**	A vibrant, people-centred city heart that improves wellbeing and social connection.	A city centre fully connected to its awa, whenua and natural systems	A mana whenua-led city centre reflecting identity, culture and partnership	A thriving, inclusive and locally-rooted community and economic centre	A resilient, low-impact and future-ready urban system
	General As the Guiding Principles have been established and consulted upon with stakeholders, there exists sufficient data to distill the 17 Guiding Principles down to five key long term Benefits sought of the AIP. Stakeholder Resonations from Guiding Principles can be readily mapped to these five key Benefits. There are a number of ways this can be done, with the following options proposed for consideration.							
1	**1. Summation of All Guiding Principle Allocations** This method allocates the Resonations from all applicable Guiding Principles to the Benefit Definition. This method may result in a Guiding Principle being allocated to many different Benefit definitions. The overall score of that Benefit is the summation of all Resonations for all allocated Guiding Principles.	Allows for cross-cutting theme consideration and amplifies those Guiding Principles in the scoring accordingly.	Can give greater weight to Benefits where the Guiding Principle makes sweeping generalised statements that can be interpreted very broadly, potentially exagerating their importance.	1	5	3	2	4
				25.3%	15.2%	20.0%	22.5%	17.0%
2	**2. Summation of Highest Similar Guiding Principle** This method allocates the Resonations from all applicable Guiding Principles to the Benefit Definition in the same way as 1 above. However, on the basis that each allocated Guiding Principle is effectively the same as any other allocated to that Benefit, only the Guiding Principle with the highest Resonations is counted towards the score for the Benefit.	Allows for cross-cutting theme consideration but acknowledges that people interpret language differently, so removes the potential exageration associated with option 1.	Potentially mutes a strength of feeling from respondents by grouping similar Guiding Principles together.	4	1	1	4	1
				18.9%	20.8%	20.8%	18.9%	20.8%
3	**3. Allocation of Guiding Principles Once Only** This method forces a Guiding Principal to be allocated to only one Benefit, with the Benefit score being simply the summation of the Resonations associated with the allocated Guiding Principles.	One vote = one benefit. Simplest approach to allocation and thus scoring.	Forces an overly simplistic and singular interpretation of a Guiding Principle, ignoring cross-cutting themes.	3	2	4	1	5
				21.6%	25.3%	6.3%	40.9%	5.9%

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Business Case Appndix C - Benefits Priorities

Guiding Principles

COLLECTIVE GUIDING PRINCIPLES

These principles were developed from the initial round of community and mana whenua engagement for the Catalyst Initiatives project. Stakeholder groups were asked to place green dots next to the principles that resonate with them most:

26.02
GISBORNE AIP
Summary of Findings
He Whakatu - Explore the Opportunities

Version # 1
09 April 2026

Greening The City
Bring more trees, shade, planting, gardens and nature-based systems into the city centre to improve comfort, identity and environmental performance.

An Economic Attractor:
Draw people and talent back to the centre, stimulate investment and provide a broad range of benefits.

A City Centre For Living:
Support more people living in and around the centre, with the amenities, activity, services and walkability needed to make city-centre living work.

A Place To Gather:
Support spaces for meeting, resting, sharing kai, celebrating, performing, playing and being together in everyday life.

Manaaki – People First:
Create a city centre that feels welcoming, safe, accessible and respectful, with comfort and dignity in everyday use.

Mana Whenua Led:
Ground the future of the city centre in mana whenua values, narratives and relationships.

A Multi-generational City Centre:
Make the city centre work better for tamariki, rangatahi, whānau, older people and people of all abilities

For Locals First – Others Will Follow:
Shape the city centre around the needs, routines and aspirations of Gisborne and Tairāwhiti communities first.

Accessible By Design:
Make it easier for everyone to reach, move through and use the city centre, regardless of age, stage or ability.

Resilient By Nature:
Design the city centre to respond to climate, water, environmental risk and long-term change.

Great Streets To Live In:
Streets that feel comfortable, attractive and social, not just routes for cars and passing through.

Connected To Our Rivers:
Strengthen physical and visual connections between the city centre, the Taruheru, Tūranganui and Waimatā, the river's edge and surrounding public spaces.

Whenua And Awa First:
Let the Taruheru, Tūranganui and Waimatā, the wider whenua, and natural systems shape how the city centre grows, connects and performs.

Restore And Reconnect:
Reconnect the city centre to the Taruheru, Tūranganui and Waimatā, renew the river's edge, and restore pride, care and belonging in the heart of the city.

From Transactional To Destinational:
Shift the city centre from a place people pass through for errands and services to a place where people want to stay, spend time and return.

Strong Heart Of The Region:
Strengthen the city centre as the civic, social and economic heart of Tairāwhiti.

A Place To Land And Launch:
Strengthen connections from the city centre to surrounding neighbourhoods, the coast, the hinterland and the wider region.

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Business Case Appndix C - Benefits Priorities

Key Benefits Identified

Ref	Benefit	Attributes
B1	A vibrant, people-centred city heart that improves wellbeing and social connection.	A lively, inclusive and multigenerational place where people gather, spend time, and experience improvements in wellbeing, participation and sense of belonging.
B2	A city centre fully connected to its awa, whenua and natural systems	The city centre is physically, visually and functionally connected to nature, to its rivers, landscape and ecological systems, supporting recreation, environmental quality and climate adaptation.
B3	A mana whenua-led city centre reflecting identity, culture and partnership	Mana whenua values, narratives and leadership are embedded in governance, design and delivery, shaping a city centre that reflects local identity and strengthens cultural wellbeing.
B4	A thriving, inclusive and locally-rooted community and economic centre	The city centre is the community and economic heart of Tairāwhiti, attracting people, enabling development, and supporting a productive, inclusive economy that retains and recirculates local wealth.
B5	A resilient, low-impact and future-ready urban system	Infrastructure, urban form and environmental systems support long-term resilience, reduce emissions, and lower lifecycle costs while enabling growth and intensification.

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Business Case Appndix C - Benefits Priorities

Key Benefits Identified

Ref	Benefit	Attributes
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Business Case Appndix C - Benefits Priorities

Key Benefits Identified

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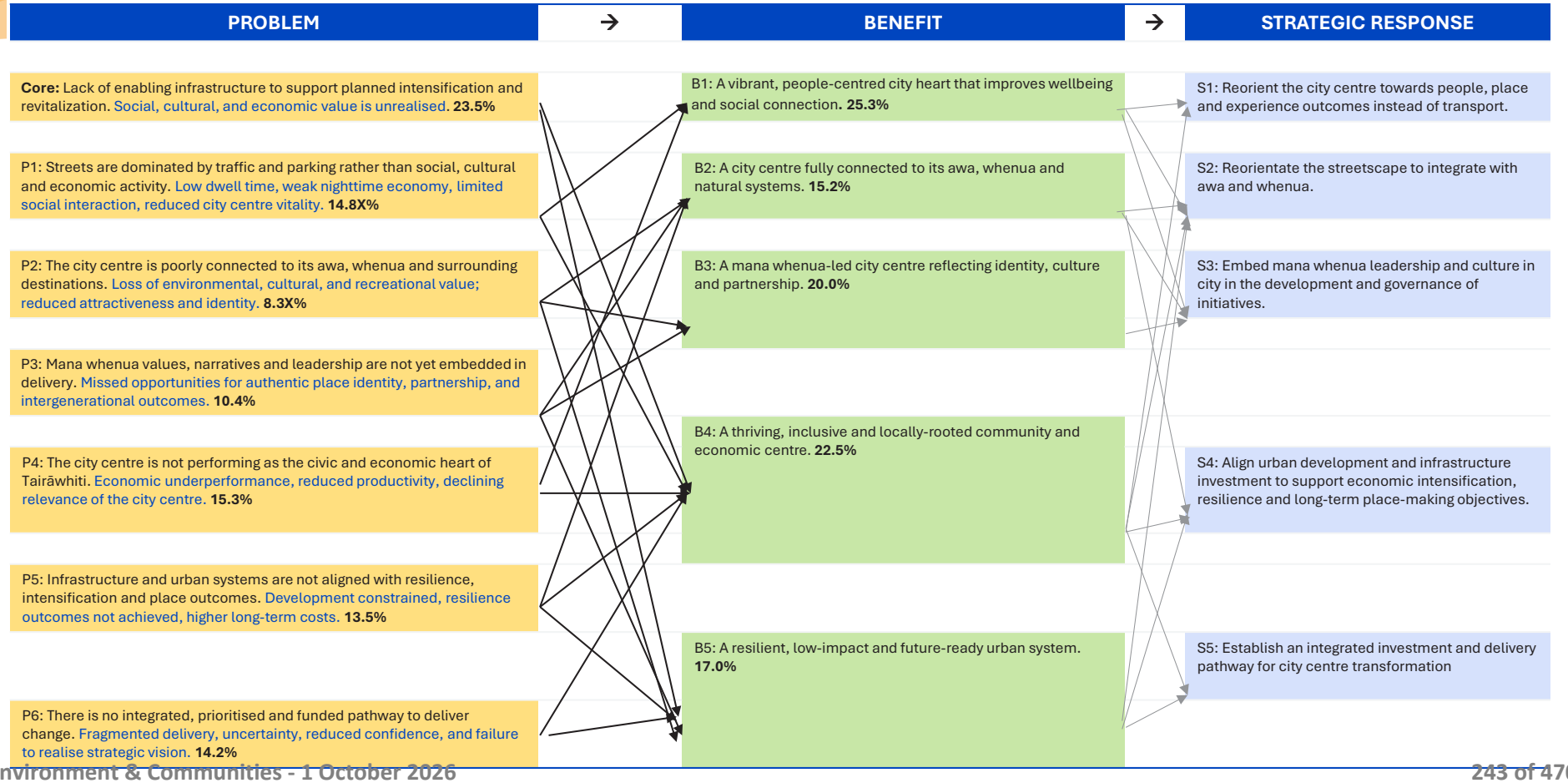
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Business Case Appndix C - Benefits Priorities

Key Benefits Identified

Ref	Benefit	Attributes
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B5	A resilient, low-impact and future-ready urban system	Infrastructure, urban form and environmental systems support long-term resilience, reduce emissions, and lower lifecycle costs while enabling growth and intensification.

Investment Logic Map



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Appendix E
Longlist Options Appraisal

Multi-Criteria Analysis

Alignment with Investment Objects and Critical Success Factors

Assessment	A. Status Quo	B. Do Min	C. Design Option 1 – Targeted Transform	D. Design Option 2 – Enhanced Targeted Transform	E1. Option 3 – Zone Transformation - Balanced	E2.Option 3 – Zone Transformation - Fast	F. Design Option 4 – Further Transform	G. Maximum Transform
Investment Objectives								
IO1: A vibrant, people-centred city heart that improves wellbeing and social connection	Fails	Fails	Partial	Partial	Partial	Partial	Meets	Meets
IO2: A city centre fully connected to its awa, whenua and natural systems	Fails	Fails	Partial	Partial	Meets	Meets	Meets	Meets
IO3: A mana whenua-led city centre reflecting identity, culture and partnership	Fails	Fails	Partial	Partial	Meets	Meets	Meets	Meets
IO4: A thriving, inclusive and locally-rooted community and economic centre	Partial	Partial	Partial	Partial	Meets	Meets	Meets	Meets
IO5: A resilient, low-impact and future-ready urban system	Fails	Partial	Partial	Partial	Partial	Partial	Partial	Meets
Critical Success Factors								
Strategic Fit & Business Needs	Fails	Partial	Partial	Partial	Meets	Meets	Meets	Meets
Value for Money / Economic	Fails	Meets	Meets	Partial	Meets	Meets	Fails	Fails
Commercial / Supplier Capacity & Capability	Meets	Meets	Meets	Meets	Meets	Partial	Partial	Fails
Financial / Affordability	Meets	Meets	Partial	Partial	Partial	Partial	Fails	Fails
Achievability / Management	Meets	Meets	Partial	Meets	Meets	Partial	Partial	Fails
Long-list recommendation	Fails Do not shortlist	Fails Do not shortlist	Shortlist	Shortlist	Shortlist	Shortlist	Fails Do not shortlist	Fails Do not shortlist

Assessment	A. Status Quo	B. Do Min	C. Design Option 1 – Targeted Transform	D. Design Option 2 – Enhanced Targeted Transform	E1. Option 3 – Zone Transformation - Balanced	E2.Option 3 – Zone Transformation - Fast	F. Design Option 4 – Further Transform	G. Maximum Transform
Investment Objectives								
IO1: A vibrant, people-centred city heart that improves wellbeing and social connection	0	0	1	1	1	1	2	2
IO2: A city centre fully connected to its awa, whenua and natural systems	0	0	1	1	2	2	2	2
IO3: A mana whenua-led city centre reflecting identity, culture and partnership	0	0	1	1	2	2	2	2
IO4: A thriving, inclusive and locally-rooted community and economic centre	1	1	1	1	2	2	2	2
IO5: A resilient, low-impact and future-ready urban system	0	1	1	1	1	1	1	2
Critical Success Factors								
Strategic Fit & Business Needs	0	1	1	1	2	2	2	2
Value for Money / Economic	0	2	2	1	2	2	0	0
Commercial / Supplier Capacity & Capability	2	2	2	2	2	1	1	0
Financial / Affordability	2	2	1	1	1	1	0	0
Achievability / Management	2	2	1	2	2	1	1	0
Total	Fails Do not shortlist	Fails Do not shortlist	12	12	17	15	Fails Do not shortlist	Fails Do not shortlist

Score	
Fails	0
Partial	1
Meets	2

Project #	AD517
Project Name	CCRAIP
Client	GDC
Revision	3
Date	3/06/2026

Appendix F
Shortlist Options Appraisal

Multi-Criteria Analysis

Granular Assessment

KPI	Status Quo	C. Design Option 1 – Targeted Transform	D. Design Option 2 – Enhanced Targeted Transform	E1. Option 3 – Zone Transformation - Balanced	E2.Option 3 – Zone Transformation - Fast
Investment Objectives					
IO1: A vibrant, people-centred city heart that improves wellbeing and social connection	Does not meet	Meets to Minimal Extent	Meets to Some Extent	Meets to a Greater Extent	Meets to a Greater Extent
IO2: A city centre fully connected to its awa, whenua and natural systems	Does not meet	Does not meet	Meets to Some Extent	Meets to a Greater Extent	Meets to a Greater Extent
IO3: A mana whenua-led city centre reflecting identity, culture and partnership	Does not meet	Meets to Minimal Extent	Meets to Some Extent	Meets to a Greater Extent	Meets to a Greater Extent
IO4: A thriving, inclusive and locally-rooted community and economic centre	Does not meet	Meets to Minimal Extent	Meets to Some Extent	Meets to a Greater Extent	Meets to a Greater Extent
IO5: A resilient, low-impact and future-ready urban system	Does not meet	Meets to Minimal Extent	Meets to Some Extent	Meets to a Greater Extent	Meets to a Greater Extent
Non Monetary Benefits					
M1. Pedestrian activity	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
M2. Dwell time and public-space use	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
M3. Activity, perceptions and social wellbeing	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
M4. Awa and riverfront use	Nil Contribution	Some Contribution	Some Contribution	Substantial Contribution	Substantial Contribution
M5. Walking, cycling, safety and access reliability	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
M6. Blue-green and environmental performance	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
M7. Mana whenua governance and co-design	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
M8. Cultural identity and visibility	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
M9. Cultural, local and Māori economic participation	Nil Contribution	Some Contribution	Good Contribution	Substantial Contribution	Substantial Contribution
Risk					
SR1. Funding Availability and Affordability	Substantial Decrease	Minor Increase	Minor Increase	Substantial Increase	Substantial Increase
SR2. Economic Conditions and Inflation	Substantial Increase	Minor Increase	Minor Increase	Minor Increase	Substantial Increase
SR3. Stakeholder and Community Acceptance	Minor Increase	Minor Decrease	Minor Decrease	Minor Decrease	Minor Increase
SR4. Commercial and Retail flight from CBD	Minor Increase	Minor Decrease	Minor Decrease	Substantial Decrease	Substantial Decrease
SR5. Persistant anti-social behaviour and reduced perceptions of safety	Minor Increase	Minor Decrease	Minor Decrease	Substantial Decrease	Substantial Decrease
SR6. Uncertainty in Quantifying and Monetising Benefits	Substantial Increase	Substantial Increase	Minor Increase	Minor Decrease	Minor Decrease

KPI	Maximum Score Possible	Status Quo	C. Design Option 1 – Targeted Transform	D. Design Option 2 – Enhanced Targeted Transform	E1. Option 3 – Zone Transformation - Balanced	E2.Option 3 – Zone Transformation - Fast
Investment Objectives	**15**	**0**	**4**	**10**	**15**	**15**
IO1: A vibrant, people-centred city heart that improves wellbeing and social connection	3	0	1	2	3	3
IO2: A city centre fully connected to its awa, whenua and natural systems	3	0	0	2	3	3
IO3: A mana whenua-led city centre reflecting identity, culture and partnership	3	0	1	2	3	3
IO4: A thriving, inclusive and locally-rooted community and economic centre	3	0	1	2	3	3
IO5: A resilient, low-impact and future-ready urban system	3	0	1	2	3	3
Non Monetary Benefits	**27**	**0**	**9**	**17**	**27**	**27**
M1. Pedestrian activity	3	0	1	2	3	3
M2. Dwell time and public-space use	3	0	1	2	3	3
M3. Activity, perceptions and social wellbeing	3	0	1	2	3	3
M4. Awa and riverfront use	3	0	1	1	3	3
M5. Walking, cycling, safety and access reliability	3	0	1	2	3	3
M6. Blue-green and environmental performance	3	0	1	2	3	3
M7. Mana whenua governance and co-design	3	0	1	2	3	3
M8. Cultural identity and visibility	3	0	1	2	3	3
M9. Cultural, local and Māori economic participation	3	0	1	2	3	3
Risk	**24**	**7**	**11**	**12**	**15**	**12**
SR1. Funding Availability and Affordability	4	4	1	1	0	0
SR2. Economic Conditions and Inflation	4	0	1	1	1	0
SR3. Stakeholder and Community Acceptance	4	1	3	3	3	1
SR4. Commercial and Retail flight from CBD	4	1	3	3	4	4
SR5. Persistant anti-social behaviour and reduced perceptions of safety	4	1	3	3	4	4
SR6. Uncertainty in Quantifying and Monetising Benefits	4	0	0	1	3	3
Total	**66**	**7**	**24**	**39**	**57**	**54**
Business Case Score Conversion (/1000)	**1000**	**106**	**364**	**591**	**864**	**818**
Rank:		5	4	3	1	2

Investment Objectives	
Does Not Meet	0
Meets to Minimal Extent	1
Meets to Some Extent	2
Meets to a Greater Extent	3

Non Monetary Benefits	
Nil Contribution	0
Some Contribution	1
Good Contribution	2
Substantial Contribution	3

Risk	
Substantial Increase	0
Minor Increase	1
no change	2
Minor Decrease	3
Substantial Decrease	4

AD517 - GDC CCRAIP - Business Case - Appendix G

Whole of Life Cost Model Summary

Gisborne Town Centre

Gisborne District Council

Economics Case - Real Terms (Raw Numbers)

Dimension	Status Quo	C. Design Option 1 – Targeted Transform	D. Design Option 2 – Enhanced Targeted Transform	E1. Option 3 – Zone Transformation - Balanced	E2.Option 3 – Zone Transformation - Fast	Notes	E1. Scenario 2 (Betterment Only)
Appraisal period (years)	$ 40	$ 40	$ 40	$ 40	$ 40		
Capital cost	$ -	$ 4,704,207	$ 17,232,749	$ 34,895,353	$ 34,895,353		$ 32,741,497
Operating cost	$ 8,000,000	$ 7,583,499	$ 6,475,213	$ 4,758,107	$ 4,699,948		$ 4,758,107
Whole-of-life cost	**$ 8,000,000**	**$ 12,287,706**	**$ 23,707,962**	**$ 39,653,460**	**$ 39,595,301**		$ 37,499,604
Present value of costs ($m)	**$ 2,384,923**	**$ 5,980,620**	**$ 13,764,824**	**$ 22,420,796**	**$ 25,883,223**	Discount rate used = 8% Treasury	$ 20,912,774
Present value of benefits ($m)	Insert	Insert	Insert	$ 24,143,391	Insert		$ 24,143,391
Net present value (NPV)	$ 2,384,923	$ 5,980,620	$ 13,764,824	-$ 1,722,595	$ 25,883,223		-$ 3,230,617
Benefit–cost ratio (BCR)	Insert	Insert	Insert	1.1	Insert		1.2

Preferred Option (E1)
Financial Case - Nominal Terms (Raw Numbers)

Line Item	Year 1	Year 2	Year 3	Year 4	Beyond	Total
Capital Expenditure (CAPEX)						
Tranche 1	$ 177,146	$ 237,198	$ 3,516,521	$ 1,067,436	$ -	$ 4,998,301
Tranche 2	$ -	$ -	$ -	$ 514,247	$ 13,767,851	$ 14,282,098
Tranche 3	$ -	$ -	$ -	$ -	$ 21,724,384	$ 21,724,384
Subtotal CAPEX	**$ 177,146**	**$ 237,198**	**$ 3,516,521**	**$ 1,581,682**	**$ 35,492,235**	**$ 41,004,783**
Operating Expenditure (OPEX)	$ -	$ -	$ -	$ -	$ -	
Non-personnel costs	$ 200,000	$ 206,000	$ 184,833	$ 135,486	$ 6,747,747	$ 7,474,067
Subtotal OPEX	**$ 200,000**	**$ 206,000**	**$ 184,833**	**$ 135,486**	**$ 6,747,747**	**$ 7,474,067**
Total Expenditure (CAPEX + OPEX)	**$ 377,146**	**$ 443,198**	**$ 3,701,355**	**$ 1,717,168**	**$ 42,239,982**	**$ 48,478,849**

Business Case Presentation (Rounded to nearest $10k)
Economics Case - Real Terms

Dimension	Status Quo	C. Design Option 1 – Targeted Transform	D. Design Option 2 – Enhanced Targeted Transform	E1. Option 3 – Zone Transformation - Balanced	E2.Option 3 – Zone Transformation - Fast	Notes	E1. Scenario 2 (Betterment Only)
Appraisal period (years)	40	40	40	40	40		
Capital cost	$0	$4,700,000	$17,230,000	$34,900,000	$34,900,000		$32,740,000
Operating cost	$8,000,000	$7,580,000	$6,480,000	$4,760,000	$4,700,000		$4,760,000
Whole-of-life cost	**$8,000,000**	**$12,290,000**	**$23,710,000**	**$39,650,000**	**$39,600,000**		**$37,500,000**
Present value of costs ($m)	**$2,380,000**	**$5,980,000**	**$13,760,000**	**$22,420,000**	**$25,880,000**	Discount rate used = 8%	**$20,910,000**
Present value of benefits ($m)	Insert	Insert	Insert	$24,140,000	Insert		$24,140,000
Net present value (NPV)	$2,380,000	$5,980,000	$13,760,000	-$1,720,000	$25,880,000		-$3,230,000
Benefit–cost ratio (BCR)	Insert	Insert	Insert	1.1	Insert		1.2

Preferred Option (E1) (Rounded to nearest $10k)
Financial Case - Nominal Terms

Line Item	Year 1	Year 2	Year 3	Year 4	Beyond	Total
Capital Expenditure (CAPEX)						
Tranche 1	$180,000	$240,000	$3,520,000	$1,070,000	$0	$5,000,000
Tranche 2	$0	$0	$0	$510,000	$13,770,000	$14,280,000
Tranche 3	$0	$0	$0	$0	$21,720,000	$21,720,000
Subtotal CAPEX	**$180,000**	**$240,000**	**$3,520,000**	**$1,580,000**	**$35,490,000**	**$41,000,000**
Operating Expenditure (OPEX)						
Non-personnel costs	$200,000	$210,000	$180,000	$140,000	$6,750,000	$7,470,000
Subtotal OPEX	**$200,000**	**$210,000**	**$180,000**	**$140,000**	**$6,750,000**	**$7,470,000**
Total Expenditure (CAPEX + OPEX)	**$380,000**	**$440,000**	**$3,700,000**	**$1,720,000**	**$42,240,000**	**$48,480,000**

Client: GDC

Project: CCRAIP

AD517 - CCRAIP Business Case - Appendix H - Funding Mechanism Analysis

Document: Funding Mechanisms of Public Realm Projects

Rev Date: 24/07/2026

								WT Long List Mechanism Assessment				
Ref	**Funding Mechanism**	**Primary Use (Capex vs Opex)**	**Definition / Approach**	**Benefits**	**Key Considerations**	**Examples relevant to Public Realm/ Streetscape (New Zealand and similar overseas regulatory events such as UK or Australia)**	**Link to Information**	**In Principle Implementation Suitability (High, medium, low)**	**Potential Implementation/ return Timeframe (short, medium, long)**	**Relative potential scale of $ Contribution (high, medium, low)**	**Relative Score**	**GDC review of Suitability MoM 21/07/26 (High, medium, low) Refer MoM**
1	National Government Grant Funding	Capex	Direct contribution from national funding agencies such as NZTA etc	Direct investment from outside the region being injected locally rather than recycling local capital.	Subject to political whims and election cycles. Funding can be pulled.	NZTA's Innovative Streets for People Fund ($29m), 78 projects awarded, of which 35 were for town centre public realm upgrades.	Programme Evaluation	High	Medium	High	8	High
2	Development Contributions / Impact Fees	Capex	Ring-fenced developer payments linked to growth infrastructure and public realm upgrades required by new development.	Growth helps fund growth; predictable revenue source. Widely used and understood in NZ (i.e Wellington City Parks/Christchurch City Reserves);	Relies ordinarily on balance between development and expenditure.	Auckland Council's Development Contributions Policy recovers infrastructure costs from developers in growth areas such as Drury, including footpath widening and active-mode corridors which is directly relevant to GDC's CCRAIP.	Policy page with allocations methodology etc.	High	Medium	Medium	7	Low
3	Developer-Delivered Public Realm	Capex	Developer directly constructs public spaces, streets or facilities and transfers them to council.	Reduces council capital requirement.	Frequently used in master-planned precincts but requires a developer to be identified for a specific location and usually requires a commercial interest adjacent/integrated.	Precinct Properties' Commercial Bay development on Auckland's waterfront in 2015 delivered new publicly accessible pedestrian laneways, plazas and open space as part of the private development approval. It is unclear how much of the c$1bn+ expenditure was directly allocated to public realm however.	Case Study	Medium	Long	High	6	Medium
4	Infrastructure Agreements with Rates Relief	Capex	Investor provides upfront funding or assets in exchange for agreed rates reductions, rebates or staged rate holidays.	Accelerates delivery without immediate borrowing.	Requires careful legal, valuation and council aid/ equity assessment.	At Milldale (Wainui, North Auckland), Crown Infrastructure Partners and developer Fulton Hogan funded bulk infrastructure at c$91m upfront, with costs recovered over 30 years through an infrastructure payment collected via Auckland Council rates invoices rather than an upfront developer levy.	Milldale Website	High	Medium	Medium	7	Medium
5	Asset Recycling	Capex	Sale or lease of mature public assets with proceeds reinvested in new infrastructure.	Unlocks capital tied up in existing assets.	Widely used in Australia. Requires upfront identification of investors.	The former Auckland City Council raised $200m and substantially funded the Britomart Transport Centre and its surrounding public realm, including Takutai Square, through the sale of council commercial property assets.	INZ Study on Asset Recycling	High	Short	High	9	Low
6	Sale-and-Leaseback Transactions	Both	Council sells facility to investor and leases it back.	Immediate capital release while retaining use of asset.	Long-term lease obligations must be assessed. Requires upfront identification of investors.	A number of schemes have been contemplated in New Zealand but nothing relevant was found to be completed as strict rules apply. In the UK, Gosport Borough Council sold its Fort Road car park (with a partial 125-year leaseback) and used the proceeds to help fund regeneration of the town's waterfront public realm.	News arcticle	High	Short	High	9	Low
7	Naming Rights and Sponsorships	Opex	Private organisations fund facilities or spaces in return for branding rights.	New non-rate revenue stream.	Common for stadiums, parks, events and civic facilities.	Whilst not strictly sponsoship/naming rights, advertising can fall into this category. Auckland Transport's Commercial Media programme generates revenue for public-space assets such as bus shelters and street furniture through advertising and sponsorship arrangements.	AT website details	High	Short	Medium	8	Medium
8	Business Improvement Districts (BIDs)	Opex	Businesses contribute levies to fund public-realm enhancements and management.	Local stakeholders directly invest in a specific location. Successfully used in NZ, especially Auckland and Wellington which has six inc Miramar, Khandallah, Kilbirnie, Tawa, Karori and Johnsonville.	Widely used internationally; similar concepts exist in NZ town centres. Does require a legal entity to be established and target rates set etc.	The Karangahape Road Business Association, funded through a BID targeted rate on local businesses, partnered with Auckland Council and Auckland Transport to deliver the Karangahape Road Enhancements — widened footpaths, separated cycleways, new street furniture and public art.	KBA website	High	Medium	Medium	7	Medium
9	Philanthropic and Foundation Funding	Both	Charitable trusts, philanthropists and foundations contribute capital to public projects.	Can unlock projects lacking traditional funding.	Often used for cultural, park and civic investments.	Christchurch's "Gap Filler" programme turned earthquake-vacant sites into temporary public spaces, substantially supported by the Tindall Foundation alongside Christchurch City Council funding.	Gap Filler website	High	Short	low	7	Medium

Client: GDC

Project: CCRAIP

AD517 - CCRAIP Business Case - Appendix H - Funding Mechanism Analysis

Document: Funding Mechanisms of Public Realm Projects

Rev Date: 24/07/2026

								WT Long List Mechanism Assessment				
Ref	**Funding Mechanism**	**Primary Use (Capex vs Opex)**	**Definition / Approach**	**Benefits**	**Key Considerations**	**Examples relevant to Public Realm/ Streetscape (New Zealand and similar overseas regulatory events such as UK or Australia)**	**Link to Information**	**In Principle Implementation Suitability (High, medium, low)**	**Potential Implementation/ return Timeframe (short, medium, long)**	**Relative potential scale of $ Contribution (high, medium, low)**	**Relative Score**	**GDC review of Suitability MoM 21/07/26 (High, medium, low) Refer MoM**
10	Land Value Sharing Agreements	Capex	Major landowners co-fund projects expected to increase property values.	Aligns incentives between council and investors.	Can support precinct upgrades and transport nodes. Requires upfront identification of investors.	In Sydney the Barangaroo waterfront renewal was delivered through an agreement between the NSW Government and developers (Lendlease and Crown Resorts) including the public foreshore and Headland Park — as public open space in exchange for development rights over the remainder.	NSW Barangaroo Act	Low	Short	Medium	6	Low
11	Targeted Rates Agreements	Both	Targeted rates levied on beneficiaries of a project, sometimes alongside private funding commitments.	Aligns costs with beneficiaries.	Can support transport, town-centre and waterfront investments.	Auckland's City Centre Targeted Rate paid by CBD property owners fully funded the Federal Street laneway upgrade, part of a wider network of shared-space laneways across the city centre.	Project Report	High	Long	Low	5	High
12	Value Capture / Betterment Levies	Capex	Council captures part of land value uplift created by public investment.	Monetises uplift generated by infrastructure. There is legislation to support this inc Roading Betterment (LGA 1974) and IFF 2020 (via SPVs)	Examples internationally include transport corridors and urban renewal districts. Can be unpopular if applied as one-off charges to beneficiaries.	Milldale, as referred to in mechanism 4 is also an example of this.	Milldale Website	Medium	Medium	Medium	6	Low
13	Community Partnership Models	Both	Scaled-down PPP or partnership approach for local projects with developers, community trusts or investors.	Flexible and attracts local capital.	Suitable for civic, recreation and placemaking projects. Requires establishment of a formal partnership to manage the asset/s incorporate activities etc beyond the built infrastructure.	The Te Ara Mua – Future Streets project in Māngere, Auckland, co-designed streetscape and public realm improvements in partnership with mana whenua and the local community, embedding local cultural identity into the design.	TAM Website	Medium	Medium	Low	5	Low
14	Joint Venture Development	Capex	Council contributes land while private partner contributes capital and expertise.	Shares risk and value creation.	Useful for mixed-use urban regeneration projects. Requires upfront identification of investors.	Tāmaki Regeneration Company, a joint venture between the NZ Government and Auckland Council, is delivering street, park and town-centre upgrades alongside housing renewal in Glen Innes, Point England and Panmure.	TRC Website	Low	Medium	High	6	Medium
15	Tax Increment Financing (TIF) / Bonds	Capex	Future increases in property tax/rates revenue are modelled to repay upfront investment.	Brings forward capital without immediate rate increases.	Common in US urban regeneration projects but requires issuance of bonds and long term repayment via tax take uplift from property value increases.	The London Underground Northern Line Extension to Battersea and Nine Elms — which underpinned major new station squares and public realm — was partly funded through a tax increment financing model, borrowing against future growth in business rates within the surrounding Enterprise Zone.	TFL Factsheet	Low	Long	Medium	4	Low
16	Public-Private Partnerships (PPP)	Both	Private consortium finances, builds and may maintain public assets under long-term contract.	Transfers risk; accelerates delivery; whole-of-life focus.	NZ Treasury PPP framework supports use for suitable infrastructure. Potentially expensive to establish and administer pro rata project or programme values.	In Sydney, the CBD and South East Light Rail, delivered through a PPP with the ALTRAC Light Rail consortium, underpinned the pedestrianisation of George Street into a tree-lined public boulevard.	Decision Paper	Low	Long	Low	3	Low
17	Air Rights and Development Rights Sales	Capex	Council monetises development potential above or adjacent to public assets.	Creates funding without disposing of core infrastructure.	Used around transport hubs internationally but less suitable for street-scape public realm.	Britomart, as referred to in mechanism 5 is also an example of this.	INZ Study on Asset Recycling	N/A	N/A	N/A	0	N/A
18	Green Bonds / Sustainability Bonds	Capex	Private investors purchase bonds funding environmental or resilience projects.	Accesses ESG-focused capital pools.	Suitable for parks, climate adaptation and low-carbon infrastructure.	Auckland Council's Green Bonds programme was the first in New Zealand and has raised over NZ$3.6 billion since 2018, with proceeds contributing to projects including the region's cycleway network.	AC Annual Green Bond Report	N/A	N/A	N/A	0	N/A

AD517 CCRAIP Business Case – Appendix I - Non Monetised Benefits – Target Measures

AD517 Draft CCRAIP target measures

This table shows a provisional target framework based on other New Zealand precedents. City-centre investment can produce measurable social, economic, cultural and environmental benefits. However, the uplift varies significantly according to local conditions, scope of projects and how they're evaluated. Final targets should be confirmed with local baseline information and scope of preferred programme.

ILM programme benefit	Core measure	Quantitative indicator	Provisional target (deliberately cautious)	Monetary or Non Monetary Benefit
PB1. A vibrant, people-centred city heart that improves wellbeing and social connection	M1. Pedestrian activity	Average pedestrians per day at agreed locations, split by weekday, weekend and after-hours use	10–20% increase from baseline within two years	NM
	M2. Dwell time and public-space use	Average visit duration in minutes; public-space users per hour; proportion who stop rather than pass through	10–15% longer visits and increased use across different days and times	NM
	M3. Activity, perceptions and social wellbeing	Annual number of events and attendees; evening and weekend pedestrian counts; percentage rating the centre attractive, safe, vibrant and welcoming; percentage reporting belonging and positive social connection	Year-on-year growth in event attendance; 10–20% increase in after-hours activity within three years; 10 percentage-point improvement in positive perceptions, belonging and social connection within five years	NM
PB2. A city centre connected to its awa, whenua and natural systems	M4. Awa and riverfront use	Riverfront users per day; average dwell time; event attendance; percentage arriving on foot or by bicycle	15–25% increase in riverfront use following completed works	NM
	M5. Walking, cycling, safety and access reliability	Walking and cycling numbers and mode share; vehicle speeds; crashes and serious injuries; and the reliability of journeys and business access	5–15% increase in walking and cycling; meet designed speeds; no worsening of safety, journey time or access reliability	NM
	M6. Blue-green and environmental performance	Percentage of runoff treated or attenuated; selected water-quality results; number of trees and square metres planted; planting survival after two and five years; and actual and projected canopy cover	Meet stormwater and water-quality standards; deliver the approved planting area and tree numbers; achieve at least 90% planting survival after two years; and increase projected city-centre canopy cover by a locally confirmed target within 10 years	NM
PB3. A mana whenua-led city centre reflecting identity, culture and partnership	M7. Mana whenua governance and co-design	Percentage of agreed programme gateways with mana whenua participation; number of co-designed initiatives; governance milestones completed	100% of agreed governance and co-design milestones achieved	NM
	M8. Cultural identity and visibility	Percentage of completed initiatives meeting agreed cultural-design criteria; percentage receiving a positive mana whenua assessment; percentage of surveyed users who recognise or understand local narratives	100% of completed initiatives meet agreed cultural-design criteria and receive a positive mana whenua assessment; target for public recognition of local narratives confirmed after baseline surveying	NM
	M9. Cultural, local and Māori economic participation	Cultural events and attendance; percentage and value of contracts awarded to Tairāwhiti suppliers and Māori enterprises; participating small businesses; resulting jobs or capability milestones	Annual participation growth; achieve locally agreed local and Māori procurement targets	NM
PB4. A thriving, inclusive and locally rooted community and	M10. Commercial occupancy, employment and productivity	Occupied and vacant commercial floor area; commercial occupancy rate; business openings and closures; total city-centre jobs; and jobs per hectare	Improve the commercial occupancy rate by 3–5 percentage points and increase total jobs and employment density by a provisional 5–10% within five years, with both performing better than the wider Gisborne trend	MONETARY
	M11. City-centre living,	Completed and occupied dwellings; city-centre resident population; inflation-adjusted retail and	Annual increase in occupied dwellings and resident population over five years; city-centre spending	

AD517 CCRAIP Business Case – Appendix I - Non Monetised Benefits – Target Measures

AD517 Draft CCRAIP target measures

This table shows a provisional target framework based on other New Zealand precedents. City-centre investment can produce measurable social, economic, cultural and environmental benefits. However, the uplift varies significantly according to local conditions, scope of projects and how they're evaluated. Final targets should be confirmed with local baseline information and scope of preferred programme.

ILM programme benefit	Core measure	Quantitative indicator	Provisional target (deliberately cautious)	Monetary or Non Monetary Benefit
PB1. A vibrant, people-centred city heart that improves wellbeing and social connection	M1. Pedestrian activity	Average pedestrians per day at agreed locations, split by weekday, weekend and after-hours use	10–20% increase from baseline within two years	NM
	M2. Dwell time and public-space use	Average visit duration in minutes; public-space users per hour; proportion who stop rather than pass through	10–15% longer visits and increased use across different days and times	NM
	M3. Activity, perceptions and social wellbeing	Annual number of events and attendees; evening and weekend pedestrian counts; percentage rating the centre attractive, safe, vibrant and welcoming; percentage reporting belonging and positive social connection	Year-on-year growth in event attendance; 10–20% increase in after-hours activity within three years; 10 percentage-point improvement in positive perceptions, belonging and social connection within five years	NM
PB2. A city centre connected to its awa, whenua and natural systems	M4. Awa and riverfront use	Riverfront users per day; average dwell time; event attendance; percentage arriving on foot or by bicycle	15–25% increase in riverfront use following completed works	NM
	M5. Walking, cycling, safety and access reliability	Walking and cycling numbers and mode share; vehicle speeds; crashes and serious injuries; and the reliability of journeys and business access	5–15% increase in walking and cycling; meet designed speeds; no worsening of safety, journey time or access reliability	NM
	M6. Blue-green and environmental performance	Percentage of runoff treated or attenuated; selected water-quality results; number of trees and square metres planted; planting survival after two and five years; and actual and projected canopy cover	Meet stormwater and water-quality standards; deliver the approved planting area and tree numbers; achieve at least 90% planting survival after two years; and increase projected city-centre canopy cover by a locally confirmed target within 10 years	NM
PB3. A mana whenua-led city centre reflecting identity, culture and partnership	M7. Mana whenua governance and co-design	Percentage of agreed programme gateways with mana whenua participation; number of co-designed initiatives; governance milestones completed	100% of agreed governance and co-design milestones achieved	NM
	M8. Cultural identity and visibility	Percentage of completed initiatives meeting agreed cultural-design criteria; percentage receiving a positive mana whenua assessment; percentage of surveyed users who recognise or understand local narratives	100% of completed initiatives meet agreed cultural-design criteria and receive a positive mana whenua assessment; target for public recognition of local narratives confirmed after baseline surveying	NM
	M9. Cultural, local and Māori economic participation	Cultural events and attendance; percentage and value of contracts awarded to Tairāwhiti suppliers and Māori enterprises; participating small businesses; resulting jobs or capability milestones	Annual participation growth; achieve locally agreed local and Māori procurement targets	NM
PB4. A thriving, inclusive and locally rooted community and	M10. Commercial occupancy, employment and productivity	Occupied and vacant commercial floor area; commercial occupancy rate; business openings and closures; total city-centre jobs; and jobs per hectare	Improve the commercial occupancy rate by 3–5 percentage points and increase total jobs and employment density by a provisional 5–10% within five years, with both performing better than the wider Gisborne trend	MONETARY
	M11. City-centre living,	Completed and occupied dwellings; city-centre resident population; inflation-adjusted retail and	Annual increase in occupied dwellings and resident population over five years; city-centre spending	

AD517 CCRAIP Business Case – Appendix I - Non Monetised Benefits – Target Measures

AD517 Draft CCRAIP target measures

This table shows a provisional target framework based on other New Zealand precedents. City-centre investment can produce measurable social, economic, cultural and environmental benefits. However, the uplift varies significantly according to local conditions, scope of projects and how they're evaluated. Final targets should be confirmed with local baseline information and scope of preferred programme.

ILM programme benefit	Core measure	Quantitative indicator	Provisional target (deliberately cautious)	Monetary or Non Monetary Benefit
PB1. A vibrant, people-centred city heart that improves wellbeing and social connection	M1. Pedestrian activity	Average pedestrians per day at agreed locations, split by weekday, weekend and after-hours use	10–20% increase from baseline within two years	NM
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PB2. A city centre connected to its awa, whenua and natural systems	M4. Awa and riverfront use	Riverfront users per day; average dwell time; event attendance; percentage arriving on foot or by bicycle	15–25% increase in riverfront use following completed works	NM
	M5. Walking, cycling, safety and access reliability	Walking and cycling numbers and mode share; vehicle speeds; crashes and serious injuries; and the reliability of journeys and business access	5–15% increase in walking and cycling; meet designed speeds; no worsening of safety, journey time or access reliability	NM
	M6. Blue-green and environmental performance	Percentage of runoff treated or attenuated; selected water-quality results; number of trees and square metres planted; planting survival after two and five years; and actual and projected canopy cover	Meet stormwater and water-quality standards; deliver the approved planting area and tree numbers; achieve at least 90% planting survival after two years; and increase projected city-centre canopy cover by a locally confirmed target within 10 years	NM
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PB4. A thriving, inclusive and locally rooted community and	M10. Commercial occupancy, employment and productivity	Occupied and vacant commercial floor area; commercial occupancy rate; business openings and closures; total city-centre jobs; and jobs per hectare	Improve the commercial occupancy rate by 3–5 percentage points and increase total jobs and employment density by a provisional 5–10% within five years, with both performing better than the wider Gisborne trend	MONETARY
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Gisborne Town Centre

High-Level Benchmark Estimate

10 SEPTEMBER 2026

Empowering growth.

10 September 2026

Nicole Thompson
Gisborne District Council

Dear Nicole

GISBORNE TOWN CENTRE
HIGH-LEVEL BENCHMARK ESTIMATE

We are pleased to attach our high-level benchmarking estimate for Gisborne Town Centre.

Should you have any queries regarding our report or require any further information, please do not hesitate to contact Luke Donnelly.

Yours sincerely,

Tom Weekes
Quantity Surveyor - Quantity Surveying (Infrastructure)

WTP New Zealand Limited
Ground Floor, 152 Oxford Terrace, Christchurch, 8011, New Zealand
T +64 9 300 7800 E contact@wtpartnership.co.nz

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1. Introduction 0
2. Financial Summary 1
3. Basis of Parallel Estimate 2
4. Documents Used, Assumptions, Clarifications & Exclusions 3

Appendices

Appendix A High Level Estimate

Contact

Detail	Description
Name of Company/Trading Name	WTP New Zealand Limited
Name of Representative	Luke Donnelly
Position	Director – Quantity Surveying (Infrastructure)
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Document Status	Name	Date
Prepared By	Tom Weekes	10/09/2026
Reviewed By	Luke Donnelly	10/09/2026
E-Signature Approved	Luke Donnelly	10/09/2026

Revision No.	Revision Date	Draft. Final
00	10/09/2026	Final

1. Introduction

WT have been engaged by the Gisborne District Council to provide a high-level estimate for the upgrades to Lowe Street, Gladstone Road, Peel Street, Reads Quay and the Bay front in the Gisborne town centre. The scope of this work focused on upgrading the existing paved footpaths, carriageway and soft landscaping & furniture, due to the assumed excavation requirements subsequent upgrades to the stormwater network and utility networks. This report summarises the findings of that estimate.

A full list of the documentation relied upon is provided in Section 3.1 – Documents Used.

2. Financial Summary

2.1 Summary

The table below provides a summary of the estimate costs for the project. A full breakdown of these costs is included in Appendix A.

Item	Description	Lowe Street	Gladstone Central	Peel Street	Reads Quay	Bay Front	Total
1.00	Environmental Compliance	$15,987	$22,659	$11,068	$39,756	$12,928	**$102,398**
2.00	Earthworks	$366,236	$608,428	$202,256	$1,168,541	$264,270	**$ 2,609,730**
3.00	Ground Improvements	$ -	$ -	$ -	$ -	$ -	**$-**
4.00	Drainage	$237,440	$291,210	$165,620	$305,950	$8,000	**$1,008,220**
5.00	Pavement and Surfacing	$548,669	$1,252,799	$350,417	$1,956,988	$168,184	**$ 4,277,057**
6.00	Structures	$ -	$ -	$ -	$ -	$533,000	**$533,000**
7.00	Retaining Walls	$ -	$ -	$ -	$ -	$ -	**$ -**
8.00	Traffic Services	$172,750	$789,975	$77,700	$455,275	$14,000	**$ 1,509,700**
9.00	Utility Services	$169,600	$342,600	$118,300	$611,900	$16,000	**$1,258,400**
10.00	Landscaping	$390,219	$390,879	$284,581	$492,995	$1,655,327	**$3,214,001**
11.00	Traffic Management	$380,180	$924,638	$241,988	$733,794	$267,171	**$2,568,688**
	Construction Sub-Total	$2,281,081	$4,623,188	$1,451,930	$5,786,117	$2,938,879	**$17,081,195**
12.00	Onsite Overheads	$410,595	$832,174	$261,347	$1,041,501	$528,998	**$3,074,615**
13.00	Offsite Overheads	$336,459	$681,920	$214,160	$853,452	$433,485	**$2,519,476**
	Stage Expected Estimate	$3,028,135	$6,137,282	$1,927,437	$7,681,070	$3,901,362	**$22,675,286**
14.00	Design	$423,939	$859,220	$269,841	$1,075,350	$546,191	**$3,174,540**
15.00	GDC Internal	$121,125	$245,491	$77,097	$307,243	$156,054	**$907,011**
16.00	Consent	$45,422	$92,059	$28,912	$115,216	$58,520	**$340,129**
17.00	Contingency	$1,085,586	$2,200,216	$690,986	$2,753,664	$1,398,638	**$8,129,090**
	Project Expected Estimate	$4,704,207	$9,534,268	$2,994,274	$11,932,542	$6,060,766	**$35,226,057**
18.00	Escalation	$ -	$ -	$ -	$ -	$ -	**$6,185,480**
	Expected Estimate						**$41,411,536**

3. Documents Used, Assumptions, Clarifications & Exclusions

3.1 Documents Used

- Athfield Architects Limited; Gisborne AIP _ Option 3
- Athfield Architects Limited; Gisborne City Centre; Action Investment Plan
- Athfield Architects Limited;26-02_26062520_Options

Please refer to the full estimate breakdown under Appendix A.

3.2 Assumptions & Clarifications

- Contractor Onsite Overheads have been included at 18%.
- Contractor Offsite Overheads and Profit have been included at 12.5%
- Design fees have been allowed for at 14%
- GDC internal fees have been allowed for at 4%
- Consent fees have been allowed for at 1.5%
- Contingency has been included at 25%
- Contaminated material disposal has been allowed for. It is assumed 30% of the excavated material will be heavily contaminated.
- It is assumed 20% of the hard surfaces will require soft ground remediation.
- All volumes provided in the estimate are compacted volumes.
- It is assumed that the stormwater reticulation will not exceed 1.5m in depth.
- Different traffic management allowances have been allowed for each of the different zones & phases, ranging from 10% at the Bay front to 25% at Gladstone Road, determined by the assumed volumes of pedestrian and vehicle traffic.
- WT has used industry knowledge and previous projects to assist with the assumptions made in the estimate.
- WT has used m2 rates derived from similar projects to assist with pricing this high-level estimate.
- We have assumed that a full excavation of the pavement and carriageway build up will be required
- We have assumed that Stormwater and Utility upgrades are not extensive and not requiring significant upgrades.
- The assumed hard and soft landscaping requirements have been guided by the isometric images in Athfield Architects Limited; Gisborne City Centre; Action Investment Plan.
- Escalation has been included based on a flat rate of 3% P.A. Assuming a staged delivery over the next 10 years.

3.3 Exclusions

- This estimate is based upon Q3 2026 market pricing. NZ is currently seeing a significant increase in fuel costs, which will have a wide and varying impact on construction costs. No allowance is currently included in our estimate for this increased cost.
- QRA based risk allowance.
- Goods and Services Tax.
- Sunk costs.
- Land cost including property purchase.
- Compensation to affected Parties / Neighbours including relocation costs.
- Exclusions noted in estimate.
- Development management / internal development costs.
- Finance and holding costs.
- Legal, Finance and Administration Costs.
- Any local or central Government taxes, duties, fees, rates or levies which are, or may become, payable.
- Any costs resulting from Pandemic / Epidemic events.
- Any works beyond the site boundary.
- Funding Risk has been excluded.
- Security requirements have not been included

Appendix A

High Level Estimate

Gisborne Town Centre

Gisborne District Council
10/09/2026

Summary

Ref	Description	Phase 1	Phase 2	Phase 3	Total
	Lowe Street	$ 4,704,207			**$ 4,704,207**
	Gladstone Central		$ 9,534,268		**$ 9,534,268**
	Peel Street		$ 2,994,274		**$ 2,994,274**
	Reads Quay			$ 11,932,542	**$ 11,932,542**
	Bay Front			$ 6,060,766	**$ 6,060,766**
	PHASE EXPECTED ESTIMATE	**$ 4,704,207.11**	**$ 12,528,541.95**	**$ 17,993,307.74**	**$ 35,226,056.80**

Gisborne Town Centre

Gisborne District Council

10/09/2026

Combined Summary

Ref	Description	Lowe Street	Gladstone Central	Peel Street	Reads Quay	Bay Front	Total
1.00	Environmental Compliance	$ 15,987	$ 22,659	$ 11,068	$ 39,756	$ 12,928	**$ 102,398**
2.00	Earthworks	$ 366,236	$ 608,428	$ 202,256	$ 1,168,541	$ 264,270	**$ 2,609,730**
3.00	Ground Improvements	$ -	$ -	$ -	$ -	$ -	**$ -**
4.00	Drainage	$ 237,440	$ 291,210	$ 165,620	$ 305,950	$ 8,000	**$ 1,008,220**
5.00	Pavement and Surfacing	$ 548,669	$ 1,252,799	$ 350,417	$ 1,956,988	$ 168,184	**$ 4,277,057**
6.00	Structures	$ -	$ -	$ -	$ -	$ 533,000	**$ 533,000**
7.00	Retaining Walls	$ -	$ -	$ -	$ -	$ -	**$ -**
8.00	Traffic Services	$ 172,750	$ 789,975	$ 77,700	$ 455,275	$ 14,000	**$ 1,509,700**
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11.00	Traffic Management	$ 380,180	$ 924,638	$ 241,988	$ 754,711	$ 267,171	**$ 2,568,688**
	SUBTOTAL	**$ 2,281,081**	**$ 4,623,188**	**$ 1,451,930**	**$ 5,786,117**	**$ 2,938,879**	**$ 17,081,195**
12.00	Onsite Overheads	$ 410,595	$ 832,174	$ 261,347	$ 1,041,501	$ 528,998	**$ 3,074,615**
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	PHASE EXPECTED ESTIMATE	**$ 4,704,207**	**$ 9,534,268**	**$ 2,994,274**	**$ 11,932,542**	**$ 6,060,766**	**$ 35,226,057**

Gisborne Town Centre

Gisborne District Council
10/09/2026

Phase 1 - Lowe Street

Ref	Description	Qty	Unit	Rate	Total
1.00	**Environmental Compliance**				
1.01	Prepare the Contractor's Environmental Management Plan (CEMP) & Erosion and Sediment Control Plan	1.00	LS	$ 5,000.00	$ 5,000
1.02	Update, implement and maintain the Contractor's Environmental Management Plan (CEMP) & Erosion and Sediment Control Plan and Controls including all temporary works and removal on completion	1.00	LS	$ 10,987.07	$ 10,987
	Environmental Compliance Sub-Total				**$ 15,987**
2.00	**Earthworks**				
	Site Clearance - General				
2.01	General Site Clearance - vegetation, signs, structures, hard & soft landscaping etc	1,978.00	m2	$ 50.00	$ 98,900
	Site Clearance - Traffic Services				
2.02	Allowance for the removal of existing street signage and columns	1.00	LS	$ 10,000.00	$ 10,000
	Earthworks				
2.03	Excavation (cut to waste)	522.80	m3	$ 75.00	$ 39,210
2.04	Extra over for hydro vac requirements	261.40	m3	$ 150.00	$ 39,210
2.05	Cut to fill		m3		Excluded
2.06	Provisional Item - Extra over for removal of soft spots and AP65 fill - Assume 20% (footpath and carriageway)	101.76	m3	$ 210.00	$ 21,370
2.07	Provisional Item - Removal & Testing of Contaminated Materials (assumed 30%)	156.84	m3	$ 650.00	$ 101,946
	Retain and Protect				
2.08	Existing trees, including tree roots and air spading / hydro vac to work around	1.00	Sum	$ 45,600.00	$ 45,600
2.09	Existing furniture and signage to be retained and protected	1.00	Sum	$ 10,000.00	$ 10,000
	Earthworks Sub-Total				**$ 366,236**
3.00	**Ground Improvements**				
3.01	N/A				Excluded
	Ground Improvements Sub-Total				**$ -**
4.00	**Drainage**				
	Stormwater				
4.01	Allowance for stormwater upgrades to existing network (excluding rain gardens)	1,696.00	m2	$ 140.00	$ 237,440
	DrainageSub-Total				**$ 237,440**

Gisborne Town Centre

Gisborne District Council
10/09/2026

Phase 1 - Lowe Street

Ref	Description	Qty	Unit	Rate	Total
5.00	**Pavement and Surfacing**				
	Mill and Reseal				
5.01	Allowance to mill and reseal pavement		m2		Excluded
	Carriageway				
5.02	55 thick AC14 on 450 base		m2		Excluded
	Insitu Concrete with quality finish				
5.03	200 thick reinforced insitu concrete with quality finish on 100 base	1,411.00	m2	$ 283.29	$ 399,727
	Traffic Island				
5.04	Median Island Infill Paving - 80mm paving blocks, 30mm sand, NZTA M/4 AP20		m2		Excluded
5.05	Median Island Nosing		no		Excluded
	Pavers				
5.06	Unitised Paver 197x97x80mm paver block laid in herringbone pattern, including 25mm sand bedding, on 400 base	285.00	m2	$ 372.41	$ 106,137
	Kerb & Channel				
5.07	Standard Kerb & Channel	50.00	m	$ 145.00	$ 7,250
	Edging				
5.08	Steel edging (garden bed)	269.00	m	$ 95.00	$ 25,555
	Transitions				
5.09	Allowance for transitions between pavement types and existing surfaces	1.00	LS	$ 10,000.00	$ 10,000
	Pavement and Surfacing Sub-Total				**$ 548,669**
6.00	**Structures**				
6.01	Concrete Ramp		LS		Excluded
6.02	Concrete Steps		LS		Excluded
	Structures Sub-Total				**$ -**
7.00	**Retaining Walls**				
	N/A				
	Retaining WallsSub-Total				**$ -**
8.00	**Traffic Services**				
	Street Lighting				
8.01	Allowance for additional street lighting to new streetscape.	7.00	no	$ 20,000.00	$ 140,000
8.02	Allowance for trenching/cabling to above	130.00	m	$ 175.00	$ 22,750

Gisborne Town Centre

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Phase 1 - Lowe Street

Ref	Description	Qty	Unit	Rate	Total
	Tactile Pavers				
8.03	Allowance for Tactile paving		LS		Excluded
	Handrails				
8.04	Handrails to median island		no		Excluded
	Line Marking				
8.05	Allowance for line marking to new carriage way		LS		Excluded
	Signage				
8.06	Allowance for new signage including wayfinding signage	1.00	LS	$ 10,000.00	$ 10,000
	Traffic Signals				
8.07	Allowance for new signalised intersections and associated infrastructure		LS		Excluded
	Traffic Services Sub-Total				**$ 172,750**
9.00	**Utility Services**				
	Service Liaison and Protection				
9.01	Allowance for service relocations as required	1,696.00	m2	$ 100.00	$ 169,600
	Utility Services Sub-Total				**$ 169,600**
10.00	**Landscaping**				
	Landscaping				
10.01	Garden Bed - 300mm growing media, 100mm growing media, 57mm Organic mulch	197.40	m2	$ 100.00	$ 19,740
10.02	Rain Garden - 850mm drainage/transition & filter media, 50mm loose gravel mulch	42.30	m2	$ 554.26	$ 23,445
10.03	Raised Garden - 300mm drainage aggregate, 600mm filter media, 75mm gravel mulch	42.30	m2	$ 473.02	$ 20,009
	Trees				
10.04	Allowance for 80L trees		no		Excluded
10.05	Allowance for plants in garden bed (3/m2)	846.00	no	$ 17.50	$ 14,805
	Maintenance				
10.06	24-Month landscaping maintenance period	1.00	LS	$ 30,720.00	$ 30,720
	Street Furniture				
10.07	Bollards		no		Excluded
10.08	Bench seating		no		Excluded
10.09	Play space on the foreshore		LS		Excluded
10.10	Bench seating	7.00	LS	$ 15,000.00	$ 105,000
10.11	Drinking fountains	1.00	no	$ 10,000.00	$ 10,000
10.12	Combined Bins	1.00	no	$ 1,500.00	$ 1,500

Gisborne Town Centre

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Phase 1 - Lowe Street

Ref	Description	Qty	Unit	Rate	Total
10.13	Cycle Stands Feature artwork/street furniture	10.00	no	$ 1,500.00	$ 15,000
10.14	Feature artwork/street furniture	1.00	LS	$ 50,000.00	$ 50,000
10.15	Allowance for activation	1.00	LS	$ 100,000.00	$ 100,000
	Landscaping Sub-Total				**$ 390,219**
11.00	**Traffic Management**				
11.01	Update, implement and maintain the Contractor's Temporary Traffic Management Plan including temporary works and removal on completion	20.00	%	$ 1,900,900.57	$ 380,180
	Traffic Management Sub-Total				**$ 380,180**
	SUBTOTAL				**$ 2,281,081**
12.00	**Onsite Overheads**				
12.01	Onsite Overheads	18.00	%	$ 2,281,080.68	$ 410,595
	Onsite Overheads Sub-Total				**$ 410,595**
13.00	**Offsite Overheads & Profit**				
13.01	Offsite Overheads & Profit	12.50	%	$ 2,691,675.20	$ 336,459
	Offsite Overheads & Profit Sub-Total				**$ 336,459**
	CONSTRUCTION SUBTOTAL				**$ 3,028,135**
	Fees				
14.00	Design	14.00	%	$ 3,028,134.61	$ 423,939
15.00	GDC Internal	4.00	%	$ 3,028,134.61	$ 121,125
16.00	Consent	1.50	%	$ 3,028,134.61	$ 45,422
17.00	Contingency	30.00	%	$ 3,618,620.86	$ 1,085,586
	Fees Sub-Total				**$ 1,676,073**
	PHASE EXPECTED ESTIMATE				**$ 4,704,207**

Gisborne Town Centre

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Phase 2 - Gladstone Central

Ref	Description	Qty	Unit	Rate	Total
1.00	**Environmental Compliance**				
1.01	Prepare the Contractor's Environmental Management Plan (CEMP) & Erosion and Sediment Control Plan	1.00	LS	$ 5,000.00	$ 5,000
1.02	Update, implement and maintain the Contractor's Environmental Management Plan (CEMP) & Erosion and Sediment Control Plan and Controls including all temporary works and removal on completion	1.00	LS	$ 17,658.85	$ 17,659
	Environmental Compliance Sub-Total				**$ 22,659**
2.00	**Earthworks**				
	Site Clearance - General				
2.01	General Site Clearance - vegetation, signs, structures, hard & soft landscaping etc	3,426.00	m2	$ 50.00	$ 171,300
	Site Clearance - Traffic Services				
2.02	Allowance for the removal of existing street signage and columns	1.00	LS	$ 20,000.00	$ 20,000
	Earthworks				
2.03	Excavation (cut to waste)	1,017.30	m3	$ 75.00	$ 76,298
2.04	Extra over for hydro vac requirements	508.65	m3	$ 150.00	$ 76,298
2.05	Cut to fill		m3		Excluded
2.06	Provisional Item - Extra over for removal of soft spots and AP65 fill - Assume 20% (footpath and carriageway)	148.38	m3	$ 210.00	$ 31,160
2.07	Provisional Item - Removal & Testing of Contaminated Materials (assumed 30%)	305.19	m3	$ 650.00	$ 198,374
	Retain and Protect				
2.08	Existing trees, including tree roots and air spading / hydro vac to work around	1.00	Sum	$ 20,000.00	$ 20,000
2.09	Existing furniture and signage to be retained and protected	1.00	Sum	$ 15,000.00	$ 15,000
	Earthworks Sub-Total				**$ 608,428**
3.00	**Ground Improvements**				
3.01	N/A				
	Ground Improvements Sub-Total				**$ -**
4.00	**Drainage**				
	Stormwater				
4.01	Allowance for stormwater upgrades to existing network (excluding rain gardens)	3,426.00	m2	$ 85.00	$ 291,210
	DrainageSub-Total				**$ 291,210**

Gisborne Town Centre

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Phase 2 - Gladstone Central

Ref	Description	Qty	Unit	Rate	Total
5.00	**Pavement and Surfacing**				
	Mill and Reseal				
5.01	Allowance to mill and reseal pavement	2,762.00	m2	$ 90.00	$ 248,580
	Carriageway				
5.02	55 thick AC14 on 450 base	-	m2		Excluded
	Insitu Concrete with quality finish				
5.03	200 thick reinforced insitu concrete with quality finish on 100 base	-	m2		Excluded
	Traffic Island				
5.04	Median Island Infill Paving - 80mm paving blocks, 30mm sand, NZTA M/4 AP20	20.58	m2	$ 150.00	$ 3,087
5.05	Median Island Nosing	6.00	no	$ 843.75	$ 5,063
	Pavers				
5.06	Unitised Paver 197x97x80mm paver block laid in herringbone pattern, including 25mm sand bedding, on 400 base	2,473.00	m2	$ 372.41	$ 920,970
	Kerb & Channel				
5.07	Standard Kerb & Channel	231.00	m	$ 145.00	$ 33,495
	Edging				
5.08	Steel edging (garden bed)	359.00	m	$ 95.00	$ 34,105
	Transitions				
5.09	Allowance for transitions between pavement types and existing surfaces	1.00	LS	$ 7,500.00	$ 7,500
	Pavement and Surfacing Sub-Total				**$ 1,252,799**
6.00	**Structures**				
6.01	Concrete Ramp		LS		Excluded
6.02	Concrete Steps		LS		Excluded
	Structures Sub-Total				**$ -**
7.00	**Retaining Walls**				
	N/A				
	Retaining WallsSub-Total				**$ -**
8.00	**Traffic Services**				
	Street Lighting				
8.01	Allowance for additional street lighting to new streetscape.	9.00	no	$ 20,000.00	$ 180,000
8.02	Allowance for trenching/cabling to above	177.00	m	$ 175.00	$ 30,975

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Phase 2 - Gladstone Central

Ref	Description	Qty	Unit	Rate	Total
	Tactile Pavers				
8.03	Allowance for Tactile paving	1.00	LS	$ 20,000.00	$ 20,000
	Handrails				
8.04	Handrails to median island	4.00	no	$ 1,000.00	$ 4,000
	Line Marking				
8.05	Allowance for line marking to new carriage way	1.00	LS		Excluded
	Signage				
8.06	Allowance for new signage including wayfinding signage	1.00	LS	$ 5,000.00	$ 5,000
	Traffic Signals				
8.07	Allowance for new signalised intersections and associated infrastructure	1.00	LS	$ 550,000.00	$ 550,000
	Traffic Services Sub-Total				**$ 789,975**
9.00	**Utility Services**				
	Service Liaison and Protection				
9.01	Allowance for service relocations as required	3,426.00	m2	$ 100.00	$ 342,600
	Utility Services Sub-Total				**$ 342,600**
10.00	**Landscaping**				
	Landscaping				
10.01	Garden Bed - 300mm growing media, 100mm growing media, 57mm Organic mulch	550.80	m2	$ 100.00	$ 55,080
10.02	Rain Garden - 850mm drainage/transition & filter media, 50mm loose gravel mulch	-	m2		Excluded
10.03	Raised Garden - 300mm drainage aggregate, 600mm filter media, 75mm gravel mulch	61.20	m2	$ 473.02	$ 28,949
	Trees				
10.04	Allowance for 80L trees	-	no		Excluded
10.05	Allowance for plants in garden bed (3/m2)	1,836.00	no	$ 17.50	$ 32,130
	Maintenance				
10.06	24-Month landscaping maintenance period	1.00	LS	$ 30,720.00	$ 30,720
	Street Furniture				
10.07	Bollards	-	no		Excluded
10.08	Bench seating	-	no		Excluded
10.09	Play space on the foreshore		LS		Excluded
10.10	Bench seating	9.00	no	$ 7,500.00	$ 67,500
10.11	Drinking fountains	1.00	no	$ 10,000.00	$ 10,000
10.12	Combined Bins	1.00	no	$ 1,500.00	$ 1,500

Gisborne Town Centre

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Phase 2 - Gladstone Central

Ref	Description	Qty	Unit	Rate	Total
10.13	Cycle Stands Feature artwork/street furniture	10.00	no	$ 1,500.00	$ 15,000
10.14	Feature artwork/street furniture	1.00	LS	$ 50,000.00	$ 50,000
10.15	Allowance for activation	1.00	LS	$ 100,000.00	$ 100,000
	Landscaping Sub-Total				**$ 390,879**
11.00	**Traffic Management**				
11.01	Update, implement and maintain the Contractor's Temporary Traffic Management Plan including temporary works and removal on completion	25.00	%	$ 3,698,550.60	$ 924,638
	Traffic Management Sub-Total				**$ 924,638**
	SUBTOTAL				**$ 4,623,188**
12.00	**Onsite Overheads**				
12.01	Onsite Overheads	18.00	%	$ 4,623,188.25	$ 832,174
	Onsite Overheads Sub-Total				**$ 832,174**
13.00	**Offsite Overheads & Profit**				
13.01	Offsite Overheads & Profit	12.50	%	$ 5,455,362.14	$ 681,920
	Offsite Overheads & Profit Sub-Total				**$ 681,920**
	CONSTRUCTION SUBTOTAL				**$ 6,137,282**
	Fees				
14.00	Design	14.00	%	$ 6,137,282.40	$ 859,220
15.00	GDC Internal	4.00	%	$ 6,137,282.40	$ 245,491
16.00	Consent	1.50	%	$ 6,137,282.40	$ 92,059
17.00	Contingency	30.00	%	$ 7,334,052.47	$ 2,200,216
	Fees Sub-Total				**$ 3,396,986**
	PHASE EXPECTED ESTIMATE				**$ 9,534,268**

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Phase 2 - Peel Street

Ref	Description	Qty	Unit	Rate	Total
1.00	**Environmental Compliance**				
1.01	Prepare the Contractor's Environmental Management Plan (CEMP) & Erosion and Sediment Control Plan	1.00	LS	$ 5,000.00	$ 5,000
1.02	Update, implement and maintain the Contractor's Environmental Management Plan (CEMP) & Erosion and Sediment Control Plan and Controls including all temporary works and removal on completion	1.00	LS	$ 6,067.67	$ 6,068
	Environmental Compliance Sub-Total				**$ 11,068**
2.00	**Earthworks**				
	Site Clearance - General				
2.01	General Site Clearance - vegetation, signs, structures, hard & soft landscaping etc	1,183.00	m2	$ 50.00	$ 59,150
	Site Clearance - Traffic Services				
2.02	Allowance for the removal of existing street signage and columns	1.00	LS	$ 10,000.00	$ 10,000
	Earthworks				
2.03	Excavation (cut to waste)	280.55	m3	$ 75.00	$ 21,041
2.04	Extra over for hydro vac requirements	140.28	m3	$ 150.00	$ 21,041
2.05	Cut to fill		m3		Excluded
2.06	Provisional Item - Extra over for removal of soft spots and AP65 fill - Assume 20% (footpath and carriageway)	61.98	m3	$ 210.00	$ 13,016
2.07	Provisional Item - Removal & Testing of Contaminated Materials (assumed 30%)	84.17	m3	$ 650.00	$ 54,707
	Retain and Protect				
2.08	Existing trees, including tree roots and air spading / hydro vac to work around	1.00	Sum	$ 13,300.00	$ 13,300
2.09	Existing furniture and signage to be retained and protected	1.00	Sum	$ 10,000.00	$ 10,000
	Earthworks Sub-Total				**$ 202,256**
3.00	**Ground Improvements**				
3.01	N/A				
	Ground Improvements Sub-Total				**$ -**
4.00	**Drainage**				
	Stormwater				
4.01	Allowance for stormwater upgrades to existing network (excluding rain gardens)	1,183.00	m2	$ 140.00	$ 165,620
	DrainageSub-Total				**$ 165,620**

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Gisborne District Council
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Phase 2 - Peel Street

Ref	Description	Qty	Unit	Rate	Total
5.00	**Pavement and Surfacing**				
	Mill and Reseal				
5.01	Allowance to mill and reseal pavement				
	Carriageway				
5.02	55 thick AC14 on 450 base	-	m2	$ 144.50	$ -
	Insitu Concrete with quality finish				
5.03	200 thick reinforced insitu concrete with quality finish on 100 base	937.00	m2	$ 283.29	$ 265,446
	Traffic Island				
5.04	Median Island Infill Paving - 80mm paving blocks, 30mm sand, NZTA M/4 AP20	-	m2		Excluded
5.05	Median Island Nosing		no		Excluded
	Pavers				
5.06	Unitised Paver 197x97x80mm paver block laid in herringbone pattern, including 25mm sand bedding, on 400 base	96.00	m2	$ 372.41	$ 35,751
	Kerb & Channel				
5.07	Standard Kerb & Channel	120.00	m	$ 145.00	$ 17,400
	Edging				
5.08	Steel edging (garden bed)	256.00	m	$ 95.00	$ 24,320
	Transitions				
5.09	Allowance for transitions between pavement types and existing surfaces	1.00	LS	$ 7,500.00	$ 7,500
	Pavement and Surfacing Sub-Total				**$ 350,417**
6.00	**Structures**				
6.01	Concrete Ramp		LS		Excluded
6.02	Concrete Steps		LS		Excluded
	Structures Sub-Total				**$ -**
7.00	**Retaining Walls**				
	N/A				
	Retaining WallsSub-Total				**$ -**
8.00	**Traffic Services**				
	Street Lighting				
8.01	Allowance for additional street lighting to new streetscape.	3.00	no	$ 20,000.00	$ 60,000
8.02	Allowance for trenching/cabling to above	44.00	m	$ 175.00	$ 7,700

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Phase 2 - Peel Street

Ref	Description	Qty	Unit	Rate	Total
	Tactile Pavers				
8.03	Allowance for Tactile paving		LS		Excluded
	Handrails				
8.04	Handrails to median island		no		Excluded
	Line Marking				
8.05	Allowance for line marking to new carriage way	1.00	LS		Excluded
	Signage				
8.06	Allowance for new signage including wayfinding signage	1.00	LS	$ 10,000.00	$ 10,000
	Traffic Signals				
8.07	Allowance for new signalised intersections and associated infrastructure		LS		Excluded
	Traffic Services Sub-Total				**$ 77,700**
9.00	**Utility Services**				
	Service Liaison and Protection				
9.01	Allowance for service relocations as required	1,183.00	m2	$ 100.00	$ 118,300
	Utility Services Sub-Total				**$ 118,300**
10.00	**Landscaping**				
	Landscaping				
10.01	Garden Bed - 300mm growing media, 100mm growing media, 57mm Organic mulch	81.90	m2	$ 100.00	$ 8,190
10.02	Rain Garden - 850mm drainage/transition & filter media, 50mm loose gravel mulch	17.55	m2	$ 554.26	$ 9,727
10.03	Raised Garden - 300mm drainage aggregate, 600mm filter media, 75mm gravel mulch	17.55	m2	$ 473.02	$ 8,302
	Trees				
10.04	Allowance for 80L trees	-	no		Excluded
10.05	Allowance for plants in garden bed (3/m2)	351.00	no	$ 17.50	$ 6,143
	Maintenance				
10.06	24-Month landscaping maintenance period	1.00	LS	$ 30,720.00	$ 30,720
	Street Furniture				
10.07	Bollards	-	no		Excluded
10.08	Bench seating	-	no		Excluded
10.09	Play space on the foreshore		LS		Excluded
10.10	Bench seating	3.00	no	$ 15,000.00	$ 45,000
10.11	Drinking fountains	1.00	no	$ 10,000.00	$ 10,000
10.12	Combined Bins	1.00	no	$ 1,500.00	$ 1,500

Gisborne Town Centre

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Phase 2 - Peel Street

Ref	Description	Qty	Unit	Rate	Total
10.13	Cycle Stands Feature artwork/street furniture	10.00	no	$ 1,500.00	$ 15,000
10.14	Feature artwork/street furniture	1.00	LS	$ 50,000.00	$ 50,000
10.15	Allowance for activation	1.00	LS	$ 100,000.00	$ 100,000
	Landscaping Sub-Total				**$ 284,581**
11.00	**Traffic Management**				
11.01	Update, implement and maintain the Contractor's Temporary Traffic Management Plan including temporary works and removal on completion	20.00	%	$ 1,209,941.76	$ 241,988
	Traffic Management Sub-Total				**$ 241,988**
	SUBTOTAL				**$ 1,451,930**
12.00	**Onsite Overheads**				
12.01	Onsite Overheads	18.00	%	$ 1,451,930.12	$ 261,347
	Onsite Overheads Sub-Total				**$ 261,347**
13.00	**Offsite Overheads & Profit**				
13.01	Offsite Overheads & Profit	12.50	%	$ 1,713,277.54	$ 214,160
	Offsite Overheads & Profit Sub-Total				**$ 214,160**
	CONSTRUCTION SUBTOTAL				**$ 1,927,437**
	Fees				
14.00	Design	14.00	%	$ 1,927,437.23	$ 269,841
15.00	GDC Internal	4.00	%	$ 1,927,437.23	$ 77,097
16.00	Consent	1.50	%	$ 1,927,437.23	$ 28,912
17.00	Contingency	30.00	%	$ 2,303,287.49	$ 690,986
	Fees Sub-Total				**$ 1,066,837**
	PHASE EXPECTED ESTIMATE				**$ 2,994,274**

Gisborne Town Centre

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Phase 3 - Reads Quay

Ref	Description	Qty	Unit	Rate	Total
1.00	**Environmental Compliance**				
1.01	Prepare the Contractor's Environmental Management Plan (CEMP) & Erosion and Sediment Control Plan	1.00	LS	$ 5,000.00	$ 5,000
1.02	Update, implement and maintain the Contractor's Environmental Management Plan (CEMP) & Erosion and Sediment Control Plan and Controls including all temporary works and removal on completion	1.00	LS	$ 34,756.24	$ 34,756
	Environmental Compliance Sub-Total				**$ 39,756**
2.00	**Earthworks**				
	Site Clearance - General				
2.01	General Site Clearance - vegetation, signs, structures, hard & soft landscaping etc	6,119.00	m2	$ 50.00	$ 305,950
	Site Clearance - Traffic Services				
2.02	Allowance for the removal of existing street signage and columns	1.00	LS	$ 15,000.00	$ 15,000
	Earthworks				
2.03	Excavation (cut to waste)	2,208.75	m3	$ 75.00	$ 165,656
2.04	Extra over for hydro vac requirements	1,104.38	m3	$ 150.00	$ 165,656
2.05	Cut to fill		m3		Excluded
2.06	Provisional Item - Extra over for removal of soft spots and AP65 fill - Assume 20% (footpath and carriageway)	336.06	m3	$ 210.00	$ 70,573
2.07	Provisional Item - Removal & Testing of Contaminated Materials (assumed 30%)	662.63	m3	$ 650.00	$ 430,706
	Retain and Protect				
2.08	Existing trees, including tree roots and air spading / hydro vac to work around	1.00	Sum		Excluded
2.09	Existing furniture and signage to be retained and protected	1.00	Sum	$ 15,000.00	$ 15,000
	Earthworks Sub-Total				**$ 1,168,541**
3.00	**Ground Improvements**				
3.01	N/A				
	Ground Improvements Sub-Total				**$ -**
4.00	**Drainage**				
	Stormwater				
4.01	Allowance for stormwater upgrades to existing network (excluding rain gardens)	6,119.00	m2	$ 50.00	$ 305,950
	DrainageSub-Total				**$ 305,950**

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Phase 3 - Reads Quay

Ref	Description	Qty	Unit	Rate	Total
5.00	**Pavement and Surfacing**				
	Mill and Reseal				
5.01	Allowance to mill and reseal pavement				
	Carriageway				
5.02	55 thick AC14 on 450 base	2,660.00	m2	$ 144.50	$ 384,370
	Insitu Concrete with quality finish				
5.03	200 thick reinforced insitu concrete with quality finish on 100 base	107.00	m2	$ 283.29	$ 30,312
	Traffic Island				
5.04	Median Island Infill Paving - 80mm paving blocks, 30mm sand, NZTA M/4 AP20	-	m2		Excluded
5.05	Median Island Nosing		no		Excluded
	Pavers				
5.06	Unitised Paver 197x97x80mm paver block laid in herringbone pattern, including 25mm sand bedding, on 400 base	3,799.00	m2	$ 372.41	$ 1,414,786
	Kerb & Channel				
5.07	Standard Kerb & Channel	551.00	m	$ 145.00	$ 79,895
	Edging				
5.08	Steel edging (garden bed)	475.00	m	$ 95.00	$ 45,125
	Transitions				
5.09	Allowance for transitions between pavement types and existing surfaces	1.00	LS	$ 2,500.00	$ 2,500
	Pavement and Surfacing Sub-Total				**$ 1,956,988**
6.00	**Structures**				
6.01	Concrete Ramp		LS		Excluded
6.02	Concrete Steps		LS		Excluded
	Structures Sub-Total				**$ -**
7.00	**Retaining Walls**				
	N/A				
	Retaining WallsSub-Total				**$ -**
8.00	**Traffic Services**				
	Street Lighting				
8.01	Allowance for additional street lighting to new streetscape.	19.00	no	$ 20,000.00	$ 380,000
8.02	Allowance for trenching/cabling to above	373.00	m	$ 175.00	$ 65,275

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Phase 3 - Reads Quay

Ref	Description	Qty	Unit	Rate	Total
	Tactile Pavers				
8.03	Allowance for Tactile paving	1.00	LS	$ 5,000.00	$ 5,000
	Handrails				
8.04	Handrails to median island		no		Excluded
	Line Marking				
8.05	Allowance for line marking to new carriage way	1.00	LS		Excluded
	Signage				
8.06	Allowance for new signage including wayfinding signage	1.00	LS	$ 5,000.00	$ 5,000
	Traffic Signals				
8.07	Allowance for new signalised intersections and associated infrastructure		LS		Excluded
	Traffic Services Sub-Total				**$ 455,275**
9.00	**Utility Services**				
	Service Liaison and Protection				
9.01	Allowance for service relocations as required	6,119.00	m2	$ 100.00	$ 611,900
	Utility Services Sub-Total				**$ 611,900**
10.00	**Landscaping**				
	Landscaping				
10.01	Garden Bed - 300mm growing media, 100mm growing media, 57mm Organic mulch	362.60	m2	$ 100.00	$ 36,260
10.02	Rain Garden - 850mm drainage/transition & filter media, 50mm loose gravel mulch	77.70	m2	$ 554.26	$ 43,066
10.03	Raised Garden - 300mm drainage aggregate, 600mm filter media, 75mm gravel mulch	77.70	m2	$ 473.02	$ 36,754
	Trees				
10.04	Allowance for 80L trees	-	no	$ 875.00	$ -
10.05	Allowance for plants in garden bed (3/m2)	1,554.00	no	$ 17.50	$ 27,195
	Maintenance				
10.06	24-Month landscaping maintenance period	1.00	LS	$ 30,720.00	$ 30,720
	Street Furniture				
10.07	Bollards	-	no	$ 3,500.00	$ -
10.08	Bench seating	-	no	$ 12,500.00	$ -
10.09	Play space on the foreshore		LS		$ -
10.10	Bench seating	19.00	no	$ 7,500.00	$ 142,500
10.11	Drinking fountains	1.00	no	$ 10,000.00	$ 10,000
10.12	Combined Bins	1.00	no	$ 1,500.00	$ 1,500

Gisborne Town Centre

Gisborne District Council
10/09/2026

Phase 3 - Reads Quay

Ref	Description	Qty	Unit	Rate	Total
10.13	Cycle Stands Feature artwork/street furniture	10.00	no	$ 1,500.00	$ 15,000
10.14	Feature artwork/street furniture	1.00	LS	$ 50,000.00	$ 50,000
10.15	Allowance for activation	1.00	LS	$ 100,000.00	$ 100,000
	Landscaping Sub-Total				**$ 492,995**
11.00	**Traffic Management**				
11.01	Update, implement and maintain the Contractor's Temporary Traffic Management Plan including temporary works and removal on completion	15.00	%	$ 5,031,405.75	$ 754,711
	Traffic Management Sub-Total				**$ 754,711**
	SUBTOTAL				**$ 5,786,117**
12.00	**Onsite Overheads**				
12.01	Onsite Overheads	18.00	%	$ 5,786,116.62	$ 1,041,501
	Onsite Overheads Sub-Total				**$ 1,041,501**
13.00	**Offsite Overheads & Profit**				
13.01	Offsite Overheads & Profit	12.50	%	$ 6,827,617.61	$ 853,452
	Offsite Overheads & Profit Sub-Total				**$ 853,452**
	CONSTRUCTION SUBTOTAL				**$ 7,681,070**
	Fees				
14.00	Design	14.00	%	$ 7,681,069.81	$ 1,075,350
15.00	GDC Internal	4.00	%	$ 7,681,069.81	$ 307,243
16.00	Consent	1.50	%	$ 7,681,069.81	$ 115,216
17.00	Contingency	30.00	%	$ 9,178,878.42	$ 2,753,664
	Fees Sub-Total				**$ 4,251,472**
	PHASE EXPECTED ESTIMATE				**$ 11,932,542**

Gisborne Town Centre

Gisborne District Council
10/09/2026

Phase 3 - Bay Front

Ref	Description	Qty	Unit	Rate	Total
1.00	**Environmental Compliance**				
1.01	Prepare the Contractor's Environmental Management Plan (CEMP) & Erosion and Sediment Control Plan	1.00	LS	$ 5,000.00	$ 5,000
1.02	Update, implement and maintain the Contractor's Environmental Management Plan (CEMP) & Erosion and Sediment Control Plan and Controls including all temporary works and removal on completion	1.00	LS	$ 7,928.09	$ 7,928
	Environmental Compliance Sub-Total				**$ 12,928**
2.00	**Earthworks**				
	Site Clearance - General				
2.01	General Site Clearance - vegetation, signs, structures, hard & soft landscaping etc	1,789.00	m2	$ 50.00	$ 89,450
	Site Clearance - Traffic Services				
2.02	Allowance for the removal of existing street signage and columns	1.00	LS	$ 10,000.00	$ 10,000
	Earthworks				
2.03	Excavation (cut to waste)	434.14	m3	$ 75.00	$ 32,561
2.04	Extra over for hydro vac requirements	217.07	m3	$ 150.00	$ 32,561
2.05	Cut to fill		m3		Excluded
2.06	Provisional Item - Extra over for removal of soft spots and AP65 fill - Assume 20% (footpath and carriageway)	24.00	m3	$ 210.00	$ 5,040
2.07	Provisional Item - Removal & Testing of Contaminated Materials (assumed 30%)	130.24	m3	$ 650.00	$ 84,658
	Retain and Protect				
2.08	Existing trees, including tree roots and air spading / hydro vac to work around		Sum		Excluded
2.09	Existing furniture and signage to be retained and protected	1.00	Sum	$ 10,000.00	$ 10,000
	Earthworks Sub-Total				**$ 264,270**
3.00	**Ground Improvements**				
3.01	N/A				
	Ground Improvements Sub-Total				**$ -**
4.00	**Drainage**				
	Stormwater				
4.01	Allowance for stormwater upgrades to existing network (excluding rain gardens)	160.00	m2	$ 50.00	$ 8,000
	DrainageSub-Total				**$ 8,000**

Gisborne Town Centre

Gisborne District Council
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Phase 3 - Bay Front

Ref	Description	Qty	Unit	Rate	Total
5.00	**Pavement and Surfacing**				
	Mill and Reseal				
5.01	Allowance to mill and reseal pavement				
	Carriageway				
5.02	55 thick AC14 on 450 base		m2		Excluded
	Insitu Concrete with quality finish				
5.03	200 thick reinforced insitu concrete with quality finish on 100 base		m2		Excluded
	Traffic Island				
5.04	Median Island Infill Paving - 80mm paving blocks, 30mm sand, NZTA M/4 AP20		m2		Excluded
5.05	Median Island Nosing		no		Excluded
	Pavers				
5.06	Unitised Paver 197x97x80mm paver block laid in herringbone pattern, including 25mm sand bedding, on 400 base	400.00	m2	$ 372.41	$ 148,964
	Kerb & Channel				
5.07	Standard Kerb & Channel		m		Excluded
	Edging				
5.08	Steel edging (garden bed)	176.00	m	$ 95.00	$ 16,720
	Transitions				
5.09	Allowance for transitions between pavement types and existing surfaces	1.00	LS	$ 2,500.00	$ 2,500
	Pavement and Surfacing Sub-Total				**$ 168,184**
6.00	**Structures**				
6.01	Concrete Ramp	1.00	LS	$ 223,000.00	$ 223,000
6.02	Concrete Steps	1.00	LS	$ 310,000.00	$ 310,000
	Structures Sub-Total				**$ 533,000**
7.00	**Retaining Walls**				
	N/A				
	Retaining WallsSub-Total				**$ -**
8.00	**Traffic Services**				
	Street Lighting				
8.01	Allowance for additional street lighting to new streetscape.		no		Excluded
8.02	Allowance for trenching/cabling to above		m		Excluded

Gisborne Town Centre

Gisborne District Council
10/09/2026

Phase 3 - Bay Front

Ref	Description	Qty	Unit	Rate	Total
	Tactile Pavers				
8.03	Allowance for Tactile paving		LS		Excluded
	Handrails				
8.04	Handrails to median island		no		Excluded
	Line Marking				
8.05	Allowance for line marking to new carriage way	1.00	LS	$ 9,000.00	$ 9,000
	Signage				
8.06	Allowance for new signage including wayfinding signage	1.00	LS	$ 5,000.00	$ 5,000
	Traffic Signals				
8.07	Allowance for new signalised intersections and associated infrastructure		LS		Excluded
	Traffic Services Sub-Total				**$ 14,000**
9.00	**Utility Services**				
	Service Liaison and Protection				
9.01	Allowance for service relocations as required	160.00	m2	$ 100.00	$ 16,000
	Utility Services Sub-Total				**$ 16,000**
10.00	**Landscaping**				
	Landscaping				
10.01	Garden Bed - 300mm growing media, 100mm growing media, 57mm Organic mulch	399.82	m2	$ 100.00	$ 39,982
10.02	Rain Garden - 850mm drainage/transition & filter media, 50mm loose gravel mulch	85.68	m2	$ 554.26	$ 47,487
10.03	Raised Garden - 300mm drainage aggregate, 600mm filter media, 75mm gravel mulch	85.68	m2	$ 473.02	$ 40,527
	Trees				
10.04	Allowance for 80L trees	207.00	no	$ 875.00	$ 181,125
10.05	Allowance for plants in garden bed (3/m2)	1,713.51	no	$ 17.50	$ 29,986
	Maintenance				
10.06	24-Month landscaping maintenance period	1.00	LS	$ 30,720.00	$ 30,720
	Street Furniture				
10.07	Bollards	10.00	no	$ 3,500.00	$ 35,000
10.08	Bench seating	55.00	no	$ 12,500.00	$ 687,500
10.09	Play space on the foreshore	1.00	LS	$ 250,000.00	$ 250,000
10.10	Bench seating	10.00	no	$ 7,500.00	$ 75,000
10.11	Drinking fountains	2.00	no	$ 10,000.00	$ 20,000
10.12	Combined Bins	2.00	no	$ 1,500.00	$ 3,000

Gisborne Town Centre

Gisborne District Council
10/09/2026

Phase 3 - Bay Front

Ref	Description	Qty	Unit	Rate	Total
10.13	Cycle Stands Feature artwork/street furniture	10.00	no	$ 1,500.00	$ 15,000
10.14	Feature artwork/street furniture	1.00	LS	$ 100,000.00	$ 100,000
10.15	Allowance for activation	1.00	LS	$ 100,000.00	$ 100,000
	Landscaping Sub-Total				**$ 1,655,327**
11.00	**Traffic Management**				
11.01	Update, implement and maintain the Contractor's Temporary Traffic Management Plan including temporary works and removal on completion	10.00	%	$ 2,671,708.24	$ 267,171
	Traffic Management Sub-Total				**$ 267,171**
	SUBTOTAL				**$ 2,938,879**
12.00	**Onsite Overheads**				
12.01	Onsite Overheads	18.00	%	$ 2,938,879.06	$ 528,998
	Onsite Overheads Sub-Total				**$ 528,998**
13.00	**Offsite Overheads & Profit**				
13.01	Offsite Overheads & Profit	12.50	%	$ 3,467,877.29	$ 433,485
	Offsite Overheads & Profit Sub-Total				**$ 433,485**
	CONSTRUCTION SUBTOTAL				**$ 3,901,362**
	Fees				
14.00	Design	14.00	%	$ 3,901,361.95	$ 546,191
15.00	GDC Internal	4.00	%	$ 3,901,361.95	$ 156,054
16.00	Consent	1.50	%	$ 3,901,361.95	$ 58,520
17.00	Contingency	30.00	%	$ 4,662,127.53	$ 1,398,638
	Fees Sub-Total				**$ 2,159,404**
	PHASE EXPECTED ESTIMATE				**$ 6,060,766**

Te Kaunihera o Te Tairāwhiti
GISBORNE
DISTRICT COUNCIL

26-200

Title:	26-200 Wainui & **Ōkitu** Coastal Access Framework
Section:	Liveable Spaces
Prepared by:	Natalie Waihi - Capital Projects Programme Manager
Meeting Date:	Thursday 1 October 2026

Legal: No	Financial: No	Significance: Low

Report to ENVIRONMENT & **COMMUNITIES/NGĀ** WHAKAMAHI - TE TAIAO ME **NGĀ** HAPORI for decision

PURPOSE - TE TAKE

The purpose of this report is to share the recently completed Wainui-Okitū Coastal Access Framework report completed by LDE and seek Council direction on the future approach to public coastal access infrastructure along the Wainui–Okitū coastline.

SUMMARY - HE **WHAKARĀPOPOTOTANGA**

Wainui and Okitū beaches are accessed from a range of public and private access points, many containing build access structures such as stairs and ramps. Council owns eleven public access stairs, many of which are at end of life, and subject to increased coastal erosion.

A further six access assets have been removed since 2023 due to asset failure and storm damage. The remaining eleven assets are ageing and will require ongoing maintenance and eventual renewal.

The circumstances under which the original access structures were constructed have also changed. Many of these structures wouldn't meet modern building standards and consenting requirements, which makes any renovation a significant expense.

To inform future investment in and management of these structures, Council staff engaged LDE to undertake an assessment of the existing coastal access network along Wainui and Okitū beaches and to develop a Wainui and Okitū Coastal Access Framework, to guide investment into more sustainable coastal assets moving forward. The LDE Professional Advisory Report (Attachment 1) considers the condition and vulnerability of existing access structures, coastal processes, opportunities for resilient and accessible access, and recommends where structures should be retained, renewed, relocated or provided through less formal means.

The overall intent is to move to proactive maintenance and renewal of these structures, with investment focussed where it can provide the greatest long-term community benefit, resilience, accessibility and amenity.

The decisions or matters in this report are considered to be of Medium significance in accordance with the Council's Significance and Engagement Policy.

RECOMMENDATIONS - **NGĀ TŪTOHUNGA**

That the Environment & **Communities/Ngā** Whakamahi - Te Taiao me **Ngā** Hapori:

1. Endorses the Wainui–**Okitū** Coastal Access Framework as the strategic basis for management of Council stairs and accessways on Wainui and **Okitū** Beaches.
2. Notes that the Framework will inform budgeting and priorities in future Long-Term Plans, and that the community will be engaged in these investment decisions.

Authorised by:

Michele Frey - Director Liveable Communities

Keywords: Wainui-Okitū, coastal access framework,

BACKGROUND - HE **WHAKAMĀRAMA**

1. The Wainui–Okitū coastline has a longstanding network of formal and informal beach access, both public and private. Council's network of assets has developed incrementally over time and includes structures of varying age, condition and exposure.
2. There are a large number of stairs and accessways along Wainui Beach. The majority of these are private structures on a mixture of private land and Council esplanade reserve. 11 of these are Council owned public access structures.
3. These have typically been developed informally over time, and are simple, low-cost structures.
4. Significant weather events across recent years, as well as the ongoing failure of assets has required the removal of six of these structures between 2023 and today.
5. The remaining structures continue to be inspected and maintained while they are safe and practical to do so. Six-monthly condition assessments are undertaken with additional inspections following major storm events.
6. The key issue for Council is what happens when these remaining assets reach the end of their useful life.

DISCUSSION and OPTIONS - WHAKAWHITINGA **KŌRERO** me **ngā KŌWHIRINGA**

7. Many of Council's 11 remaining stair sets and accessways will reach end of life in the coming ten years.
8. The existing access assets were constructed under historical design, safety and regulatory requirements. Coastal conditions have also changed since many of these structures were established. Where a structure now requires substantial reconstruction, Council must consider the requirements that apply to a new or substantially renewed structure, rather than assuming that the historic design can simply be replicated.
9. These requirements can result in more substantial structural requirements, improved safety features, accessibility considerations, different foundations or locations to respond to erosion, stormwater and drainage upgrades and resource consent requirements; coastal access structures will generally trigger resource consent under the relevant coastal management, coastal hazard and earthworks provisions of the Tairāwhiti Resource Management Plan.
10. Consequently, significant expenditure on an individual access point should only occur where Council is satisfied that the location provides a sustainable long-term outcome.
11. To inform sustainable investment into, and management of stairs and accessways along Wainui and Okitū beaches, Council engaged LDE to provide a Coastal Access Framework for this stretch of coastline. The report is provided as Attachment 1.

12. The LDE report concluded that:

    a. All existing formal and informal access points along Wainui and Ōkitu are vulnerable to coastal erosion, storm events and changing beach levels, with risks expected to increase as sea-level rise and climate-change effects develop.

    b. There's a need to move from reactive replacement toward a planned, resilient access network.

    c. Future investment should focus on a consolidated network of primary and local access points, rather than replacing every existing or lost structure.

    d. In northern Ōkitu, access should be consolidated and directed through selected, more resilient routes using signage, planting, informal paths and small robust structures where necessary, in line with best practise dune management.

    e. New and replacement structures should use modern, durable designs and materials, including fibre-reinforced grating in highly exposed sections, alongside improved stormwater management and dune planting.

    f. Concept designs and high-level cost estimates should be developed to support ongoing discussion with Ngāti Oneone and Wainui Beach coast care representatives.

    g. A single global resource consent covering the proposed access network is recommended, enabling individual sites to be developed progressively while reducing duplicated consenting and compliance requirements.

    h. Two access structures were identified as requiring immediate removal due to safety, at Whales and near Okitū Store/White Fence. These have been removed.

13. The Framework proposes that Council manage coastal access as a network rather than a collection of individual structures. This means:

    - retaining and maintaining existing access while it remains safe;
    - removing structures when they become unsafe or unsustainable;
    - not automatically replacing every failed structure;
    - concentrating capital investment at strategically important locations;
    - retaining appropriate informal or semi-formal access where it provides a safe alternative; and
    - using signage and wayfinding to connect the network.

14. The Framework categorised coastal access points into Primary Access and Local Access based on their role within the wider access network, rather than simply their existing infrastructure.

15. Primary access points are locations that serve a broader community function and have greater potential to provide a sustainable, resilient and higher-quality access solution. The assessment considers factors such as level of use, local catchment, existing facilities and amenities, parking, reserve size, existing access infrastructure, topography and opportunities to improve accessibility. Primary locations are further divided into higher and lower priorities to guide the sequencing of future investment.

16. Local access points primarily serve nearby residents and local users and are intended to continue providing more localised beach access where this can be sustained. These locations are managed more selectively, with existing structures monitored and renewed where justified, while informal or semi-formal access may be appropriate where it provides a safe alternative to constructed infrastructure.
17. The Framework therefore uses the categorisation to match the level of investment to the role and long-term suitability of each access point—concentrating significant investment at strategic primary locations while maintaining appropriate local access without necessarily replacing every existing structure.
18. This approach recognises that not every access point can or should be maintained indefinitely and that investment should be directed towards locations capable of providing the greatest long-term community benefit. Renewal projects would be delivered in a way that is efficient, effective and appropriate to present and anticipated future needs.
19. Stock Route, Pines and Whales were identified as suitable, priority primary access points for future investment. These locations already provide significant community value and have supporting facilities.
20. Investment could address multiple outcomes, incorporating improved parking and more accessible beach access, resilient structures, stormwater management, planting, amenity and cultural interpretation.
21. Future investment would remain subject to LTP funding, detailed design, engagement, consenting and site-specific assessment.

ASSESSMENT of SIGNIFICANCE - AROTAKENGA o **NGĀ** HIRANGA

Consideration of consistency with and impact on the Regional Land Transport Plan and its implementation
This Report: Low Significance

Impacts on Council's delivery of its Financial Strategy and Long Term Plan
This Report: Low Significance

Inconsistency with Council's current strategy and policy
Overall Process: Low Significance
This Report: Low Significance

The effects on all or a large part of the Gisborne district
This Report: Low Significance

The effects on individuals or specific communities
Overall Process: Medium Significance
This Report: Medium Significance

The level or history of public interest in the matter or issue
Overall Process: Medium Significance
This Report: Medium Significance

22. The decisions or matters in this report are considered to be of Low significance in accordance with Council's Significance and Engagement Policy.

OR

23. This report is part of a process to arrive at a decision that will/may be of Medium level in accordance with the Council's Significance and Engagement Policy

TREATY COMPASS ANALYSIS

K**āwanatanga**

24. Council continues to seek advice from hapū and iwi partners regarding early land use, areas of significance and strategic outcomes for the management of coastal reserve sites and assets. Cultural and environmental impact assessments appropriately inform activities, and we seek guidance and support on resource consent matters, critical outcomes and use of natural resources.

Rangatiratanga

25. Rangatiratanga can be of individual significance to iwi/hapū and should be acknowledged and understood when engaging on matters related to land use, public recreation, development of and strategic direction for Council managed land. Opportunities for iwi/hapū participation will be explored at a project level to ensure we understand the significance of site and the vision and aspirations of mana whenua.

Oritetanga

26. Council has sought to recognise and redress equity by engaging mana whenua early in the planning and development of the Okitū Access Framework, including discussion of strategic outcomes. Hāpū are supportive of the framework and the opportunities it provides to strengthen storytelling and protect areas of cultural and historical significance.

Whakapono

27. Council staff will engage with mana whenua in early planning stages to ensure the significance of the area and cultural values were well considered and suitable practices are embedded in the project arising from the framework. Shared decision-making and acknowledgement of the aspirations and desired outcomes of our partners remains at the forefront. Manaakitanga guides us in developing strong relationships with representatives and listening to their feedback on where we can improve our processes to empower mana whenua.

TANGATA **WHENUA/MĀORI** ENGAGEMENT - **TŪTAKITANGA** TANGATA WHENUA

28. Council staff engage with mana whenua in early planning stages to ensure the significance of the area and cultural values were well considered, and suitable practices are embedded in the project arising from the framework. Hapū representatives have been supportive of the framework outcomes and welcome the opportunity to increase storytelling and protection of areas of significance. Engagement will continue though implementation and project specific consent processes.

COMMUNITY ENGAGEMENT - **TŪTAKITANGA** HAPORI

29. Council has maintained connection and communication with the local community and other interested stakeholders regarding coastal access ways and the work occurring to develop a strategic framework that will inform decision making on coastal access and future upgrades. Several panui and letterbox drops have been completed over the past two years relating to the removal of access assets and where residents have provided feedback Council staff have encouraged residents to make a submission in the Long Term Plan consultation.

30. Some feedback has been sought and received from community members on the framework to date, particularly that the level of local use of the accessways at Wainui Stream is understated, and that the report doesn't consider the needs of horse riders also.

31. Council appreciates and acknowledges the feedback of community and will continue to work with community members on the design and consenting of future access structures, particularly the Wainui Coast Care Group, who are a wealth of knowledge on Wainui-Okitū dune systems.

CLIMATE CHANGE – Impacts / Implications - **NGĀ REREKĒTANGA ĀHUARANGI** – **ngā** whakaaweawe / **ngā** ritenga

32. The Okitū Access Framework considers climate change by providing a strategic approach to future access that can inform resilient, sustainable and adaptable decision-making. The framework supports consideration of coastal activity, hazards and environmental change when determining the location, design and long-term management of access points.

CONSIDERATIONS - HEI WHAKAARO

Financial/Budget

33. Budget to implement strategic outcomes of the framework would be consulted through the Long Term Plan process which is currently seeking community feedback on the priorities of our community. There is $30k capital budget allocated in the current FY for the Okitū-Wainui Coastal Access Framework costs.

Legal

34. Reserve Management Plan requirements have been considered in developing the framework. As the existing plans provide general provision for accessways and do not prescribe specific numbers or locations, no significant legal risks are anticipated as a result of adopting the framework.

POLICY and PLANNING IMPLICATIONS - KAUPAPA HERE me **ngā** RITENGA WHAKAMAHERE

35. The recommendations from the framework are not yet considered in annual plan priorities. Future investment remains subject to Long Term Plan processes and funding.

36. The Wainui Adaptation Plan does not consider strategic direction for coastal access assets within reserves or at the site-specific level this framework considers.

RISKS - **NGĀ TŪRARU**

37. Health, Safety and Wellbeing - regular and post-storm inspections required to maintain until failure and prompt removal of unsafe structures. Requires appropriate signage and prioritise development of safe alternative access.
38. Financial - Endorsement establishes a strategic direction but does not resolve the level or timing of future capital funding. Priority access improvements may require significant investment.
39. Publicity / public perception and Council's reputation - Communities may perceive the consolidation of access as a reduction in service, particularly where a familiar access point is not renewed. Expectations may also increase following endorsement of the Framework.
40. Regulatory and Legal Compliance - The TRMP specifically recognises coastal erosion and storms as natural hazards requiring consideration in development decisions. Future works will still require appropriate design, assessment and consenting.
41. Environment - Consolidating access may increase use at selected locations and could create additional pressure on dunes or sensitive coastal areas if not appropriately designed and managed.

NEXT STEPS - **NGĀ** MAHI E WHAI AKE

Date	Action/Milestone
Sep 2026	Include the development of priority access points in 2027 – 2037 Long Term Plan for community consultation.
Ongoing	Engage with key community user groups to inform the priorities for the Long-Term Plan, and the design and consent of future accessways

Gisborne District Council

WAINUI & OKITU COASTAL ACCESS FRAMEWORK

Wainui & Okitu Coastal Access Framework – Professional Advisory Report

Project Reference: 31102
July 14, 2026

DOCUMENT CONTROL

Version	Date	Comments
01	14/07/2026	Issued for Client Comment

Version	Issued For	Date	Prepared By	Reviewed & Authorised By
01	Issued for Information	14/07/2026	 Sam Morgan *MSc (Hons) CEnvP* *National Manager- Coastal*	 Korbi Schallinger *BEng (Hons), CMEngNZ, CPEng* Principal Civil & Geotechnical Engineer

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1 INTRODUCTION

The Wainui and Okitu Beach coastal environments include public access infrastructure such as stairs, tracks, and informal entry points. These assets are increasingly exposed to coastal erosion, storm events, and tidal effects, leading to:

- Frequent closures and asset loss
- Reactive maintenance and repair costs
- Increasing public safety risks
- Uncertainty around long-term investment decisions

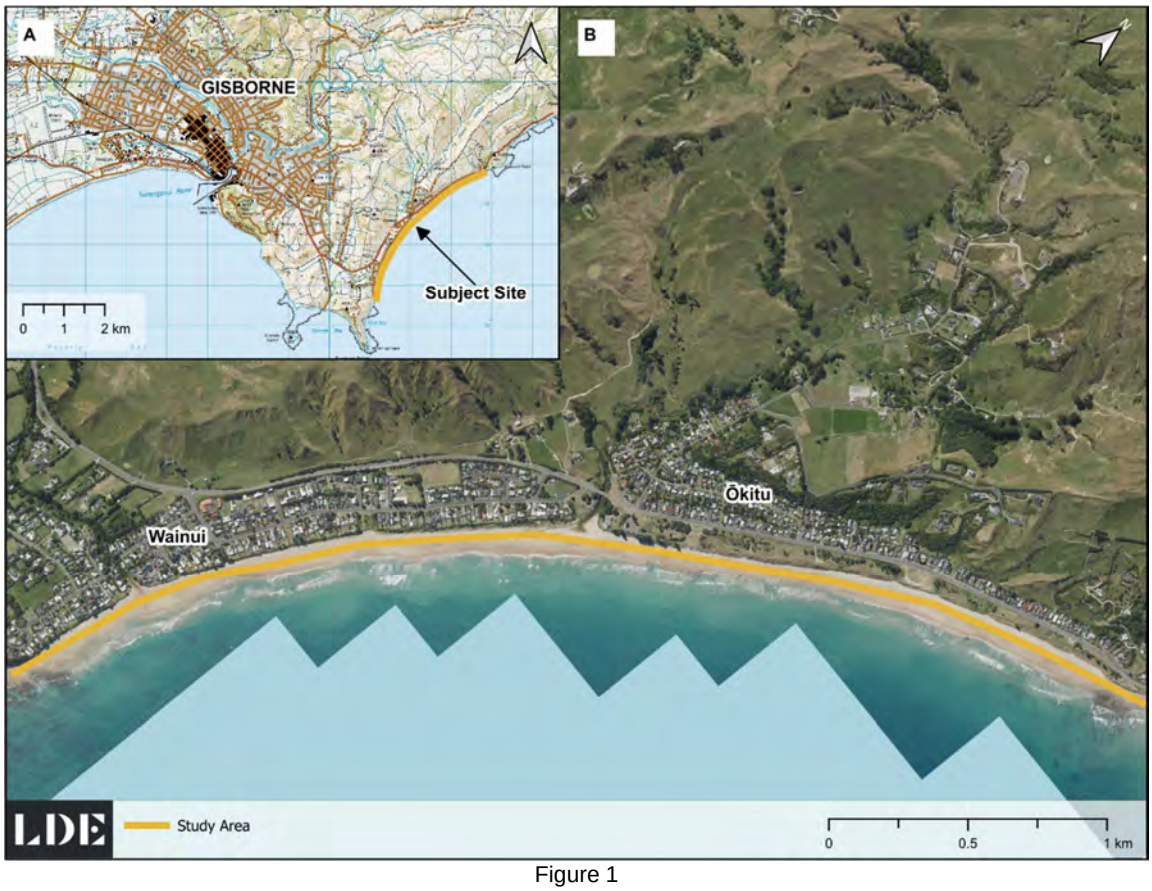


Figure 1

Gisborne District Council (GDC) needs a structured, evidence-based framework to support the Parks and Reserves Activity Management Plan (AMP), Long Term Plan (LTP) activity planning, and future decisions on coastal access. Rather than expanding the current access network, Council is seeking a strategic approach to provide a resilient network of access assets for the future.

GDC recently commissioned LDE Ltd to prepare a professional advisory report to:

- Assess the sustainability of existing coastal access infrastructure and advise on current and alternative locations for long-term resilient access.
- Provide risk-informed recommendations on whether existing assets should be retained, renewed, or retreated.
- Identify areas along this coastal stretch that are suitable or unsuitable for future resilient access infrastructure.

1.1 Report Structure

The report has been prepared through a combination of site visits, ground truthing and GIS analysis. For consistency the ID values for respective public access points were adopted from the Wainui Beach Coastal Structures Condition Assessment document produced by WSP in 2024. Site visits were undertaken to log and measure the structures into a GIS layer and attribute table. During the site visits the overall viability of the structures were considered over the short to medium term. The following structures have removed in the past 2 years as a result of storm activity and progressive degradation.

- Tuahine Crescent (PA1)
- Wainui Stream South (PA3)
- Okitu Carpark 1 (PA15)
- Okitu Carpark 2 (PA17)

A summary of short to medium term recommendations is provided in Section 3 below and further detailed contained within Appendix A and the attributes table within the GIS layer (also provided as spreadsheets).

For the assessment of the Future Coastal Access Network we also identified existing informal access points for the assessment. We cross referenced those and the formal access points with their relative housing catchments, associated infrastructure and existing knowledge of how the different spaces are used.

2 COASTAL HAZARD ASSESSMENT

Short term erosion potential along Wainui Beach has been estimated by WSP in their recent work for the Wainui Coastal Adaptation Plan. As can be seen in Figure 2 below all of the identified formal and informal access points along Wainui are potentially vulnerable to coastal erosion and inundation during storm events and ongoing associated effects. This is inherent to the nature of such structures and the relatively narrow dry beach margins that characterise Wainui Beach. As such the majority of structures have had the lowest tread exposed at different times in the recent past.

The issue is more pronounced at the northern and southern ends and across Okitu, where the structures tend to sit seaward of the dune face. This is likely in part associated with long term erosion trends and leaves the structures

more vulnerable to coastal processes. The issues are compounded by historically poor design and construction approaches.

Beyond the 10 year scope of this investigation it is expected that there will be increased pressure on coastal access points as the impacts of climate change and predicted sea-level rise are realised.

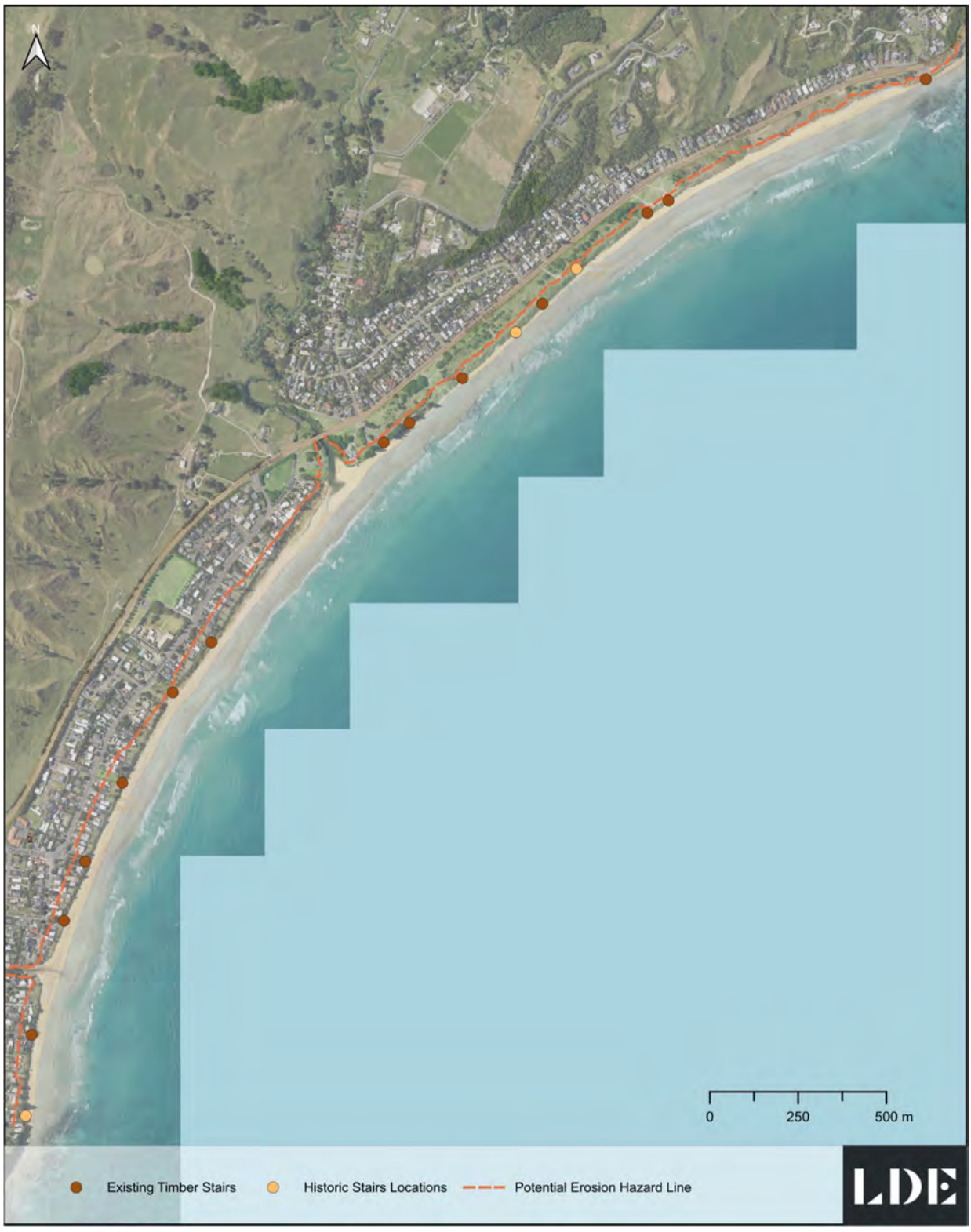


Figure 2: Access structure locations and potential short term erosion extent (Source: WSP, 2024).

3 SHORT- AND MEDIUM-TERM RECOMMENDATIONS

Given the risk to structures is linked to storm activity and present-day beach fluctuations, it is difficult to delineate between short- and medium-term risk profiles. Accordingly for this report we have considered both risk profiles at the same time and the recommendations relevant for both timeframes.

Based upon recent deterioration and the current condition it is our recommendation that the following structures be removed immediately:

- Okitu Store Boardwalk (sand ladder) and Stairs (PA14)
- Whales Stairs (PA20)

Both sets of stairs have had their foundations compromised and remedial work would require a complete rebuild. The sand ladder leading to PA14 has settled unevenly over time which when combined with a relatively steep slope makes access problematic.

At Whales the opportunity to develop less formal access just south of the carpark should be taken and utilise existing informal access points and favourable topography. This should be undertaken in conjunction with removal of the stairs to encourage beach access from the carpark to an appropriate place

The end of the boardwalk at Hamanatua Stream- South has also been lost and maintenance work undertaken to repair this. Given the current proximity of the stream to the end of the boardwalk, stairs are considered to be the most practical option until longer term considerations have been resolved.

It is also recommended that the remnants of the access structure on the southern side of Wainui Stream should also be removed as soon as practicable. It is also suggested that signage be placed warning people that the beach access is compromised and use at your own risk.

Within the attribute table there are seven structures highlighted as potentially more susceptible to coastal erosion. This is based upon their observed exposure over the recent past. However, in our opinion a condition assessment on the remaining structures should be undertaken on a six-monthly basis and post storm activity to identify any required maintenance.

In general, where maintenance is to be undertaken investigation and investment into more robust material is strongly recommended. For example, using Fibre Reinforced Polymer (FRP/GRP) Grating to replace stair treads presents a longer-term solution.

4 FUTURE ACCESS NETWORK

The framework for the Future Access Network has been to classify different access points into Primary and Local access types. The rational for respective assignment of the different access points is provided in the discussion below.

4.1 All-access locations

Locations that allow for all access along Wainui and Okitu are limited due to the steep topography of the backshore margins. The following locations have been identified based the topography required to achieve the requirements under The New Zealand Building Code. Optimal gradients for wheelchair access are considered to be 1 in 33 for pathways and 1 in 14 for ramps, with some steeper gradients acceptable in some situations. Below is a summary of approximate existing slopes and high-level summary of matters for further consideration.

Stock Route- Existing Slope of ~1 in 8

- Reconfiguration of accessway from carpark would be required to allow for unassisted wheelchair access
- Ability to achieve the optimal sloped may be restricted by reserve size
- A series of switch backs may be able to enable slopes to be achieved
- Allowance for stormwater and overland flow will need to be made

Hamanatua South- Existing Slope of ~1 in 34

- Modifications to the existing walkway could be made to achieve required slopes
- Extending the structure seaward would be required to allow for fluctuations in sand levels
- Stream will often cross in front of the end point of the accessway discharging users into the stream.

Cooper Street- Existing Slope of ~1 in 9

- Reconfiguration of accessway from carpark would be required to allow for unassisted wheelchair access
- Ability to achieve the optimal sloped may be restricted by reserve size
- A series of switch backs may be able to enable slopes to be achieved
- Allowance for stormwater and overland flow will need to be made

Chalet South- Existing Slope of ~1 in 5

- There is available space within the reserve area to achieve the optimal slopes
- Extending the structure seaward would be required to allow for fluctuations in sand levels
- Any potential design should avoid exiting on to the small ephemeral stream mouth to the south

4.2 Primary Access Points

As noted above primary access points have been identified based on an understanding of current usage, the presence of amenities such as toilets, parking, stairs and picnic tables, the size of the associated reserve, and anecdotal evidence of historical use. The primary access points have been divided into higher and lower priorities based upon the understood level of usage.

4.3 Highest Priorities

4.3.1 Stock Route

Stock Route is identified as a high-priority primary access point because it provides carparking and toilets, is the first main entrance from town, is located close to the café, and is recognised as a surf spot.

Recommended works at Stock Route include investigating wheelchair access to the beach, allowing for some form of access ramp suitable for prams or similar users, providing a wider set of access stairs, upgrading the stormwater treatment and outfall to a softer design, and working with Ngati Oneone to provide context and history for the area.

4.3.2 Pines

Pines is identified as a high-priority primary access point because it provides sufficient carparking, serves a large local catchment, offers views of the beach from the carpark, is close to the Wainui Surf Life Saving Club and patrolled swimming area, has a nearby playground, includes additional adjoining parking and open space, and is recognised as a surf spot of national significance under the New Zealand Coastal Policy Statement.

Recommended works at Pines include upgrading accessways to modern standards, securing the main access at the current southern local, and creating additional amenity through pull-over areas where landings are required. The existing southern access point is the current focal point for access and reduces the potential conflict with existing trees and need for extensive earthworks. The carpark should also be reconfigured to address stormwater and erosion issues, including soak pits or retention along the back margin with associated planting. Further work should be undertaken with Ngati Oneone to provide context and history for the area, and discussions should be held with Wainui Surf Life Saving Club regarding the potential for wheelchair access from the ramp.

4.4 Lower Priorities

4.4.1 Chalet

Chalet is identified as a lower-priority primary access point because it provides carparking, picnic tables and toilets, offers views of the beach from the carpark, and is recognised as a local surf spot.

Recommended works at Chalet include upgrading the accessways to modern standards, making them wide enough for two people to pass, investigating wheelchair access at the southern access point, working with Ngati Oneone to provide context and history for the area, and incorporating planting and restoration within the reserve.

4.4.2 Whales

Whales has been identified as a lower priority primary access point due to facilities such as carparking and toilets. Ocean views are available from the carpark and it provides access to the Makarori Headland walk. Recreationally, this part of the beach is used to launch kayaks, kaimoana gathering, fishing and surfing.

Beach access should be moved north to reduce the size of the structure with a falling topography and utilise rock exposures for founding. It would also be pertinent to provide better connection to the accessway and carpark to the south to prevent pedestrian impacts on the dunes. It is understood there it is an area of cultural significance to Ngati Oneone and there is the opportunity to provide context and history of area. Given the proximity to the rocky shore habitat at the base of Makarori Headland the access should allow for small vessels (e.g. kayaks) and other equipment to be transported to shore.

The less formal access in the southern extent through the dunes developed with the removal of the stairs should remain. This would provide access to a sandy part of the beach when sand levels in the north are low.

4.5 Local Access Points

4.5.1 Local Access- South

The existing access points noted below are considered to be valuable as local access points in the southern portion of the beach. These have been distinguished from the Primary Access point based upon aspects such as carparking A list of amenities for each reserve is provided within the GIS layer provided

- Lloyd George
- Cooper Street
- No Access
- Empty Section
- Hamanatua South

It is recommended that the condition of the existing structures be monitored regularly and replaced with modern structures as required. The lower section of treads (below RL 4m) shall use Fibre Reinforced Polymer (FRP/GRP) Grating to minimise loading on structure and improve overall resilience. Investigate the opportunity to include wheelchair access at Cooper St and Hamanatua South. Appropriate planting should be undertaken on the adjoining reserve margins to improve embankment stability and longer-term resilience.

4.5.1.1 Tuahine Accessway

Tuahine access provides value to a local catchment of approximately 28 houses. It also serves as a staging point for people walking to the lighthouse or recreating south of the groyne. The accessway is supported by a turnout and parking.

Given the more exposed nature of the access point, any access structure at this location would need to be more robust than other sites in the southern extent of the beach. The type and extent of the structure is further complicated by approximately 7-8m of low seawall for a structure to span across, which is considered to be in average to poor condition in the vicinity of the accessway. The site is also complicated by a storm water outfall and poor embankment composition. All these issues would need to be addressed simultaneously to ensure the long-term resilience of access at the site. Specifically, the following would need to be considered:

- Long term viability or renewal of the coastal protection structure
- Stabilisation of the exposed soft mud in the embankment face
- Appropriate discharge method of storm water
- Fender piles at seaward end to absorb debris impact
- Lower section of treads (below RL 5m) shall use Fibre Reinforced Polymer (FRP/GRP) Grating to minimise loading on structure

Assuming consent for the coastal protection structure is obtained as a separate process, indicative costs for this work is estimated to be well in excess of $50k and subject to outcome of more detailed considerations.

4.5.1.2 Wainui Stream South

The viability of the accesses stairs is compounded by potential stream bank erosion as well as coastal erosion. The stream has also at times shown to accumulate significant amounts of woody debris. Woody debris moving up and down the stream mouth under storm condition has the potential for impact damage on any structure, and as such a potential design would need to account for this Any structure at this location is also heavily reliant upon the adjoining retaining walls supporting the stream bank, which is considered to be in average condition and there is no guarantee a protection structure will remain in this location.

There are approximately 20 houses in the Wainui Stream South catchment, but the local catch is served by access points at Llyod George and Wainui Stream North, which are 150m and 30m away respectively. Therefore in our opinion reconstruction access at Wainui Stream South should be given the lowest priority.

4.5.2 Local Access- North

In general, the narrow beach margin and steep dune across the Okitu section of Wainui Beach reduces the number of resilient access opportunities. It is noted that two access structures, Okitu Carpark 1 (PA15) and Okitu Carpark 2 (PA17), along the Okitu stretch have been lost recently. We recommend reducing the number of access routes through dunes by improving signage and wayfinding to consolidated access points. Semi-formalise selected access

points with path widening and rope and bollard type guidance. Include inground steps as required to reduce full structural requirements and reduce future maintenance costs.

At transition from dune to beach allow for inclusion of small robust stair structures PA 15 and PA17. These should be positioned to take advantage of lower topography and existing informal accessways to reduce the scale of structures. Founding will need to take into account potential future erosion with embedment into either the bedrock or embankment required.

Appropriate planting shall be undertaken on the adjoining reserve margins to improve embankment stability and longer-term resilience

The sites highlighted below have been identified based on their proximity to infrastructure, local catchment, existing access routes and topography.

- White Fence (PA15)
- Combine Douglas Street and Okitu Carpark 2 (PA17)
- Lone Pine
- Whales 2.0

5 RECCOMENDED APPROACH

It is recommended that concept designs be developed for all of the access points noted above. The concept designs should be developed to enough detail to enable a consultation process and a resource consent application. A high level planning assessment should be undertaken to highlight any potential issues early on in the process.

Consultation should occur with Ngati Oneone as potential partners in the development of the sites. The wider public should also be consulted to gauge feedback and input to the overall framework and concepts.

With the concept plans, high level costs for each respective section should be provided so that these can be included in the Long-Term Plan funding process.

As the project evolves it is recommended that a global consent framework and application be developed. This is discussed in more detail below.

5.1 Global Consent Framework

The construction of access structures along Wainui and Okitu will generally trigger the requirement for a restricted discretionary or discretionary consent. This is generally associated with provisions under Coastal Management, Coastal Hazards and Earthwork sections of the Tairāwhiti Resource Management Plan (TRMP).

A well-structured global consent will provide the flexibility to undertake the development of all of the access point noted above at different times. It is recommended that all of the potential structures be applied for under one resource consent application. General details of each site should be provided to allow for the assessment with finer details able to be supplied for approval under conditions of consent. For example, detailed design and erosion and sediment control plans for respective locations supplied a certain number of working days prior to physical works commencing.

This approach will allow the regulators to include matters for consideration within the consent condition. Through the approval of the consent condition the compliance team can ensure that those matters have been addressed. This approach reduces the amount of duplication across different applications for individual access point. It also simplifies any future consent compliance matters and potential consent renewal requirements.

6 LIMITATIONS

This report should be read and reproduced in its entirety including the limitations to understand the context of the opinions and recommendations given.

This report has been prepared exclusively for Gisborne District Council in accordance with the brief given to us or the agreed scope and they will be deemed the exclusive owner on full and final payment of the invoice. Information, opinions, and recommendations contained within this report can only be used for the purposes with which it was intended. LDE accepts no liability or responsibility whatsoever for any use or reliance on the report by any party other than the owner or parties working for or on behalf of the owner, such as local authorities, and for purposes beyond those for which it was intended.

This report was prepared in general accordance with current standards, codes and best practice at the time of this report. These may be subject to change.

Opinions given in this report are based on visual methods and subsurface investigations at discrete locations designed to the constraints of the project scope to provide the best assessment of the environment. It must be appreciated that the nature and continuity of the subsurface materials between these locations are inferred and that actual conditions could vary from that described herein. We should be contacted immediately if the conditions are found to differ from those described in this report.

APPENDIX A- BEACH ACCESS INVENTORY

Date:	25/06/2026		
LDE Project Ref:	31102	**Inspected by:**	R. Sanguinetti
Project:	31102 - Wainui & Okitu Coastal Access Framework – Professional Advisory Report		
Personnel Present:	N/A		
Weather:	Showers, wet, cloudy		
Site Hazard Form Completed:	Yes		

Introduction

This report presents the condition assessment of timber beach access stairs, ramps and dune access points at Wainui and Ōkitu, inspected in June 2026. The inspection focused on the physical condition and measurable attributes of timber access structures along both beaches. Inspected assets comprised formal timber stairs, access ramps, platforms and informal dune accessways; for each asset we recorded structural dimensions, handrail details, and visible fastener and connector materials.

GNSS data were collected using RTK with real-time corrections streamed via NTRIP over a cellular connection. The GPS rover was connected directly to the official LINZ PositioNZ network to compute positions instantly in the NZGD2000 coordinate system and NZVD2016 vertical datum. Measurements and observations were taken with tape measures and a laser distance meter, and fastener material was assessed visually. High sand levels during the inspection limited visibility and access at some sites; such constraints are noted in the individual records and photographs.

The deliverables from this inspection contain a summary table of measured dimensions, handrail heights and fastener materials, accompanied by detailed photographs.

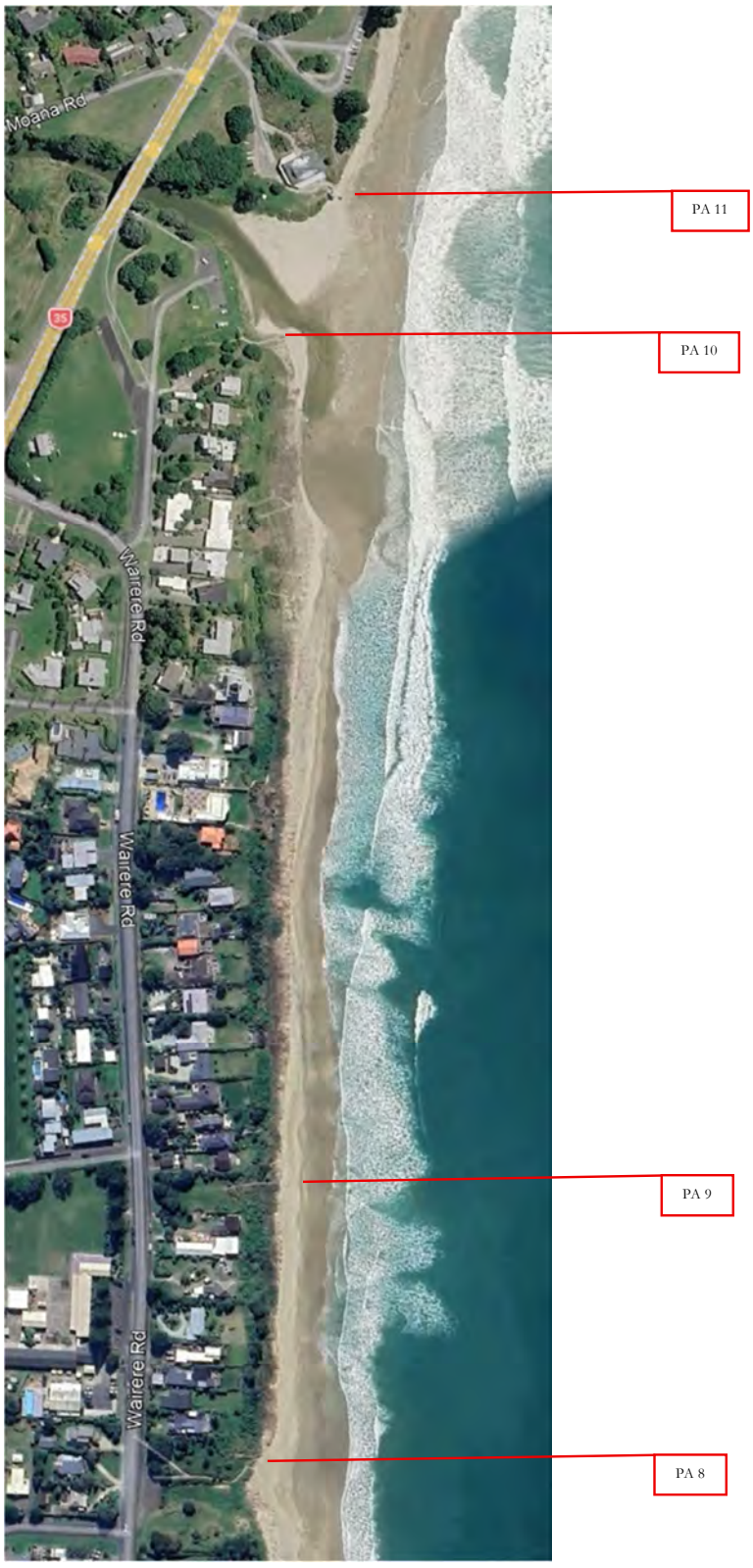
Wainui Beach Map 1



Wainui Beach Map 2



Wainui Beach Map 3



Wainui Beach Map 3



PA 01

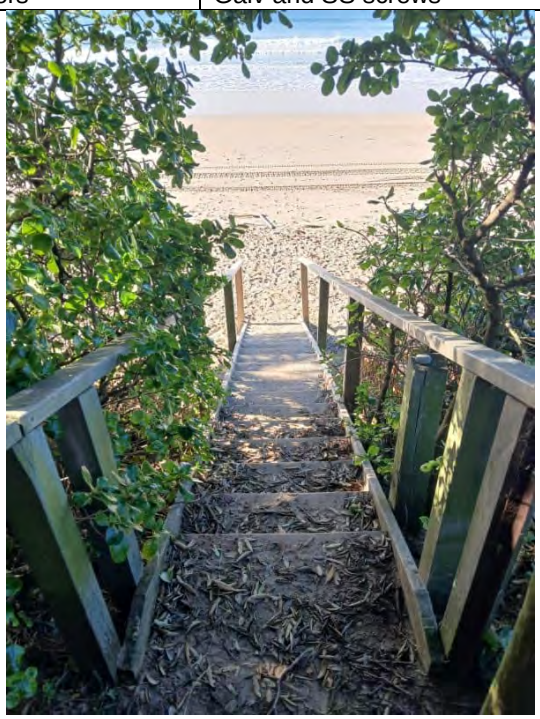
Access	Removed
Length	12m





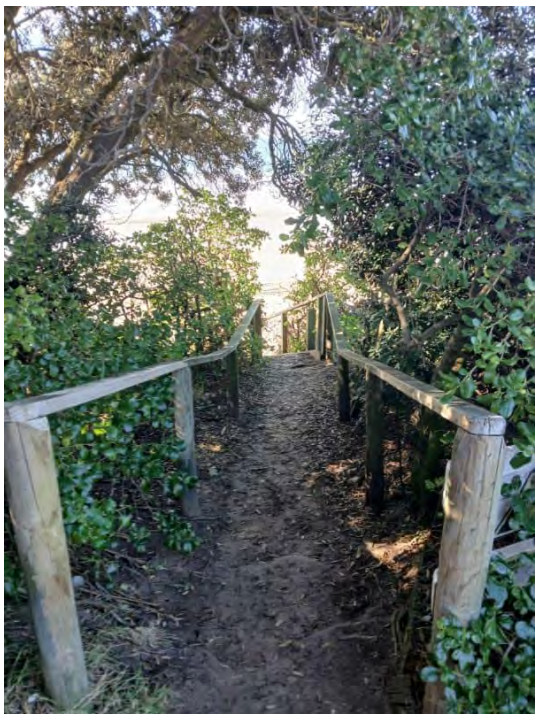

PA 02

Access	Timber Stair
Length	6.5m
Treads No.	20
Tread size	850x300mm
Handrail height	1.0m
Fasteners	Galv and SS screws

















PA 03

Access	Informal through existing retaining wall, no stairs remaining.
Retaining wall	Part of the wall present failure, piles remain onsite.






PA 04

Access	Ramp from Pare Street
Ramp	3.0m wide. Used as access for beach works, not able to determinate pavement conditions





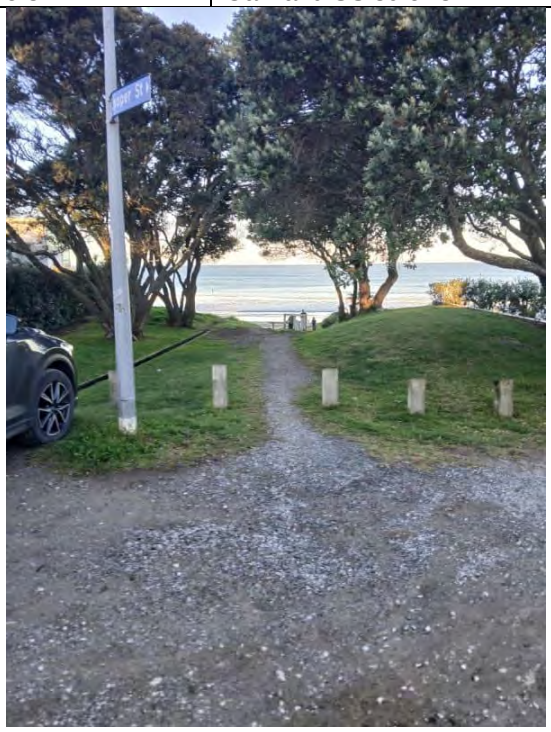




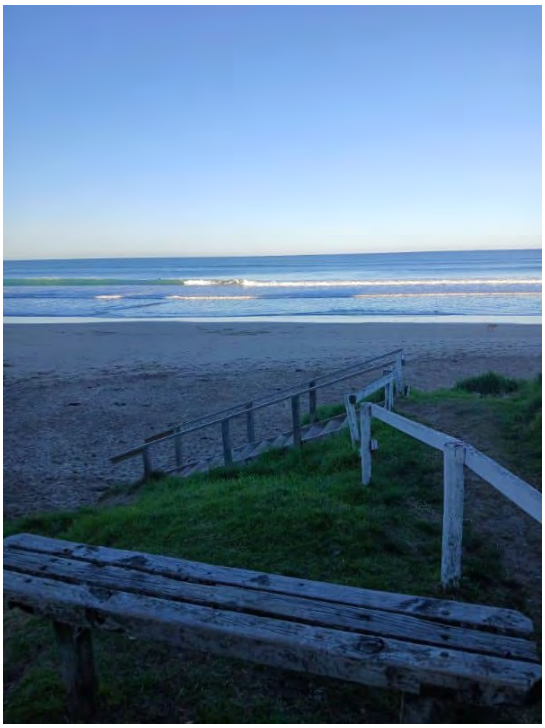


PA 05

Access	Timber stair structure
Length	5.5m
Treads No.	16
Tread size	900x320mm
Handrail height	1.0m. Some areas are disconnected and have rusted fasteners
Fasteners	Galv and SS screws





















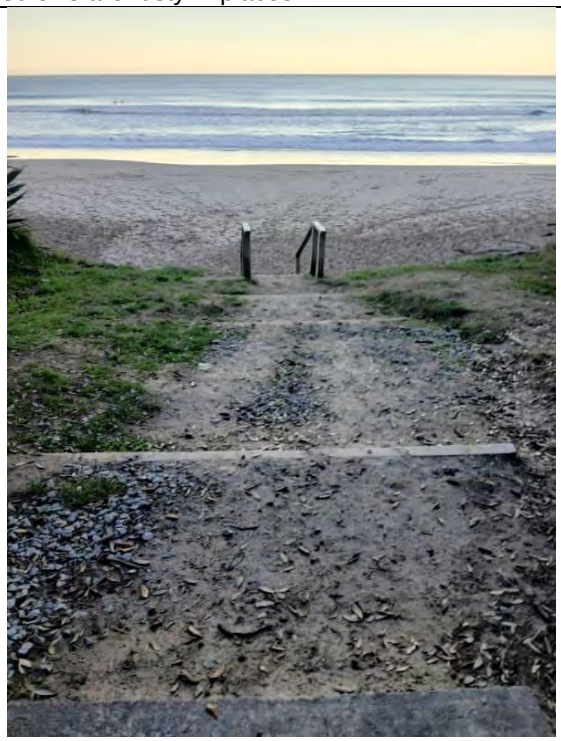





PA 06

Access	Timber stair structure
Length	2.1m + 1.1m Platform
Treads No.	5
Tread size	900x300mm
Handrail height	0.8m.
Fasteners	Galv and SS screws – Tread screws are rusty in places



















PA 07

Access	Timber stair structure
Length	11.5m
Treads No.	30
Tread size	900x370mm
Handrail height	0.8m.
Fasteners	Galv and SS screws- some rust





















PA 08

Access	Timber stair structure
Length	2.5m
Treads No.	8
Tread size	1000 x 320mm
Handrail height	0.8m.
Fasteners	Galv and SS screws

















PA 09

Access	Timber stair structure
Top Length	16m
Top Treads No.	42
Top Tread size	900 x 370mm
Top Handrail height	0.8m.
Bottom Length	4m
Bottom Treads No.	10
Bottom Tread size	900 x 350mm
Bottom Handrail height	0.74m.
Fasteners	Galv and SS screws

































PA 10

Access	Timber platform structure
Length	18m
Width	1.6m
Handrail height	0.8m.
Retaining Wall Length	16m + 10m buried in the sand (Steel beams)
Fasteners	Galv






























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PA 11

Access	Wainui Surf Club Ramp
Length	9.5m
Width	2.8m
Conditions	Pavement seal showing failure (surface cracks)













PA 12

Access	Timber stair structure
Length	15m
Treads No.	43
Tread size	900 x 320mm
Handrail height	940mm.
Fasteners	Galv and SS screws, Reinforcement Galv plates

























PA 13

Access	Timber stair structure
Length	9.2m
Treads No.	24
Tread size	1000 x 300mm
Handrail height	1.0m.
Fasteners	Galv and SS screws
Comments	8 tyres at the top approaching area. Bottom structure repaired, new treads, Galv plates and missing handrail



























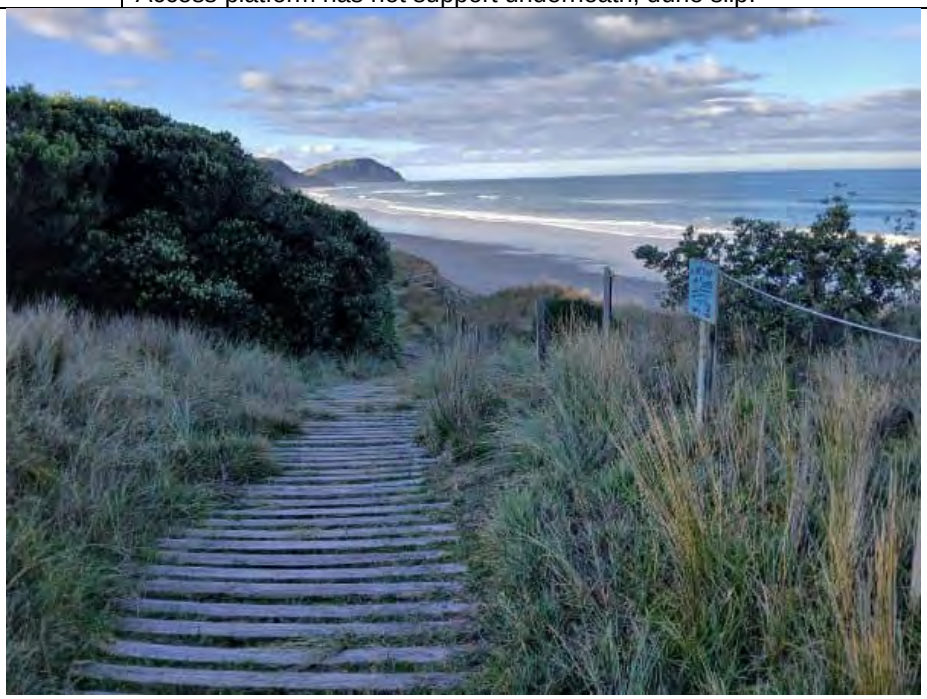






PA 14

Access	Timber stair structure
Length	6.6m
Treads No.	21
Tread size	900 x 300mm
Handrail height	850mm.
Fasteners	Galv and SS screws
Comments	Middle frame exposed and disconnected from anchor pile Access platform has not support underneath, dune slip.































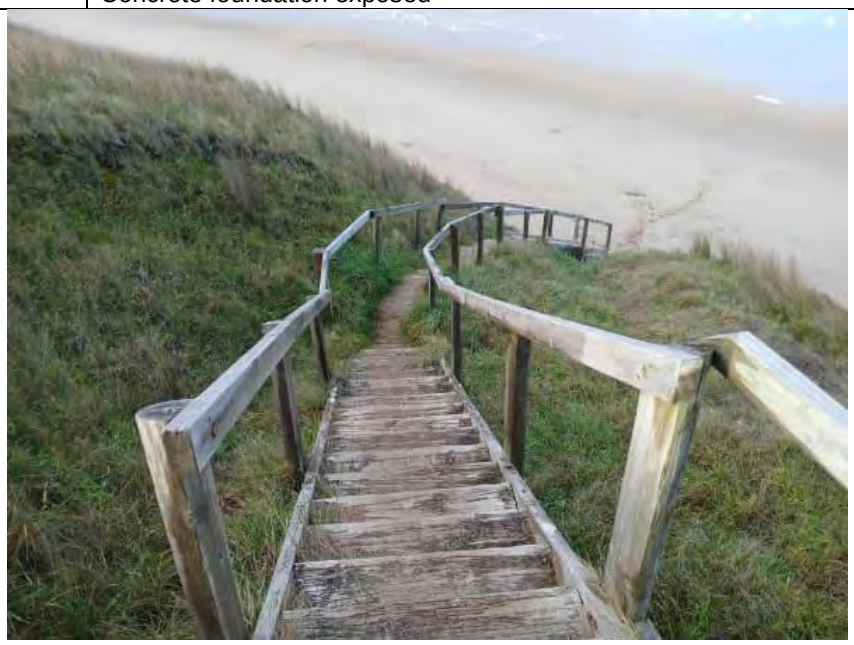






PA 16

Access	Timber stair structure (3 sections)
Length	18.5m
Top Treads No.	13
Top Tread size	830 x 300mm
Middle Treads No.	14
Middle Tread size	930 x 330mm
Bottom Treads No.	24
Bottom Tread size	850 x 260mm
Handrail height	850mm.
Fasteners	Galv and SS screws
Comments	Concrete foundation exposed





















PA 18

Access	Timber stair structure
Platform	7.5 x 1.0m
Length	11.5m
Treads No.	27
Tread size	920 x 190mm (double)
Handrail height	850mm.
Fasteners	Galv and SS screws

















PA 19

Access	Timber stair structure
Platform	1.2 x 0.9m
Length	18m
Treads No.	34 - Good conditions
Tread size	920 x 200mm (double)
Handrail height	850mm.
Fasteners	Galv and SS screws

















PA 20

Access	Timber stair structure
Platform	1.1 x 0.9m
Length	9m
Treads No.	26
Tread size	1100 x 300mm (double)
Handrail height	850mm.
Fasteners	Galv and SS screws
Comments	Access closed – slip affecting side and underneath stair structure

























IA 001

Access	Dune access









IA 002

Access	Dune access x 2















IA 003

Access	Dune access









IA 004

Access	Dune access













IA 005

Access	Dune access







IA 006

Access	Dune access







IA 007

Access	Dune access









IA 008

Access	Dune access







IA 009

Access	Dune access
Length	19m









IA 010

Access	Dune access













IA 011

Access	Dune access
Length	19m





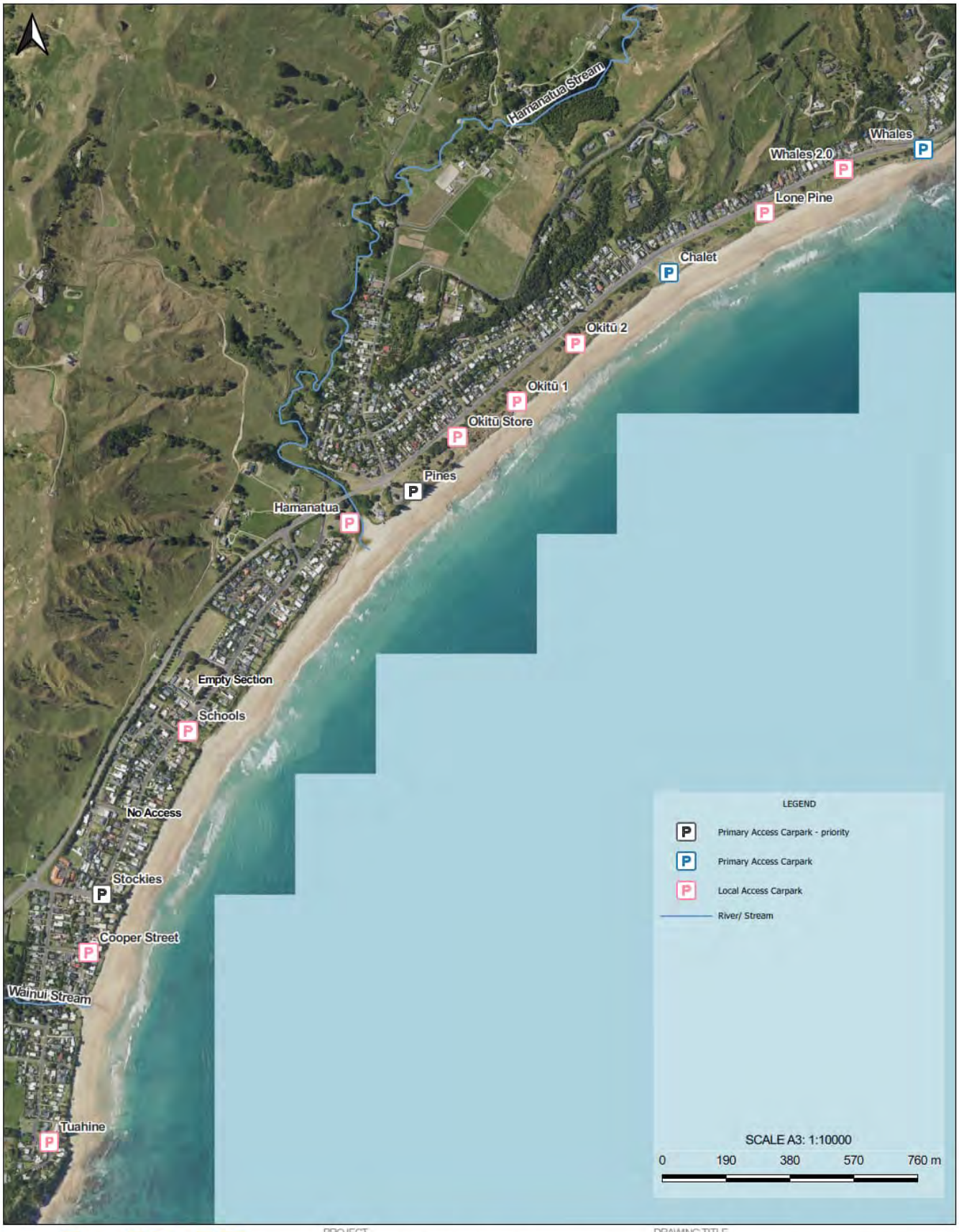








APPENDIX B: MAPS



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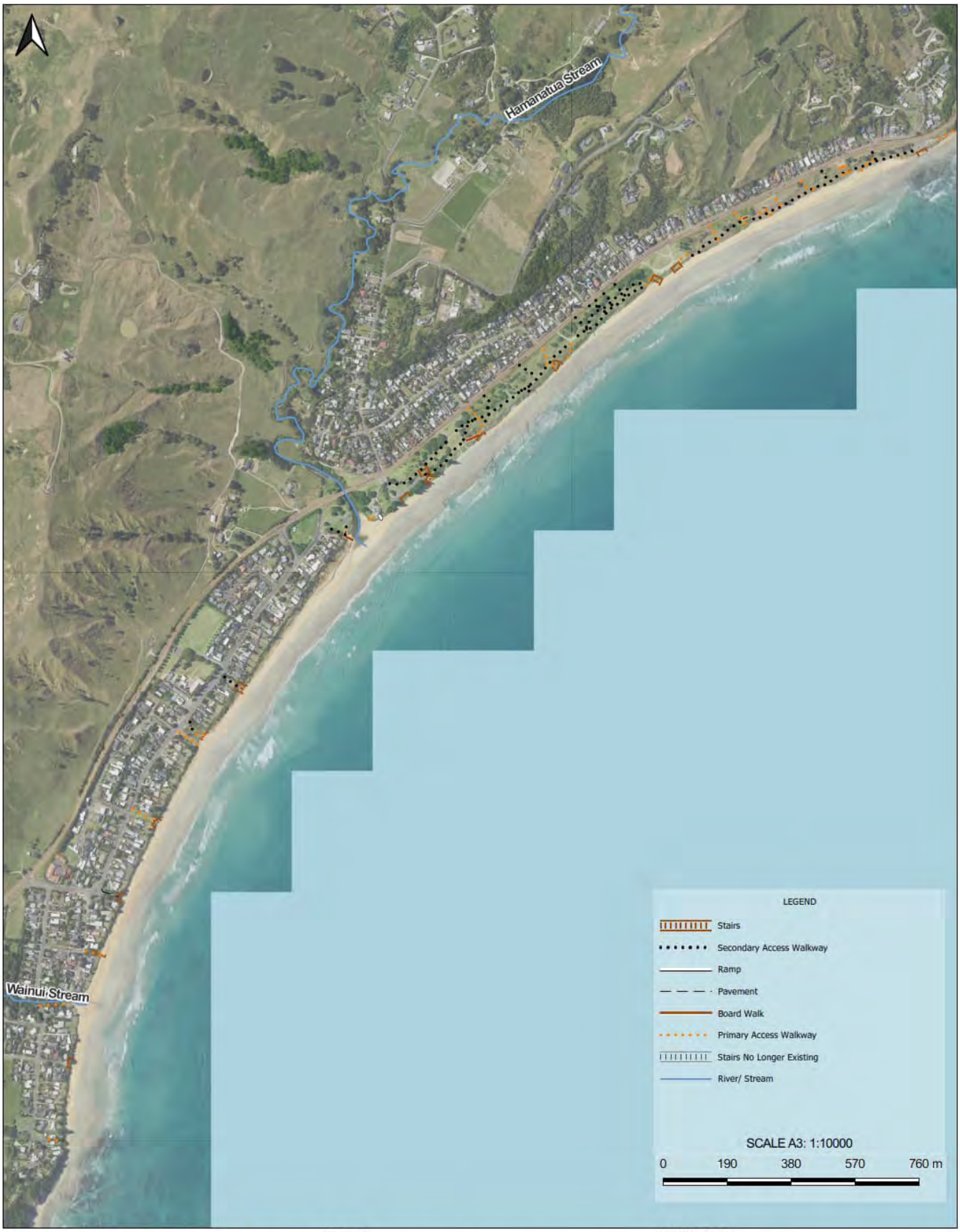
PROJECT
Area Maps for Wainui Beach Access Assessment
Wainui & Ōkitu, Gisborne

NOTES
1. Aerial basemap and property boundaries sourced from LINZ Data Service (CC-BY 4.0).
2. Topographic contours derived from LiDAR data.
3. Investigation locations shown approximately only.

DRAWING TITLE
Existing Access Carparks

PROJECT REF	DRAWING REF	REVISION
31102	WBA-01	A
DATE	PREPARED BY	CHECKED BY
08/07/2026	HAP	SM

FILE PATH
M-FILES\LDE - Project\41724-31102\Geo QGIS Zip Folder (ID 79084)\31102 QGIS Site Maps\31102 - Wainui-Okitu Beach Access Stairs.qgz



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Area Maps for Wainui Beach Access Assessment
Wainui & Ōkitu, Gisborne

NOTES
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3. Investigation locations shown approximately only.

DRAWING TITLE
Existing Beach Access Routes

PROJECT REF	DRAWING REF	REVISION
31102	WBA-02	A
DATE	PREPARED BY	CHECKED BY
07/07/2026	HAP	SM

FILE PATH
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Wainui & Ōkitu, Gisborne

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3. Investigation locations shown approximately only.

DRAWING TITLE
Okitū Beach Access (N)

PROJECT REF	DRAWING REF	REVISION
31102	BA-01	A
DATE	PREPARED BY	CHECKED BY
07/07/2026	HAP	SM

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PROJECT
Area Maps for Wainui Beach Access Assessment
Wainui & Ōkitu, Gisborne

NOTES
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2. Topographic contours derived from LiDAR data.
3. Investigation locations shown approximately only.

DRAWING TITLE
Okitū Beach Access (S)

PROJECT REF	DRAWING REF	REVISION
31102	BA-02	A
DATE	PREPARED BY	CHECKED BY
07/07/2026	HAP	SM

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Area Maps for Wainui Beach Access Assessment
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NOTES
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3. Investigation locations shown approximately only.

DRAWING TITLE
Wainui Beach Access (N)

PROJECT REF	DRAWING REF	REVISION
31102	BA-03	A
DATE	PREPARED BY	CHECKED BY
07/07/2026	HAP	SM

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Gisborne District Council

PROJECT
Area Maps for Wainui Beach Access Assessment
Wainui & Ōkitu, Gisborne

NOTES
1. Aerial basemap and property boundaries sourced from LINZ Data Service (CC-BY 4.0).
2. Topographic contours derived from LiDAR data.
3. Investigation locations shown approximately only.

DRAWING TITLE
Wainui Beach Access (Central)

PROJECT REF	DRAWING REF	REVISION
31102	BA-04	A
DATE	PREPARED BY	CHECKED BY
07/07/2026	HAP	SM

FILE PATH
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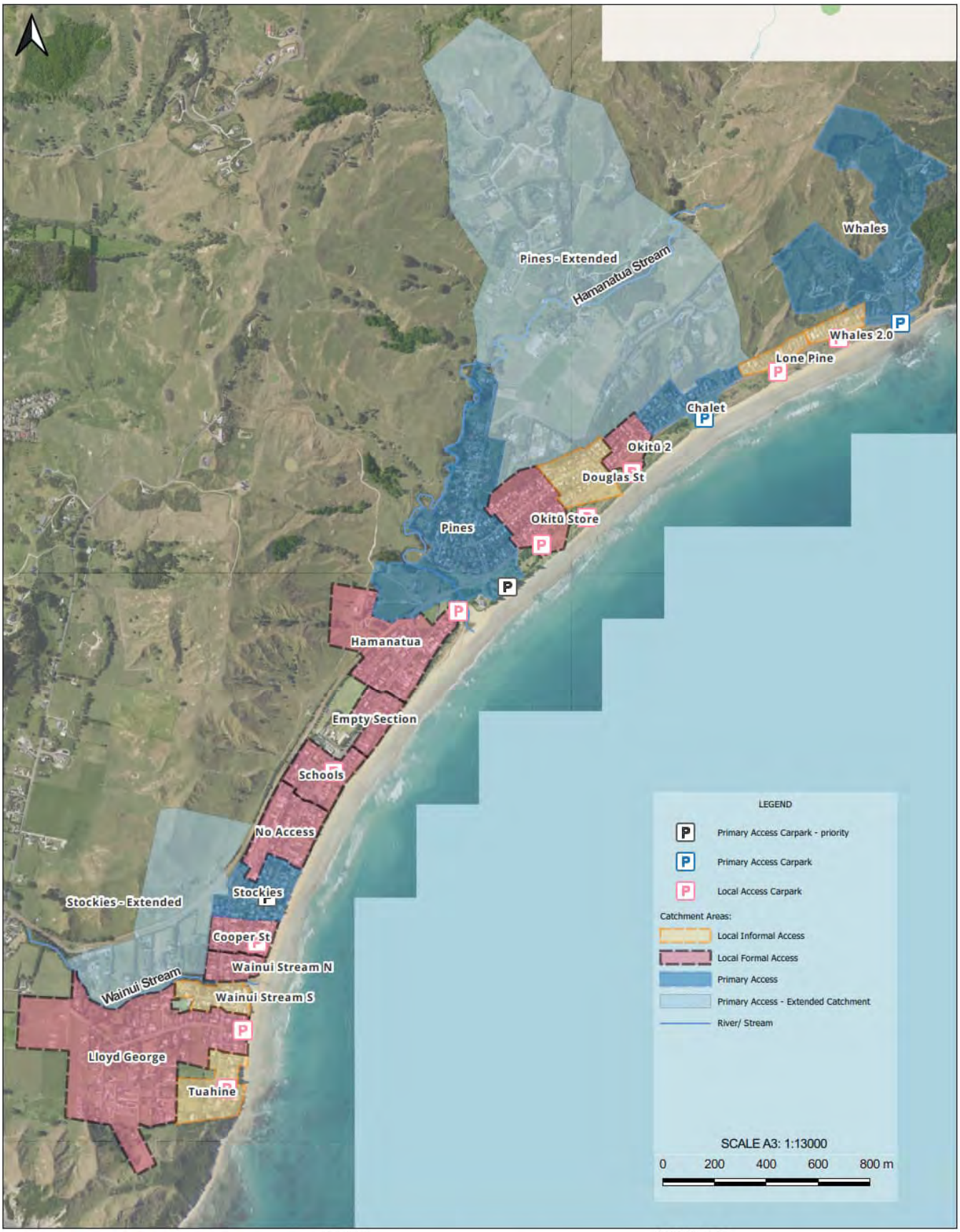
PROJECT
Area Maps for Wainui Beach Access Assessment
Wainui & Ōkitu, Gisborne

NOTES
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DRAWING TITLE
Wainui Beach Access (S)

PROJECT REF	DRAWING REF	REVISION
31102	BA-05	A
DATE	PREPARED BY	CHECKED BY
07/07/2026	HAP	SM

FILE PATH
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PROJECT
Area Maps for Wainui Beach Access Assessment
Wainui & Ōkitu, Gisborne

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3. Investigation locations shown approximately only.

DRAWING TITLE
Inferred Access Point Catchment Areas

PROJECT REF	DRAWING REF	REVISION
31102	CA-01	A
DATE	PREPARED BY	CHECKED BY
07/07/2026	HAP	SM

FILE PATH
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Te Kaunihera o Te Tairāwhiti
GISBORNE
DISTRICT COUNCIL

26-205

Title: 26-205 Overnight Vehicle Restrictions Titirangi

Section: Liveable Communities

Prepared by: Chris Visser - Principal Community Assets and Partnerships Advisor

Meeting Date: Thursday 1 October 2026

Legal: Yes	Financial: No	Significance: Medium

Report to ENVIRONMENT & **COMMUNITIES/NGĀ** WHAKAMAHI - TE TAIAO ME **NGĀ** HAPORI for decision

PURPOSE - TE TAKE

The purpose of this report is for Council to consider the results of public consultation regarding a proposal to restrict motor vehicle access overnight on Titirangi Drive and Queens Drive over Titirangi Maunga, and to determine whether the restriction should be implemented.

SUMMARY - HE **WHAKARĀPOPOTOTANGA**

Council considered the proposal to restrict overnight vehicle access on Titirangi (Report 26-104) and approved public consultation on the proposal in June 2026.

Consultation occurred from 24 July to 14 August 2026 and attracted significant community interest. A total of 193 submissions were received. Of the 187 respondents who expressed a preferred option:

- 139 respondents (74.3%) supported some form of overnight vehicle restriction.
- 48 respondents (25.7%) opposed any overnight vehicle restriction.

The most supported option was a closure to vehicles between 10.00pm and 6.00am year-round. This option received 71 submissions (38.0%).

While views were divided, consultation indicates majority support for implementing some form of overnight vehicle restriction. Staff therefore recommend Council proceed with implementing a year-round restriction between 10.00pm and 6.00am, supported by lockable gates, signage, key-holder access arrangements and a review after 24 months.

The decisions or matters in this report are considered to be of Medium significance in accordance with the Council's Significance and Engagement Policy.

RECOMMENDATIONS - **NGĀ TŪTOHUNGA**

That the Environment & **Communities/Ngā** Whakamahi - Te Taiao me **Ngā** Hapori:

1. Resolves, pursuant to clause 2.1(1)(a) of the *Land Transport Rule: Street Layouts 2023*, to restrict through traffic by motor vehicles from passing the designated closure points on Queens Drive and Titirangi Drive between 10.00pm and 6.00am daily, except for authorised vehicles.
2. Approves installation of associated gates, signage and traffic control devices necessary to implement the restriction in accordance with applicable Land Transport Rules.
3. Notes that pedestrian and cycling access will remain available at all times.
4. Notes that emergency services, authorised Council contractors, Te Poho o **Rāwiri** Marae and approved service providers will be provided access arrangements outside closure hours.
5. Requests a review of the effectiveness of the restriction after 24 months of operation.

Authorised by:

Michele Frey - Director Liveable Communities

Keywords: overnight, vehicle restrictions, Titirangi

BACKGROUND - HE **WHAKAMĀRAMA**

Previous Council Decision

1. On 4 June 2026, Council considered a report that presented options for managing overnight vehicle access on the maunga. Council approved public consultation on a proposal to restrict motor vehicle access during nighttime hours while continuing to allow access for pedestrians, cyclists, and emergency services.

2. The consultation invited feedback on four options:

   - Option A: Close vehicle access overnight from 10.00pm to 6.00am year-round.
   - Option B: Close vehicle access overnight from 10.00pm to 5.00am year-round.
   - Option C: Introduce seasonal opening hours:
     - 5.00am to 10.00pm during summer; and
     - 6.00am to 10.00pm for the rest of the year.
   - Option D: Maintain unrestricted vehicle access with no overnight closure.

CONSULTATION PROCESS

3. Public consultation was undertaken through Council's Participate platform from 24 July to 14 August 2026. Community members were invited to indicate their preferred option and provide comments explaining their views. In total, Council received 193 submissions with 187 respondents expressing a preferred option. The level of participation was high given the localised nature of the proposal, demonstrating strong community interest in the future access and management of Titirangi Maunga.

CONSULTATION RESULTS

Preferred Option Results

Option	Number	Percentage
Closure 10pm-6am year-round	71	38.0%
Closure with earlier summer opening	53	28.3%
Closure 10pm-5am year-round	15	8.0%
No overnight closure	48	25.7%

4, Overall support for some form of overnight vehicle restriction was 74.3%.

5. Of the explanatory comments received, 44% were positive, 15% mixed, 23% negative, and 17% neutral, indicating overall support outweighed opposition.

ANALYSIS OF SUBMISSIONS

Theme One: Protecting the Maunga

6. The most common reason submitters supported the proposal was the need to better protect Titirangi Maunga from ongoing damage and misuse. Many respondents referred to persistent issues including illegal dumping of rubbish, animal carcasses and vehicles, graffiti, burnouts, alcohol-related activity, reckless driving, damage to native vegetation, and impacts on wāhi tapu and ecological restoration areas.

7. Supporters considered these activities to be inconsistent with the cultural, environmental and recreational values of the maunga and believed that restricting vehicle access overnight would help reduce opportunities for such behaviour to occur.

8. Many submitters also felt that the proposal would support the long-term protection and stewardship of this important community and cultural asset.

> *"The behaviour that occurs on the maunga at night is no longer tolerable - drinking, dumping rubbish and stolen cars - it's not right and we have had enough of the disrespect of our tūpuna."*
>
> *"Too many people driving up there at night and dumping their rubbish leaving for others to clean. It's time that stopped."*
>
> *"People dumping rubbish, doing skids and getting up to no good up the maunga is disgusting. We have visitors go up the hill and all they see is rubbish, skid marks etc."*

Theme 2: Public Safety Concerns

9. Public safety was raised by a number of submitters in relation to overnight vehicle activity on Titirangi Maunga. These submitters referred to dangerous driving, burnouts, speeding vehicles, vehicles travelling against the one-way system, and encounters with vehicle occupants that made walkers and runners feel unsafe during early morning and evening hours.

10. Several residents described being disturbed by vehicles racing up and down the hill at night, while others reported feeling intimidated when exercising on the maunga after dark.

11. Submitters supporting the proposal considered that restricting vehicle access overnight would help reduce these behaviours and improve safety for legitimate users of the reserve during periods when visibility is lower and fewer people are present.

Theme Three: Support for **Ngāti** Oneone and Kaitiakitanga

12. A number of submitters expressed support for the proposal because it originated from Ngāti Oneone and aligned with their role as kaitiaki of Titirangi Maunga. These respondents emphasised the importance of protecting the mauri, cultural significance and environmental values of the maunga, and viewed the proposed restriction as a practical expression of kaitiakitanga and stewardship.

13. Several submitters considered that ongoing dumping, vandalism and disrespectful behaviour were inconsistent with the status of Titirangi as an important ancestral and community taonga, and supported stronger measures to protect it.

"Tiaki te mauri o te maunga. Protect the mauri (life essence) of the maunga."

Theme Four: Concerns Regarding Tsunami Evacuation

14. The most common concern raised by submitters opposed to the proposal related to tsunami evacuation and emergency access to high ground. Opponents were concerned that locked gates could delay or prevent people from reaching Titirangi Maunga following a major earthquake or tsunami warning, particularly if an event occurred overnight when the road was closed. Several submitters argued that Titirangi should remain accessible by vehicle at all times given its role as one of the closest areas of high ground for many residents.

15. One submitter stated that "in times of a tsunami warning the hill is the closest higher ground to many people in the suburbs nearby," while another commented that "Kaiti Hill is one of the main high points around the city, if there's a major earthquake causing tsunami at nighttime, you'll be preventing people from quickly driving to high ground." Concerns were also raised about reliance on key holders, with one respondent stating there "won't be enough time for a key holder to get there to open the gates" following a major earthquake.

16. Staff note that this issue was considered during development of the proposal in consultation with Tairāwhiti Civil Defence and emergency services. Titirangi remains an identified evacuation destination; however, emergency planning generally prioritises evacuation on foot rather than by vehicle due to the limited road capacity and parking available on the maunga. Council's Civil Defence Controller advised that large numbers of vehicles attempting to access the summit could create congestion and impede effective evacuation. Emergency services and authorised key holders would retain access to the gates at all times.

Theme Five: Loss of Nighttime Recreation Opportunities

17. A number of submitters opposed the proposal on the basis that Titirangi Maunga is an important location for a range of legitimate recreational and visitor activities that occur after dark. Respondents referred to night photography, astronomy, meteor showers, aurora viewing, Rocket Lab launches, viewing the city lights, family visits, and hosting visitors as valued experiences that would be affected by an overnight vehicle restriction. Several submitters noted that Titirangi is one of the district's most accessible elevated viewpoints and provides opportunities that are not easily replicated elsewhere.

18. One submitter described it as "a prime spot for watching astronomy events", while another commented that "everyone should have access at all times" to enjoy the night sky and views. Others highlighted the importance of the maunga for visitors, noting that taking guests up to see the city lights and starry skies is often a highlight of their Gisborne experience.

19. While these concerns are acknowledged, staff consider that these activities represent a relatively small proportion of overall use of the maunga and are outweighed by the anticipated benefits of reducing overnight vandalism, illegal dumping, antisocial behaviour and damage to the cultural and environmental values of the reserve. Staff also note that, as outlined in the consultation proposal, vehicle access could continue to be accommodated on a case-by-case basis for approved events and special circumstances, such as Fire in the Sky, Matariki celebrations, or other significant community events where overnight access is considered appropriate.

Theme Six: Cameras, Enforcement and Alternative Solutions

20. A significant number of submitters suggested that Council should pursue alternative or complementary measures rather than relying on an overnight vehicle restriction. The most commonly proposed alternatives were CCTV cameras, licence plate recognition technology, community or security patrols, improved lighting, and increased police enforcement. Many respondents felt that these measures would target offenders directly rather than restricting access for the wider community. Several submitters questioned whether modern surveillance technology had been fully explored and suggested cameras at key access points could assist with identifying and prosecuting those responsible for illegal dumping, vandalism and other antisocial behaviour.

> *"I would like Council to see measures that focus on deterrence, enforcement and ongoing care... the long-term solution needs to focus on changing behaviour through monitoring, enforcement, education and stewardship."*

21. Staff acknowledge that many of these suggestions have merit and could complement the proposed vehicle restriction. However, as noted in the June council report previous camera surveillance on the maunga has not proven effective in substantively deterring offending behaviour. While cameras and enforcement measures may assist in identifying offenders after an incident occurs, they do not physically prevent vehicle access to the reserve during periods when unwanted activity is most likely to occur. Staff therefore consider that controlled gate access remains the most effective practical measure available to reduce overnight vehicle-enabled offending, while recognising that additional surveillance, monitoring or enforcement initiatives could be explored in the future as part of a broader management approach.

Theme Seven: Displacement Rather than Resolution of the Problem

22. A number of submitters questioned whether restricting vehicle access to Titirangi Maunga would address the underlying causes of illegal dumping and antisocial behaviour. These respondents argued that offenders would simply relocate their activities to other parts of the district rather than stop altogether. Several submitters suggested that Council should focus on enforcement, behaviour change and deterrence measures rather than restricting access to a single location. Examples of alternative locations identified in submissions included Centennial Marine Drive, Kaiti Beach and the "Mad Mile", where respondents believed similar issues already occur.

"The rubbish problem will only move elsewhere. Why not seek sponsors for giving out rubbish tokens for a carload?"

"Closing off one area just pushes the issue elsewhere if it's not addressed at the root."

"My concern is that installing gates will simply move the problem elsewhere rather than solve it."

"Vandalism and illegal dumping is an issue city-wide and needs further addressing as a whole. Rather than putting resources into vehicle restrictions, please put resource into addressing the root cause."

"I am not opposed to this closure but unless other closures are made there is little point in closing one area which could in fact make other areas more attractive to those who want to carry out any of the aforementioned behaviours."

23. Staff acknowledge concerns regarding displacement. While some offending behaviour may relocate, the purpose of the proposal is to address vehicle-enabled activities occurring on Titirangi Maunga and to protect the cultural, environmental and recreational values of that specific reserve. The proposal is not intended to resolve all illegal dumping or antisocial behaviour occurring elsewhere in the district.

DISCUSSION and OPTIONS - WHAKAWHITINGA **KŌRERO** me **ngā KŌWHIRINGA**

24. Public consultation demonstrated majority support for introducing an overnight vehicle restriction on Titirangi Maunga, with 74.3% of respondents supporting some form of restriction and 25.7% opposing the proposal. The issues most frequently raised in support of the proposal related to protecting the maunga from illegal dumping, vandalism, antisocial behaviour and unsafe vehicle activity. Opposing submitters generally raised concerns regarding tsunami evacuation access, loss of nighttime recreational opportunities and whether alternative measures such as cameras or increased enforcement would be more effective.

25. Council considered a range of closure options through consultation. Having regard to the consultation results, the principal options now before Council are to retain the status quo and continue allowing vehicle access at all times. While this would preserve unrestricted public access, it would not address the issues that led to the proposal or respond to the request from Ngāti Oneone for stronger protection measures.

26. The second option is to introduce an overnight vehicle restriction between 10.00pm and 6.00am while retaining pedestrian and cycling access at all times and maintaining authorised access for emergency services and approved users. Staff consider this option provides a balanced response that protects the cultural, environmental and recreational values of the maunga while continuing to provide public access during the day. It is also the option that received the strongest level of public support through consultation.

27. Accordingly, staff recommend implementing an overnight vehicle restriction between 10.00pm and 6.00am year-round, with a review of the restriction after 24 months of operation.

ASSESSMENT of SIGNIFICANCE - AROTAKENGA o **NGĀ** HIRANGA

Consideration of consistency with and impact on the Regional Land Transport Plan and its implementation
Overall Process: Low Significance
This Report: Low Significance

Impacts on Council's delivery of its Financial Strategy and Long Term Plan
Overall Process: Low Significance
This Report: Low Significance

Inconsistency with Council's current strategy and policy
Overall Process: Low Significance
This Report: Low Significance

The effects on all or a large part of the Gisborne district
Overall Process: Low Significance
This Report: Low Significance

The effects on individuals or specific communities
Overall Process: Medium Significance
This Report: High Significance

The level or history of public interest in the matter or issue
Overall Process: Low Significance
This Report: Low Significance

28. The level of consultation undertaken is considered appropriate and proportionate to this significance assessment.

TREATY COMPASS ANALYSIS

Kāwanatanga

29. Council is exercising its statutory responsibilities as Road Controlling Authority in a transparent and accountable manner while considering public views

Rangatiratanga

30. The proposal responds directly to requests from Ngāti Oneone and supports their role as kaitiaki of Titirangi Maunga

Oritetanga

31. Public access is maintained during the majority of each day while walking and cycling remain available at all times.

Whakapono

32. The decision-making process has involved engagement with Ngāti Oneone, emergency services and the wider community.

TANGATA **WHENUA/MĀORI** ENGAGEMENT - **TŪTAKITANGA** TANGATA WHENUA

33. Ngāti Oneone initiated the request leading to this proposal and have been engaged throughout development and consultation. They continue to support implementation of the overnight vehicle restriction.

COMMUNITY ENGAGEMENT - **TŪTAKITANGA** HAPORI

34. Public consultation on the matter has occurred as outlined in this report.

CLIMATE CHANGE – Impacts / Implications - **NGĀ REREKĒTANGA ĀHUARANGI** – **ngā** whakaaweawe / **ngā** ritenga

35. The proposal is expected to have a neutral to minor positive climate impact through a reduction in unnecessary vehicle use overnight and reinforcement of Titirangi's role as a low-impact recreational space.

CONSIDERATIONS - HEI WHAKAARO

Financial/Budget

36. Implementation costs include gate installation, signage, operational management and ongoing maintenance. These costs are expected to be partly offset by reduced spending on illegal dumping removal, vandalism repairs and temporary traffic management requirements.

Legal

37. Council has legal authority to restrict vehicle access on Titirangi Drive and Queens Drive under the Land Transport Rule: Street Layouts 2023. The relevant statutory considerations under the Rule have been considered in developing the proposal. The detailed legal framework and analysis were set out in Report 26-104 and are not repeated here. These provisions enable Council, as the Road Controlling Authority, to impose time-based vehicle restrictions and install the necessary traffic control devices and infrastructure required to give effect to those restrictions.

38. Staff have considered the matters required by clause 2.2 of the Land Transport Rule: Street Layouts 2023 including the function and use of the affected roads, emergency access, alternative routes, and existing traffic volumes and speeds. No matters have been identified that would prevent the proposed restriction from being implemented.

POLICY and PLANNING IMPLICATIONS - KAUPAPA HERE me **ngā** RITENGA WHAKAMAHERE

39. The proposed overnight vehicle restriction is consistent with the Titirangi Reserve Management Plan 2016, which identifies vandalism, illegal dumping, fire risk and antisocial behaviour as issues affecting the maunga and recognises traffic management as a tool available to address these impacts. The proposal also supports the Plan's objectives of protecting the cultural, environmental and recreational values of Titirangi Maunga and reflects the co-management partnership between Council and Ngāti Oneone.

RISKS - **NGĀ TŪRARU**

Risk	Mitigation
Emergency access delays	Emergency services retain keys
Community dissatisfaction	Consultation completed and daytime access retained
Gate vandalism	Robust gate design, lock systems and monitoring
Displacement of offending behaviour	Monitoring and enforcement in other public spaces
Operational issues	24 -month review process

NEXT STEPS - **NGĀ** MAHI E WHAI AKE

Date	Action/Milestone	Comments
October 2026	Council decision	Decision on the proposal following consideration of public submissions.
November 2026 - December 2026	Design, procurement and installation	Installation of gates, signage and associated infrastructure.
Early 2027	Restriction implemented	Overnight vehicle restrictions come into force.
Early 2029	Effectiveness review	Review of the restriction following two years of operation.

Te Kaunihera o Te Tairāwhiti
GISBORNE
DISTRICT COUNCIL

26-202

Title: 26-202 **Tairāwhiti** Museum Annual Plan 2026 - 2027

Section: Cultural Activities

Prepared by: Pene Walsh - Cultural Activities Manager

Meeting Date: Thursday 1 October 2026

Legal: No	Financial: No	Significance: Low

Report to ENVIRONMENT & **COMMUNITIES/NGĀ** WHAKAMAHI - TE TAIAO ME **NGĀ** HAPORI for information

PURPOSE - TE TAKE

The purpose of this report is to present the trading arm of Gisborne Museum of Art and History Trust: Tairāwhiti Museum's (the Museum) Annual Plan for July 2026-June 2027.

The plan highlights the Museum's strategic directions, major work streams and priorities for the year as well as performance targets required to meet their objectives.

Key priorities for the year include:

- Developing a new Business Plan 2027 -2029;
- Maintaining a high-quality facility precinct in line with Museum and Council Joint Asset Management Plan;
- A budget reflecting a lean operating model focused on maintaining essential services and keeping the organisation operational within available funding.

SUMMARY - HE **WHAKARĀPOPOTOTANGA**

The decisions or matters in this report are considered to be of Low significance in accordance with the Council's Significance and Engagement Policy.

RECOMMENDATIONS - **NGĀ TŪTOHUNGA**

That the Environment & **Communities/Ngā** Whakamahi - Te Taiao me **Ngā** Hapori:

1. Notes the contents of this report.

Authorised by:

Michele Frey - Director Liveable Communities

Keywords: Tairawhiti Museum annual plan, asset management plan, Gisborne museum of art and history trust

ATTACHMENTS - **NGĀ TĀPIRITANGA**

1. Attachment 1 - Tairawhiti Museum ANNUAL PLAN 2026-27 [26-202.1 - 12 pages]

Gisborne Museum of Art & History

ANNUAL PLAN

2026 - 2027



Tairawhiti MUSEUM
Te Whare Taonga o te Tairawhiti

www.tairawhitimuseum.org.nz

PURPOSE

TE WHARE TAONGA O TE TAIRĀWHITI

TAIRĀWHITI MUSEUM & ART GALLERY

This Annual Plan sets out the key objectives of the Gisborne Museum of Art and History Trust (trading as Tairāwhiti Museum) for the period 1 July 2026 – 30 June 2027 and the significant projects it intends to complete within the period.

This plan also includes Performance Targets and a budget projection.

This plan does not report on the past performance of the Museum. This information can be found in the Annual Report published each year by 30 October.

This Annual Plan is based on the Business Plan 2018 - 2022 published in July 2018 and is designed to be read in conjunction with that document.

A refreshed Strategic Plan and three-year Business Plan are currently in development and will inform the period from July 2027 – June 2029.

The new Business Plan will work in conjunction with the new Service Contract and Lease with Gisborne District Council, signed on 13 April 2025. It will also align with the future direction and decision of the new Ministry of Education contract once this is confirmed.

The 2018 - 2022 Business Plan details eight Key Business Objectives (see page 2).



Tairāwhiti Museum is the major public institution for arts, culture and heritage activities for the Tairāwhiti region.

Our mission is to be a waharoa (gateway) and resource for our communities and to stimulate appreciation, understanding, enjoyment, and involvement in the arts, culture, and heritage of Tairāwhiti.

KEY BUSINESS OBJECTIVES

MUSEUM OBJECTIVES 2026 - 2027

These objectives are intended to guide the Trust in developing Tairāwhiti Museum's role as a regional and community museum, and to assist in effectively responding to the needs and aspirations of the people of the Tairāwhiti in the provision of museum services.



Supporting significant collections



Engaging our communities



Celebrating Tairāwhiti arts, culture and history



Delivering excellence in education



Maintaining a positive relationship



Maintaining revenue generation



Sustaining high visitor satisfaction



Maintaining a high-quality facility

Tairawhiti MUSEUM
Te Whare Taonga o te Tairāwhiti

KEY BUSINESS ACTIVITIES

MUSEUM PRIORITIES & PROJECTS

2026 - 2027



Sustaining high visitor satisfaction

Tairāwhiti Museum will continue to be rated by residents as one of the highest-rated community facilities in Gisborne.

Success will be measured by:

1. Achieving the target of a 85% community satisfaction rating in the Gisborne Annual Residents Survey.



Engaging our communities

Tairāwhiti Museum will be an institution visited regularly by Tairāwhiti residents, and a key year-round tourism facility in the region.

Success will be measured by:

1. Achieving the target of 45,000 physical museum users per annum.

KEY BUSINESS ACTIVITIES



Celebrating Tairāwhiti arts, culture and history

Tairāwhiti Museum will deliver a diverse and high-quality programme of temporary exhibitions and public programmes celebrating and sharing the stories of our region and its people.

Success will be measured by delivering:

1. a diverse programme of temporary exhibitions annually.
2. at least five exhibitions focusing on Tairāwhiti art and history.
3. at least five exhibitions which include museum collections.
4. at least 10 public programmes.

CURRENTLY SCHEDULED EXHIBITIONS TO OPEN IN 2026/27 INCLUDE:

TAIRĀWHITI HISTORY - TEMPORARY
A Record of Life – The Jill Carlyle Collection.
Rangatira Marae He Rau Tau – Rangatira Marae 100 years celebration.
Tawhakis Return – Collaboration with Whakatō Marae, repatriation taonga.
Buller Birds – Te Papa touring exhibition.

TAIRĀWHITI ARTISTS - GROUP
MAHI TAHI Gisborne Printmakers 50 years 1976-2026.
ANCESTRY & IDENTITY: Portraiture's origins & later developments.
Family Affair – The Next Generation Gary Underdown, Colin Underdown, Holly Aymes.
Gisborne Artists, Potters and Photographers' Annual exhibition. Lysnar House Studios 50th anniversary.
Gisborne Artists, Potters and Photographers' Annual exhibition 2027.
Annual exhibition – Toihoukura.
Pottery and Arts – Golding, Lincoln and Parker.

TAIRĀWHITI ARTISTS - SOLO
Floating Images – Susan Holmes.
Kāhui Tara – Ngaire Tuhua.
Speaking With Intent Julie Connolly (ceramics).
'Girls Don't Surf' 'Yeah Right' (growing up in the surf town of Gisborne in the 1970s) – Clayton Gibson.
Pride – Chris Shotton.
Flotsam and Jetsam – Katy Wallace.
LUCA – June Lincoln.

LONG TERM EXHIBITIONS
Watersheds Ngā Waipupū (Refresh) – Tairāwhiti History.
Wyllie Cottage.
The Moana Maritime Gallery.
The Star of Canada.
New Old – Photographs from the collection *Places and Faces* – The Fred Foster Collection.
Hinematioro: He Ihu Tō Mai Nō Te Pō – Collaboration with Te Aitanga a Hauiti, repatriation taonga, loan and Museum coll.

KEY BUSINESS ACTIVITIES



Delivering excellence in education

Tairāwhiti Museum will continue to be assessed by the Ministry of Education as a high-quality EOTC (Education Outside the Classroom) provider. EOTC was formerly known as ELC (Enriched Learning Curriculum).

Success will be measured by:

1. Service promotion to 90% of schools in the region.
2. 8,600 students participating in programmes annually.
3. Meeting quality assurance and reporting requirements.



Supporting significant collections

Tairāwhiti Museum will continue to improve standards of care, to develop and to provide access to its collections according to its policies.

Success will be measured by:

1. developing the collection according to museum policies.
2. 80% of new acquisitions by gift, donation or bequest
3. no preventable damage or loss to museum collections.
4. research enquiries are responded to within 10 working days.

KEY BUSINESS ACTIVITIES



Maintaining a high-quality facility

Tairāwhiti Museum acknowledges that delivering these business objectives is contingent on maintaining a high-quality facility, and that the Trust and Gisborne District Council have specific obligations in this regard.

On 13 April 2025, Tairāwhiti Museum renewed its Contract for Service and Lease Agreement with GDC. This aligns with the Joint Asset Management Plan and reflects GDC's ongoing commitment and support for the Museum. This support has contributed to the urgent roof works completed to date and will help complete the remaining roof works.

In 2026/27 museum staff will continue to review and improve the Disaster Management Plan.

Success will be measured by:

1. Meeting Lease obligations
2. Review and implement Joint Asset Management Plan.
3. Complete the remaining roof renewal works.
4. Review and improve the Disaster Management Plan.



Maintaining revenue generation

Tairāwhiti Museum will focus on continuing to provide museum services within a sustainable financial model with a particular focus on increasing earned income and actively seek grants, sponsorship, and partnerships to undertake and support special activities.

Success will be measured by:

1. Demonstrating a steady level of income generated through museum activities.
2. Demonstrating an active and successful grants, sponsorship, and partnership funding programme to deliver special projects and exhibitions.
3. Delivering an Annual Report which demonstrates that museum services are being delivered sustainably.

KEY BUSINESS ACTIVITIES



Maintaining positive relationships

Tairāwhiti Museum works in partnership with many other organisations across the region, New Zealand and the world to support activities that relate to its purpose, and those organisations with shared aims. Some of the key partnerships identified for the 2026/2027 year include:

Gisborne District Council

- Meet the provisions of the contract for services
- Sustain positive communications with councillors and council staff
- Provide support to council activities

Ministry of Education

- Meet the provisions of the contract for services.

Iwi Organisations

- Continue strong relationships at governance level with Te Aitanga a Māhaki, Ngāti Porou, Te Aitanga a Hauiti, Rongowhakaata and Ngāi Tāmanuhiri, through their iwi appointed reps to the museum trust board.
- Strong relationships at operational level with iwi, hapū and whānau to advance and support museum-led and iwi-led projects, as well as collaborations and partnerships.

Other key organisations we will partner with in 2026/27

The Friends of the Museum of te Tairāwhiti Inc
Exhibit Café
Ngā Taonga a Ngā Tama Toa Trust
Gisborne Artists' Society
Gisborne Pottery Group
Gisborne Camera Club
Eastern Institute of Technology
Te Wānanga o Aotearoa
Te Runanga o Tūranganui-a-Kiwa
Te Rūnanga Nui o Ngāti Porou
Te Aitanga a Hauiti Centre of Excellence
Historic Places Tairāwhiti
Te Tairāwhiti Arts Festival
Eastwood Hill Arboretum
JN & HB Williams Foundation
The Gisborne Herald
Gisborne i-SITE
Tūranga FM
Tūranga Ararau
EIT Tairāwhiti
Gisborne Chamber of Commerce
Wairoa Museum
Tairāwhiti Rainbow Collective
Trust Tairāwhiti
Ministry for Culture and Heritage
Ministry of Education
Creative New Zealand
Museums Aotearoa
Te Papa Tongarewa Museum of New Zealand

Success will be measured by:

1. Meeting the obligations of the Contracts for Service with Gisborne District Council and the Ministry of Education
2. Meeting the obligations of ongoing formal partnerships and project agreements with other community organisations and individuals.

SUMMARY OF KEY SUCCESS MEASURES

PAGE 8

Key success measures	Supports Trust Objectives (as per Business Plan)	Target 2026/27
Engaging our Communities Number of visitors to museum facilities per annum	A, C, D, E, G	45,000
Sustaining High Visitor Satisfaction Satisfaction of GDC residents	A, G, I	85%
Delivering Excellence in Education Meet Ministry of Education targets and requirements as per EOTC contract	C, E, F, G, H, I, J	Y/N
Supporting Significant Collections Collection research enquiries responded within 10 working days Collections are cared for to museum standards (no preventable theft/loss or damage) Collection is developed according to policies Level of collection acquisition via gift, donation, and bequest	A, B, C, D, E, F, G, H	Y/N Y/N Y/N 80%
Celebrating Tairāwhiti's Art, Culture and History Deliver a diverse range of temporary exhibitions annually Deliver exhibitions focusing on Tairāwhiti artists and Tairāwhiti History Deliver exhibitions utilising museum collections Public programmes delivered	A, C, D, E, I, J	Y/N 5 5 10
Increase Revenue-Generation Demonstrate a steady level of museum-generated revenue Deliver Annual financial report demonstrating financial sustainability Successfully receiving grant, sponsorship and partnership funding to enable special projects	H, I	Y/N Y/N Y/N
Maintain a High-Quality Facility Meet obligations of Lease Agreement with Gisborne District Council Deliver against the Joint Asset Management Plan Progress toward meeting international museum facilities standards	A, G	Y/N
Maintaining Positive Partnerships Meet obligations of Contract for Services with Gisborne District Council Meet obligations of other regional, national and international partnership agreements	H, I, J	Y/N Y/N

PROJECTED BUDGET FOR OPERATIONS 2026/27 PAGE 9

INCOME	2026/27	2026/25
Admissions	$28,000	$28,000
Koha	$1,000	$1,000
Café Rental	$7,200	$7,200
Collections	$1,000	$500
Exhibitions	$1,000	$2,000
Interest Received	$2,500	$2,500
Retail	$46,000	$46,000
Sundry Income & Venue Hire	$5,000	$3,000
Total Income less Contracts For Services/Grants	$91,700	$90,200
GDC – Contract For Services (Operations)	$775,000	$775,000
GDC – Insurance	$50,000	$65,529
Ministry of Education Contract For Services – EOTC	$164,380	$164,380
Other Confirmed Grants	$0	$10,000
Total Contract For Services/Grants	$989,380	$1,014,909
TOTAL INCOME	**$1,081,080**	**$1,105,109**

OP EXPENSES	2026/27	2025/26
Collection	$8,000	$8,000
Exhibitions	$10,000	$25,000
Education	$164,380	$164,380
Finance	$7,500	$7,500
Insurance	$77,200	$65,000
Maintenance	$30,000	$30,000
Marketing	$10,000	$12,000
Operations	$80,800	$85,000
Power	$40,000	$40,000
Public Programmes	$0	$0
Staff	$653,200	$658,000
Total Op Expenses	$1,081,080	$1,094,880
Net OPERATING Surplus/(Deficit) excl Depreciation	**$0**	**$10,229**
Depreciation	$78,000	$100,000
Total Expenses incl Depreciation	$1,159,080	$1,194,880
TOTAL NET SURPLUS/(DEFICIT) INCL DEPRECIATION	**($78,000)**	**($89,771)**

This budget excludes;

- Unconfirmed income that may be received from grants, sponsorship, bequests – primarily for special projects related to collections, exhibitions, and events.
- Grants and/or sponsorship received directly by exhibiting artists/curators to deliver museum projects.

Photographs

Cover image: Te Pou o Hinematioro permanent return to Te Aitanga a Hauiti from Tübingen University Museum, at Hauiti Marae on 02 April 2025. Tairāwhiti Museum staff and board member, Tübingen University Museum staff and Tairāwhiti community members. Photograph courtesy of Tairāwhiti Museum.

Page 1
Image 1: Tairāwhiti Museum entrance way with waharoa model by Matthew Randell. Photograph by Dudley L Meadows.

Page 2 (from left to right, top to bottom)
Image 1: Museum support and former Kaitaunaki Kaitieki Māori, Kararaina Poi working on whāriki during the relocation of taonga, 2026. Photograph by Dudley L Meadows.
Image 2: Public presentation to the Tairāwhiti Museum acknowledging the William F Crawford Collection by way of induction into the UNESECO Memory of the World.
Dudley L Meadows presenting history of WFC and collection.
Image 3: *Hohou Te Rongo: Waerenga a Hika 160th Commemorations* exhibition opening, November 2025. Photograph by Dudley L Meadows.
Image 4: Lytton High year 9 students participating in our C Company Programme, May 2026. Photograph by Roimata Sinclair.
Image 5: Te Pou o Hinematioro permanent return to Te Aitanga a Hauiti from Tübingen University Museum, at Hauiti Marae on 02 April 2025. Photograph by Dudley L Meadows.
Image 6: Tairāwhiti Museum concourse, Café and shop with newly refurbished carpet, September 2026. Photograph by Dudley L Meadows.
Image 7: Opening night of the exhibition *Conversations of the Soul Whakawhiti kōrero a te wairua* Weaving and ceramics by Julia Gould and Gemeaux Riddell. Photograph by Dudley L Meadows.
Image 8: Tairāwhiti Museum front entrance with renovated roof, September 2026. Photograph by Dudley L Meadows.

(These images are also used throughout this document)


Tairawhiti
MUSEUM
Te Whare Taonga o te Tairāwhiti

Te Kaunihera o Te Tairāwhiti
GISBORNE
DISTRICT COUNCIL

26-215

Title:	26-215 Environment & Communities - Land Rivers & Coastal
Section:	4 Waters Infrastructure Community Lifelines
Prepared by:	Lana McGuinness - Executive Assistant • Community Lifelines
Meeting Date:	Thursday 1 October 2026

Legal: No	Financial: No	Significance: Low

Report to ENVIRONMENT & **COMMUNITIES/NGĀ** WHAKAMAHI - TE TAIAO ME **NGĀ** HAPORI for information

PURPOSE - TE TAKE

The purpose of this report is to provide an update to the Committee on the work being undertaken to maintain:

- Streams and Rivers
- Land drainage system
- Coastal assets

The report is presented for information and supports governance oversight of essential flood protection, drainage, and coastal asset management services across Tairāwhiti.

SUMMARY - HE **WHAKARĀPOPOTOTANGA**

Land, Rivers and Coastal (LRC) continues to deliver routine river, drainage and coastal maintenance activities in accordance with the adopted programme. Current priorities include the 2026/27 drain regrade programme, Te Arai willow management, and procurement of the next Land, Rivers and Coastal Operations and Maintenance contract.

Forward planning is progressing through the development of Activity and Asset Management Plans and preparation for the 2027–2037 Long Term Plan. These plans will strengthen understanding of asset condition, operational risks, levels of service and future investment requirements across the LRC network.

A key emerging issue is the adequacy of existing funding to maintain agreed levels of service. Additional funding requirements are being assessed through the Long-Term Plan process, including increased funding for Te Arai willow management and drainage maintenance.

Procurement of the next LRC Operations and Maintenance contract is progressing, with the current contract expiring on 30 June 2027. The new contract is intended to provide continuity of essential river, drainage and coastal maintenance services while strengthening performance management and service delivery.

The decisions or matters in this report are considered to be of Low significance in accordance with the Council's Significance and Engagement Policy.

RECOMMENDATIONS - **NGĀ TŪTOHUNGA**

That the Environment & **Communities/Ngā** Whakamahi - Te Taiao me **Ngā** Hapori

1. Notes the contents of this report.

Authorised by:

Tim Barry - Director Lifelines

Keywords: environment & communities, streams and rivers, land drainage, coastal assets, maintenance, drainage assets.

BACKGROUND - HE **WHAKAMĀRAMA**

1. The Environment & Communities Committee's functions, terms of reference, asset management responsibilities, and powers to act and recommend are clearly defined in the Governance Structure Delegations to Committees.

2. Land, Rivers and Coastal is responsible for the operation and maintenance of Council's river, flood protection, land drainage and coastal assets. These assets provide essential flood resilience and drainage services across Tairāwhiti. This report provides an update on current maintenance activities, forward planning, procurement of the replacement maintenance contract and emerging funding requirements and supports the Committee in providing governance oversight of Council-maintained drainage assets.

DISCUSSION and OPTIONS - WHAKAWHITINGA **KŌRERO** me **ngā KŌWHIRINGA**

3. An overarching report will be provided, and the following ongoing maintenance efforts have been provided as an attachment.
   - Land Rivers and Coastal

4. The appropriate staff will then present their reports to the Committee; the reports will discuss updates since the last report and provide a forward focus of their respective work programmes.

Procurement of Land, Rivers and Coastal Maintenance

5. Council's current 19-08 Operations and Maintenance Services for Water, Wastewater and Stormwater Contract (which includes Land, Rivers and Coastal Maintenance) expires on 30 June 2027.

6. The procurement of a new maintenance contract is intended to secure the long-term delivery of maintenance to Council's land drainage, flood control schemes (primarily Waipāoa and Te Karaka), rivers maintenance (primarily bank protection and channel clearance) and coastal assets in the Wainui Beach erosion management scheme.

7. The procurement approach has been informed by supplier market engagement and has been structured to maximise competition, attract capable suppliers (including small to medium sized local contractors), and deliver value for money.

8. An open market Request for Proposal process has been adopted, supported by a robust evaluation framework that considers both price and quality, including relevant experience, relevant skills, methodology and regional outcomes.

9. The proposed contract provides an initial seven-year term with a three-year right of renewal, strengthened performance provisions and a key performance indicator (KPI) framework.

10. The request for proposal was released on the 14 August 2026. Site visits have been completed with prospective contractors, with ~10 suppliers participating in the process. The market is showing a good level of interest to date. The request for proposal closes on the 9 October 2026. A contract will be awarded early December 2026. A six-month mobilisation period has been considered in the timeline.

11. The contract start date for the new Land, Rivers and Coastal Maintenance Contract will commence on 01 July 2027.

12. The new contract is intended to provide continuity of essential river, drainage and coastal maintenance services while strengthening performance management, service levels and longer-term resilience outcomes.

Activity Management Plans

13. Activity and Asset Management Plans for Land, Rivers and Coastal operations are currently being drafted to support the 2027–2037 Long Term Plan to establish a clear, long-term framework for service delivery, asset management, maintenance prioritisation, and future investment requirements across Tairawhiti.

14. The plans will provide Council with a stronger evidence base by identifying current asset condition, levels of service, operational risks, resilience needs, maintenance programme requirements, renewal pressures, and potential funding gaps across the network. This includes testing whether existing maintenance and renewal budgets remain sufficient to manage service risk and meet future Long Term Plan requirements.

15. Preparation of the plans also supports improved strategic alignment between flood resilience, land drainage, infrastructure planning, and climate adaptation objectives, ensuring Council is better positioned to prioritise investment and meet future community and regulatory expectations.

16. The plans will also address gaps in asset information and condition data, which currently constrain the ability to prioritise maintenance, renewal and investment decisions on a consistent risk basis.

Funding and service level pressures

17. Current operational funding is not sufficient to achieve all proposed levels of service. The most immediate identified funding pressure is Te Arai willow management, for which an additional $190,000 per annum is being sought through the 2027–2037 Long Term Plan for the first three years, with an estimated ongoing requirement of approximately $90,000 per annum thereafter. Wider operational and asset management funding requirements are being assessed through the Activity and Asset Management Plans and Long-Term Plan process.

ASSESSMENT of SIGNIFICANCE - AROTAKENGA o **NGĀ** HIRANGA

Consideration of consistency with and impact on the Regional Land Transport Plan and its implementation
Overall Process: Low Significance
This Report: Low Significance

Impacts on Council's delivery of its Financial Strategy and Long Term Plan
Overall Process: Medium Significance
This Report: Medium Significance

Inconsistency with Council's current strategy and policy
Overall Process: Low Significance
This Report: Low Significance

The effects on all or a large part of the Gisborne district
Overall Process: Low Significance
This Report: Low Significance

The effects on individuals or specific communities
Overall Process: Low Significance
This Report: Low Significance

The level or history of public interest in the matter or issue
Overall Process: Medium Significance
This Report: Low Significance

18. The decisions or matters in this report are considered to be of Low significance in accordance with Council's Significance and Engagement Policy.

TREATY COMPASS ANALYSIS

K**āwanatanga**

19. Several community meetings held over the last financial year have been a learning opportunity for staff to engage with mana whenua to discuss levels of involvement with Community Lifelines and our forward works programme.

Rangatiratanga

20. These community meetings enabled opportunities to partner, codesign and collaborate with Community Lifelines and our present and forward works programme.

Oritetanga

21. These community meetings were an opportunity to understand inequities and to address them in present and future levels of service however, staff are finding this difficult to achieve as they are facing hard financial constraints.

Whakapono

22. These were an opportunity to acknowledge or empower any application of tikanga and kawa.

TANGATA **WHENUA/MĀORI** ENGAGEMENT - **TŪTAKITANGA** TANGATA WHENUA

23. This report relies on the Three-Year Plan (3YP) community engagement process. Further engagement with mana whenua maybe required as projects and initiatives progress.

COMMUNITY ENGAGEMENT - **TŪTAKITANGA** HAPORI

24. This report relies on the Three-Year Plan (3YP) community engagement process, but the details will require further discussions with mana whenua.

CLIMATE CHANGE – Impacts / Implications - **NGĀ REREKĒTANGA ĀHUARANGI – ngā** whakaaweawe / **ngā** ritenga

25. The impact of climate change is being considered, and site-specific details will be raised in the appropriate infrastructure services report.

CONSIDERATIONS - HEI WHAKAARO

Financial/Budget

26. LRC is working with the Finance Team to seek additional funds through increased Targeted Drainage Rates for the next Long-Term Plan.

Legal

27. Major repairs to fix infrastructure damaged because of a rainfall event may trigger the emergency provisions of the Resource Management Act. There was discussion as to whether the powers available to the Recovery Manager under Part 5A, Civil Defence Emergency Management Act 2002 are also available. Council's Legal Team have provided clear instructions as to how and who can authorise each piece of legislation. Training will be provided to the Hub so that legal requirements are managed/met.

POLICY and PLANNING IMPLICATIONS - KAUPAPA HERE me **ngā** RITENGA WHAKAMAHERE

28. The details of these reports relate to the Gisborne District Council's adopted 3YP.

RISKS - **NGĀ TŪRARU**

29. Each maintenance service has its own specific risks that need to be addressed and mitigated. These will be highlighted in the appropriate report

NEXT STEPS - **NGĀ** MAHI E WHAI AKE

Date	Action/Milestone	Comments
September / October 2026	Te Arai aerial spraying resource consent	Consent application remains under assessment. If consent is granted, aerial/drone spraying is planned for October/November 2026. Manual spraying will continue if consent is not granted.
October / November 2026	LRC O&M contract tender evaluation	Contract award planned for December 2026.
October / November 2026	Drain regrade programme	Commence planned 2026/27 drain regrades, including works in īnanga spawning areas.

ATTACHMENTS - **NGĀ TĀPIRITANGA**

1. Attachment 1 - Land Rivers Coastal October 2026 [26-215.1 - 5 pages]

*Te Whenua, **ngā** Awa, me te Takutai*

Land, Rivers and Coastal

Environment and Communities Report

What we do

Land, Rivers and Coastal (LRC) minimise and prevent damage to Tairāwhiti from floods and erosion. We do this by providing advice on preventative works, maintaining Gisborne District Council open drains across the Poverty Bay Flats, monitoring changes to river/stream channels and the coast, providing essential river and stream maintenance, and maintaining foredunes and coastal protection structures in alignment with the Wainui Beach Erosion Management Strategy.

About this report

This report summarises key Land, Rivers and Coastal outcomes and contains the following sections:

- Updates since the last report.
- Focus for the next three months.
- Risks.

Updates Since the Last Report

1. Annual Work Programme prepared and submitted to the Compliance section as required by the Resource Consent condition for the planned work program.

LRC Plan on Drain Regrades – 2026-27

2. The Drain Regrade Plan has been prepared for the next 10 years, with LRC planning to regrade a minimum of 10% of LRC-maintained drains each year, starting this year. This equates to approximately 28 km per year.
3. Drain regrades planned under each Drainage District this year are summarized in Table 1 below.
4. Regrades are prioritised based on community concerns, identified problem areas or recorded blockages, information received through RFS, available modelling information, and when the drain was last maintained.
5. 50 Drains of the 267 drains are programmed to be regraded over this financial year totalling ~32kms. The total estimated cost is ~$500,000.

Table 1: 2026/27 Regrade Plan

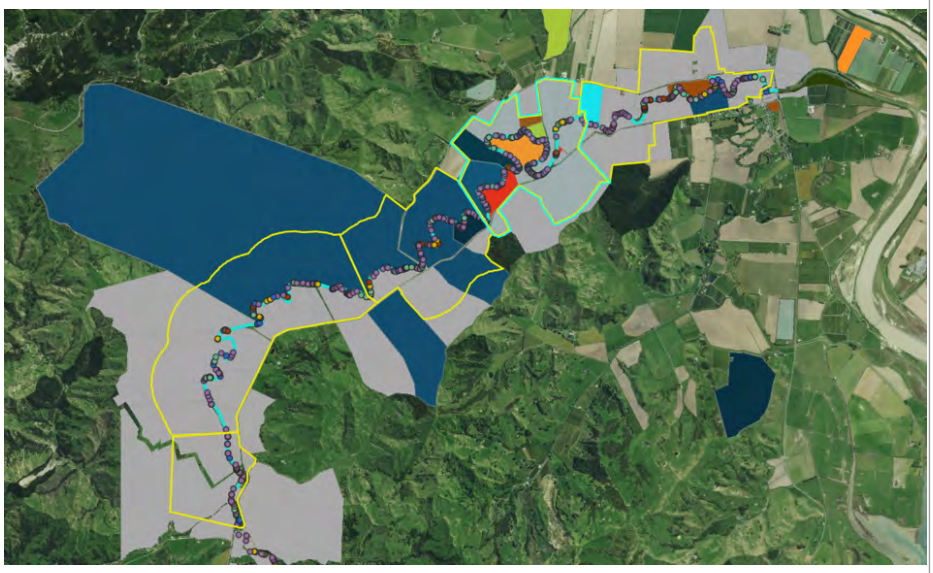
DRAINAGE Districts	No of Drains	Drain A (m)	Drain B (m)	Drain C (m)	Drain D (m)	Estimate ($)
Ormond	2	1,097				$10,967.50
E Taruheru	9	2,422	2,508	600		$73,845.70
W Taruheru	6	590	2,747	1,000		$67,100.00
Willows	2	249	660			$12,391.70
Waikanae	2	426	1,530			$27,207.45
City/Wainui	4	249	781.41	766		$29,531.65
7 Taruheru		*	*	*	*	$0.00
Eastern Hills	N/A					$0.00
Waipaoa	2			1,394		$27,880.00
Patutahi	5		3,171			$47,566.65
Ngatapa	3		1,985			$29,778.90
Manutuke	8		5,403	911		$99,262.45
Western Hills	0					$0.00
Muriwai	5		1,268	209		$23,188.05
Waiapu	1			1,332		$26,643.80
Cook	1		339.13			$5,086.95
Waikohu	N/A					$0.00
WFCS	Multiple			778.77		$15,575.40
	50	**5032.75**	**20391.78**	**6991.1**	**0**	**$496,026.20**
Total ~32 Km		**~5km**	**~20km**	**~7km**		**~$500,000**

**Taruheru River widening works are planned to be delivered in 2026/27, scope dependant on external funding, subject to pending approval by Kanoa*

Te Arai Willow Management

6. The Resource Consent for aerial spraying was submitted on 10 April 2026, and the s92 responses were submitted on 26 June.
7. The Resource consent is currently being processed. Subject to the consent being granted, aerial drone spraying is planned for October/November 2026. If the consent is not granted, manual spraying will continue.
8. The willow management funding request for the first three years of the next LTP (starting 01 July 2027) is currently seeking $190,000 per year over three years. The funding proposal was prepared for Te Arai based on the priorities and details listed in Table 2 below.

Table 2: Te Arai Priorities

Field	Response
Service/Programme Name	*Te Arai River scheme willow management in Council managed area & long-term eradication of willows.*
Activity Type	*An operational activity.*
Geographic Area	*Along the Te Arai River, upstream of the SH2 Bridge up to Waugh Road.* 
Current Funding Mechanism	*The maintenance work will be funded through Targeted Rates from the Manutuke Drainage District. The community expressed their concerns on current management practices and expected better level of service. Their willingness to pay higher drainage rates has been expressed at several stakeholder meetings.*
Current Annual Revenue	*Current annual income generated to support LRC maintenance services in the Manutuke Drainage District is ~$90,000/year through targeted rates. In addition to the Te Arai willow management there are other operational activities like maintaining x3 pump stations, routine inspections, and responding to RfS. These activities are also funded through these existing targeted rates.*
Current Annual Expenditure	*Current annual operating and maintenance expenditure is $60,000 - $65,000 on Te Arai willow management. However, effective willow management requires greater investment than the current annual cost to achieve a sustainable level of control. The community is generally in favour of a drainage rate increase to receive a higher level of service to manage willows.*
Current Funding Shortfall	*The difference between the current funding and actual funding required to maintain the agreed service level is an additional $190,000 per year over the first three years of the LTP (i.e. on top of the current targeted rates) as existing budgets are inadequate to successfully manage and eradicate willows.*
Estimated Future Cost Requirement	*The estimated future funding required to maintain the service levels is ~$90,000 thereafter long term (i.e. LTP years 4 onwards) subject to the aerial spraying consent being granted.*
Primary Beneficiaries	*Farms and landowners, community, orchard owners, Opou Basin properties.*
Current Service Level	*The current level of service relies on manual spraying to maintain willows at a sustainable level. Feedback from adjacent landowner surveys undertaken earlier this year indicates general support for aerial/drone spraying to target overgrown willows and improve long-term control.*

Field	Response
Key Drivers	*The key drivers of the issue are customer expectations, flood resilience, river conveyance and recovery. The Willow Management Programme is driven by a combination of operational, environmental, regulatory, customer feedback and expectations, and financial factors.*
Primary Objective	*The primary objective of this proposal is to maintain an improved Flood Resilience in Te Arai downstream near urban areas, between the SH2 Bridge and Waugh Road.*

Team Focus for Next Three Months

9. Complete the Tender Evaluation for the LRC Operations & Maintenance Contract by the end of November and award the Contract by December 2026.
10. Obtain approval of the Te Arai Willow management Resource Consent covering aerial spraying.
11. Commence Te Arai Willow management aerial spraying maintenance activities (subject to receiving an approved RC).
12. Commence planned drain regrade work of 32km, and complete regrades in inanga spawning areas during October & November.

Risks & Issues

13. Risks of higher bids for the Operations & Maintenance Contract. An open market Request for Proposal process has been adopted, supported by a robust evaluation framework, however there is a risk of increased market rates or low competition.
14. Work is underway to understand appropriate future budget requirements. This will feed into the next Long-Term Plan process, to ensure appropriate budgets are set in the next Long-Term Plan from 01 July 2027 onwards.
15. Uncertainties around additional budget required through the Long-Term Plan, as current budgets are insufficient to meet LOS expectations and standards.
16. Repeated extreme wet weather events impacting maintenance and delivery.
17. Consenting restrictions related to weed spraying maintenance, including wet weather, wind, financial constraints/budget, no spray zones, inanga spaying and environmental requirements.

Table 3: Risk, Consequence & Response

	Risk	Consequence	Current response
1	Insufficient operational funding	Reduced ability to maintain agreed LOS	LTP funding proposals being developed
2	Resource consent delays/restrictions	Delayed willow control	Manual spraying contingency
3	Extreme wet weather	Damage to assets / increased maintenance demand	Prioritised response and recovery
4	Higher O&M contract prices	Increased future operating costs	Robust procurement/evaluation process
5	Inadequate asset information	Poor prioritisation of renewals/investment	Activity & Asset Management Plans