

# Council Briefing Agenda

Date: Tuesday, 18 August, 2020

**Time:** 9:00 am

Location: Council Chamber

Forum North, Rust Avenue

Whangarei

Elected Members: Her Worship the Mayor Sheryl Mai

(Chairperson)

Cr Gavin Benney
Cr Vince Cocurullo
Cr Nicholas Connop

Cr Ken Couper
Cr Tricia Cutforth
Cr Shelley Deeming
Cr Jayne Golightly

Cr Phil Halse
Cr Greg Innes
Cr Greg Martin
Cr Anna Murphy
Cr Carol Peters
Cr Simon Reid

For any queries regarding this meeting please contact the Whangarei District Council on (09) 430-4200.

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#### 2.1 Risk Management Policy and Supporting Framework

Meeting: Council Briefing

Date of meeting: Tuesday 18 August 2020

**Reporting officer:** Emily Thompson (Senior Assurance Advisor)

John Isles (Independent Chair Risk and Audit Committee)

#### 1 Purpose

To get feedback on the updated risk management policy, and supporting risk management framework, before it is presented to Risk and Audit Committee for endorsement.

#### 2 Background

The purpose of risk management is to identify potential problems before they occur, or, in the case of opportunities, to try to leverage them to cause them to occur. Risk-management activities may change over time depending on the likelihood and potential impact of a risk. It is a continuous process consisting of achievable steps that enable improvements in decision making and performance.

Risk management is an important factor in any decision making and should be part of our operational processes. It is important to ensure that Council understand and manage the risks in the provision of services to our District. The risk management policy and framework should be embedded in both the operational and governance processes and thinking.

It is good practice for organisations to have a formal risk management framework that it reviews on a regular basis. Council has a risk management framework that was adopted in April 2016. This risk management framework is now overdue for review.

During the Council briefing on Tuesday 9 June 2020 Elected Members discussed risk and helped to identify the risk principles that have been used to inform this policy. Elected members gave direction to undertake a full review of the risk framework, moving towards a Policy and supporting framework.

The risk management policy defines the Council's principles on risk management and sets the direction for Council.

The risk management framework provides a methodology to:

- identify Council risks,
- manage or treat the risks
- regularly monitor departmental risks
- report to Risk and Audit committee on the risks.

Council uses the Risk and Audit Committee to monitor the implementation of the risk management policy.

#### 3 Discussion

Staff used the information gathered in the briefing on 9 June 2020 to provide the direction for the risk policy and supporting framework.

Under legislation there is no requirement for Council to have a risk management policy, however it is recognised as good business practice and aims to ensure effective risk management across the organisation and support ratepayer confidence across the district.

During this briefing a presentation will be provided to allow elected members to understand the content of the policy and how the risk management framework will support it.

It is noted that the risk matrix, shown on page 12 of the risk management framework, has been updated to reflect elected member direction following the previous risk briefing. This will cause a shift in focus for the critical risks to those that are considered unlikely or create only minor impacts. This shift will also increase the number of risks presented to Risk and Audit as part of the risk report. The implications of this will be worked through with key stakeholders from across the business and covered as part of the briefing presentation.

It is intended to bring the final risk management policy to the Risk and Audit Committee. The risk management framework does not require approval, but will be put to the Committee for endorsement.

During the Council briefing on 9 June 2020 it was recognized that Elected Members need ways to consider risk across all their decision making. This briefing will allow for Elected Members to discuss ways to consider risk across the governance structure.

#### 4 Attachments

Whangarei District Council Risk Management Policy 2020 Risk Management Framework 2020



# Whangarei District Council

Risk Management Policy

Policy 210

Policy title						
Audience (Primary)	Internal	Business Owner (Dept)	Democracy and Assurance			
Policy Author	Emily Thompson	Review Date	+ 3 years from approval			

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Policy title			
Audience (Primary)	Internal	Business Owner (Dept)	Emily Thompson
Policy Author	Emily Thompson	Review date	TBC

#### Legislative Requirement

Whangarei District Council strives for good governance. While there is no legal requirement for this policy, it aims to ensure effective risk management across the organisation and support ratepayer confidence across the district.

#### **Purpose**

To clearly state the principles needed to achieve effective risk management across the organisation.

#### Policy background

Risk is the impact of an uncertain event or situation that, if it occurs, has a positive or negative effect on the things that we value and want to achieve.

We seek to better understand risk because it informs the decisions that we make in order to achieve our vision for community outcomes.

Risk management is the knowledge and practices that we use to control the risks. Risk management aims to reduce threats and maximise opportunities.

Risk management is overseen by the Strategic Leadership Team and the Risk and Audit Committee of the Council, via regular reporting and escalation as appropriate.

Risk Management encompasses all risk assurance activities including, but not limited to:

- Health and Safety
- Finance
- Legal
- Operational processes
- Insurance placement
- Project risks (ICT and Infrastructure)
- Business Continuity.

This risk management policy aligns with the International Standard ISO 31000:2018 Risk Management principles and guidelines.

The ISO 31000 guidelines provide a statement of eight risk management principles.

- 1. Risk management activities must be proportionate to the level of risk faced by Council
- 2. Risk management activities need to be aligned with the other activities in Council.
- 3. In order to be fully effective, the risk management approach must be structured and comprehensive.
- 4. Risk management is an integral part of all Council activities and needs to be embedded across the organisation
- 5. Risk management activities must be dynamic and responsive to emerging and changing risks
- 6. Risk management explicitly considers any limitations of available information.
- 7. Human and cultural factors influence all aspects of risk management.
- 8. Risk management is continually improved through learning and experience.

The first five principles provide guidance on how a risk management initiative should be designed, and principles six, seven and eight relate to the operation of the risk management initiative. These last principles confirm that the best information available should be used; human and cultural factors should be considered; and the risk management arrangements should ensure continual improvement.

These standards provide best practice guidance and are the foundation of similar processes for many local government entities across the country.

Policy title			
Audience (Primary)	Internal	Business Owner (Dept)	Emily Thompson
Policy Author	Emily Thompson	Review date	TBC

#### **Policy Statement**

Whangarei District Council is committed to council-wide risk management principles that ensure consistent, efficient and effective assessment of risk in all planning, decision making and operational processes.

Council's risk principles:

- Support risk-based decision making for the vision and outcomes as agreed under the Long Term Plan.
- Support alignment of the four wellbeings and other requirements under the Local Government Act.
- Support alignment with other relevant legislative requirements.
- All staff are empowered, and expected, to identify risks and associated mitigation options.
- Transparent and inclusive risk processes based on the best available information
- To ensure provision of essential services are prioritised and maintained with minimal risk exposure.

In considering risk to Council, we need to be aware that risk is a subjective process and understand the differences between "risks to the District" and "risks to the organisation".

It is important to consider both positive and negative risk for the organisation and the District.

A representation of this concept is included in Table One.

Table One: District/Organisation risk matrix.

Table Sher Bleares	Negative risk	Positive risk	
District risks	Understanding risks for the District and assessing Council's role in managing those risks	Understanding opportunities for the District and assessing Council's role in developing those opportunities	
	e.g. The impact of a Tsunami on the district	e.g. The opportunity of increase of domestic tourists to the district	
Organisation risks	Understanding and managing risks for Council and its immediate stakeholders	Understanding and developing opportunities for Council.	
	e.g. The operational impact of carrying staff vacancies	e.g. The operational opportunity of working across departments.	

Council's current risk management approach focuses on lower left quadrant and the organisational risk that will result in a negative impact. It is important to be aware of possibilities within the other three quadrants. This approach will be reviewed as the risk management framework matures.

#### Procedures, Processes, Standards & Guidelines

Council-wide risk management principles will be implemented in line with the approach detailed in the Risk Management Framework (<u>Risk Management Framework</u> Link) supporting documentation and associated processes.

#### **Definitions**

Definitions relating to this policy are in the Risk Management Framework.

Policy title						
Audience (Primary)	Internal	Business Owner (Dept)	Emily Thompson			
Policy Author	Emily Thompson	Review date	TBC			

#### **Related Policies and Documents**

- Risk Management Framework
- Health and Safety Policy
- Risk and Audit Committee terms of reference
- Legislative Compliance Policy
- ISO31000:2018

#### **Adopted**

Timelines and dates of adoption are captured in the Kete approval process.

#### **Policy Review**

This Policy was created in August 2020 and was agreed as follows:

**Date of meeting:** DD-MM-YYYY

By: Risk and Audit Committee



July 2020



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#### 1 Purpose

The purpose of risk management is to identify potential problems before they occur, or, in the case of opportunities, to try to leverage them to cause them to occur. Risk-management activities may change over time depending on the likelihood and potential impact of a risk. It is a continuous process consisting of achievable steps that enable improvements in decision making and performance.

Whangarei District Council is committed to council-wide risk management principles, that ensure consistent, efficient and effective assessment of risk in all planning, decision making and operational processes.

This document should be read in conjunction with the Risk Management Policy (<u>Link Here</u>) which sets out the purpose and direction of risk management within Council.

This risk management framework sets out the processes and procedures that are used to implement and embed good risk management practices across Council.

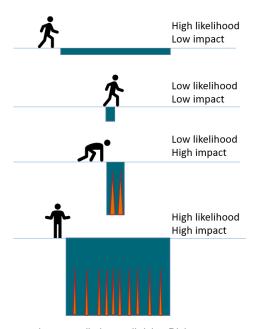


#### 2 What is risk

Risk is the uncertainty of something occurring that effects, negatively or positively, on your ability to achieve your objectives. Generally, the focus of risk management is on negative impacts of uncertain events, however it must be recognized that uncertain events may also produce a positive impact on Council's objectives.

The following diagram provides a good overview of risk

#### 2.1 Diagram one: what is risk?



The goal of risk management is not to eliminate all risks. Risk management is the knowledge, behaviours, and practices that we use to control the risks that, otherwise, would impact on the operations and services of Council.

Strategies to manage risk aim to reduce threats and maximise opportunities. This can be achieved by recognising that there may be a different approach to avoid or exploit an uncertainty (risk).

Under this initial framework the focus is on operational and service delivery risks. Over time the Council should also be considering District wide risks and opportunities.

#### 2.2 Risk Types

There are a number of risk types that need to be considered across Council.

#### Strategic risks

Strategic risks are the major challenges Council faces in delivering the outcomes required in its Long Term Plan. This includes governance risks relating to decisions made in Council. Strategic risks can be raised by Elected Members, committee members and staff and they are managed by



the Strategic Leadership Team (SLT). Strategic risks are included in the quarterly risk report to the Risk and Audit Committee.

#### Operational risk

Operational risks are the operational challenges to delivering services required by the Long Term Plan. Operational risks are identified by departments and owned by department managers. Operational risks include compliance risks, for example, not complying with changes to legislation. These risks are collated quarterly and shared with the General Manager for each Council Group. Those with the highest risk ratings are reported to the Risk and Audit Committee.

#### Health and Safety

Health and Safety of our staff is also a risk type. This includes the risk of injury, weather, lost time, serious harm or fatality, directly attributable to organisations, mechanical or infrastructure failure. These are managed via the Workfare framework and collated via the My Safety application for all staff. Health and Safety risks are managed by the Health and Safety team and reported quarterly to the Risk and Audit Committee.

#### Project risks

Project risks are managed on a project basis and are the responsibility of the project manager. Project risks impacting on project delivery are managed via the Project process and reported to the appropriate Committee. These risks are not regularly included in the quarterly reporting to the Risk and Audit Committee.



#### 3 Roles and responsibilities

Council and SLT are committed to ensuring all reasonable measures are taken to maintain a responsible risk management culture.

In order for risk management to be effective, staff at all levels of the organisation must understand their responsibilities and maintain the standards of this risk management framework.

This risk management framework is based on an organisation wide approach to implement best practice risk management throughout Council. Staff who have management responsibility (Group, Department, Activity/ Asset, Team or Project) use their expertise to evaluate risks, this ensures that different views are considered, and appropriate risk treatment practices can be applied. This collaborative approach ensures that Council staff are aware of their responsibilities in identifying and managing risk and the ownership of risk is at department manager level.

In a practical sense a risk management culture seeks to combine effective implementation, where risk management forms part of the process of doing business, with informed reporting, and regular monitoring of risk.

#### 3.1.1 Table one: roles and responsibilities table.

Role	Responsibility
Council	Council will:  • ensure an appropriate risk governance structure is in place  • support the Risk management framework including risk management as an element of Council's Long Term Plan and Annual Plans as well as other strategies, plans and documents;
Risk and Audit Committee	The Risk and Audit Committee will deliver on it's responsibilities and delegations as outlined in the Committee Terms of Reference.  The Risk and Audit Committee should provide assurance to Council that robust, independent and operationally effective controls around operational and financial management practices are in place. They do this by:  • ensuring Council has appropriate risk management and internal controls in place;  • approving and reviewing risk management programmes and risk treatment options for critical risks;
Chief Executive	<ul> <li>being the risk management sponsor</li> <li>promoting a strong risk management culture by ensuring comprehensive risk management programmes operate throughout Council</li> <li>ensuring that risk management is considered in everything Council undertakes and is incorporated in the messages given to the organisation</li> </ul>





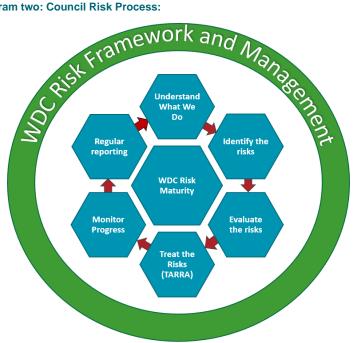
Role	Responsibility
Group Managers	<ul> <li>promoting a risk management culture within their group</li> <li>advising on potential risk treatments for identified risks</li> <li>Where applicable resolving or confirming criticality of risks</li> <li>maintaining overall responsibility for the effective and efficient management of all types of risks related to Council activities and delivery of the risk management framework and objectives</li> </ul>
Department Managers	<ul> <li>identifying departmental risks, including project risks</li> <li>entering departmental risks onto the risk register and assessing the likelihood and impact for each risk</li> <li>identifying risk mitigation options and monitoring their effectiveness</li> <li>ensuring that emerging operational challenges are reviewed and, where identified, associated risks are included in risk registers e.g. legislative changes, the impact of climate change and external factors that affect the district.</li> <li>quarterly update of departmental risk registers in line with reporting by the Senior Assurance Advisor to the Risk and Audit Committee</li> </ul>
Senior Assurance Advisor	<ul> <li>providing direction and advice on risk management within Council and ensuring appropriate risk mitigation measures are in place</li> <li>creating quarterly risk reports to the Risk and Audit Committee providing an overview of risks and highlighting critical risks</li> <li>overseeing the embedding of the risk management framework</li> <li>supporting the Risk and Audit Committee in delivering its duties; and supporting the internal audit process</li> <li>ensuring Council's assets and operations, together with liability risks and hazards to the public, are adequately protected through appropriate risk planning and budgeting, internal audit processes, and appropriate internal systems and controls</li> <li>communicating and raising awareness of risk management to department managers and staff</li> </ul>



#### **Process**

Below is an overview of Whangarei District Council's process for identifying, evaluating and managing risks within Council. This aligns with Australia/New Zealand Standard for Risk Management – Principles and guidelines (AS/NZS 31000:2018).

#### 4.1.1 Diagram two: Council Risk Process:



#### 4.2 Understand what we do

The first step in managing risk is to understand what we do. Each department should ask itself this following question:

What are our objectives in order to deliver our services to the district?

Once a team has identified their objectives then they can consider the risks that will stop them achieving their objectives.

#### 4.3 Identify the risks

Department managers and their teams are responsible for identifying operational risks in their department. These should align with their objectives.

A good way to brainstorm risks within an area and to start a discussion on risk is to review the teams responses to the following questions:

- What has happened in the last 6 months?
- What has happened in the last 12 months?
- What bothers you, what keeps you awake at night?

To articulate the risk, staff should put the risk into a sentence:

Because of.....(e.g. a storm)



There is a risk that..... (e.g. waste water pipes break)

Leading to......(e.g. Sewerage being expelled into the Whangarei harbour, negative publicity at a regional level, additional costs for Council to clear up, operational challenges to redirect staff/contractors to fix pipework)

In the example above the risk is the pipes breaking, and the impact is across multiple risk categories.

Once a risk has been identified it should entered into the risk register and evaluated.

#### 4.4 Evaluate the risks

Risks that have been identified by the department need to be evaluated against the likelihood and impact tables below. Then the risk rating can be calculated as shown in the risk matrix.

#### 4.4.1 Table two: Likelihood of risk occurring

Determine the likelihood of a risk event					
	General Description	Frequency expression			
1 Rare	Risk event may occur only in exceptional circumstances	Up to 4% chance within next 12 months; or once in 25 years			
2 Unlikely	Risk event could occur at some time	10% chance within next 12 months; or 1 out of every 10 years			
3 Possible	Risk event should occur at some time	25% chance within next 12 months; or 5 out of every 20 years			
4 Likely	Risk event will probably occur in most circumstances	55% chance within next 12 months; or 11 out of every 20 years			
5 Almost certain	Risk event expected to occur in most circumstances	90% chance within next 12 months; or 18 out of every 20 years			



#### 4.4.2 Table three: Impact of the risk

	Risk Category						
Impact	Council Reputation/ Corporate Image	Environmental	Health & Safety	Council Third Party Loss	Operational capability of Council	Council Financial loss	Council Project completion delays
1 Insignificant	Of interest to individuals	Aesthetic issue only, no damage or contamination	Minor injury	Council liability < \$10,000	No loss of operational capability and/or minimal disruption to service levels. Access affected. Minimal loss of internal capacity.	No impact on achievement of output targets, business can continue as normal. Localised failure only. Financial loss <1% operating budget.	Total delay less than 6 months.
2 Minor	Minor community interest, low key local media coverage	Minor damage with on-site release and immediately contained. Reversible within days.	Medical treatment required	Council liability >\$10,000 <\$100,000	Loss of operational capability in some areas and/or some disruption to service levels Local roads impassable Loss of internal capacity up to 1 week	Up to 1% impact on targets Limited to a single business area of the organisation Financial loss 1-3% operating budget.	Total delay between 6 and 12 months.
3 Moderate	Public /community discussion, broad adverse media coverage	Material damage of local importance. Prosecution possible. On-site release contained with outside assistance and impact reversible within 1 year.	Serious injury	Council liability >\$100,000 <\$250,000 Complaint to the Ombudsman or other statutory offices.	Serious loss of operational capability for over 6 weeks and /or disruption to service levels for 4-6 weeks Collector roads impassable Loss of internal capacity 1-3 weeks	Up to 5% impact on targets Financial loss 36% operating budget	Total delay between 1 and 3 years.
4 Major	Loss of confidence in Council. National publicity. Public agitation for action.	Serious damage of national importance. Prosecution expected. Off-site release with significant detrimental effects and impact reversible within 5 years.	Fatality	Council liability >\$250,000 <\$1,000,000. Legislative non - compliance involving the prosecution or the potential for a fine or a significant criticism of Council by Judiciary or Ombudsman. Adverse ruling by the Ombudsman or other	Serious loss of operational capability for over 8 weeks and major disruption to service levels Major roads impassable. Loss of internal capacity 4-6 weeks	Up to 10% impact on targets. Financial loss 6-10% operating budget. Impact to multiple and diverse areas of the organisation.	Total delay between 3 and 5 years.



		Risk Category								
Impact		Council Reputation/ Corporate Image	Environmental	Health & Safety	Council Third Party Loss	Operational capability of Council	Council Financial loss	Council Project completion delays		
					statutory officer with power to investigate or make rulings.					
•	5 Catastrophic	Public investigation, international media coverage, management changes demanded, insertion of commissioner(s)	Severe damage of national importance. Prosecution. Toxic release offsite with major detrimental effect; non-reversible.	Multiple fatalities or district-wide epidemic	Council liability >\$1,000,000. Legislative non - compliance involving the potential for imprisonment of a Councillor or Senior Officer. Judicial review of a Council decision on a matter relating to funding or rates.	Serious loss of operational capability for 3 - 4 months and serious disruption to service levels. Loss of internal capacity >6 weeks	Greater than 10% impact on achievement of key performance targets. Financial loss >10% of operating budget.	Total delay more than 5 years.		

# Whangare District Counc

#### 4.5 Rating the risks

Once the identified risks have a likelihood and impact value, the risks are mapped onto the risk matrix for the organisation. This gives the risk a risk rating which shows Council's risk appetite and which risks will be reported to the Risk and Audit Committee.

#### 4.5.1 Table four: Risk Matrix

	Catastrophic	н	С	С	С	С		
	Major	н	н	С	С	С		
act	Moderate	М	М	н	С	С		
Impact	Minor	L	М	М	н	С		
	Insignificant	L	L	М	н	н		
		Rare	Unlikely	Possible	Likely	Almost Certain		
	Likelihood							

Any risk will have 2 risk ratings

- 1. Inherent risk the risk if no controls in place
- 2. Residual risk the risk once controls, and mitigations have been taken into account.

Risks that are reported to Council are residual risks only, if a control is in place and is working well the residual risk will be low or medium. The risk is being well managed.

#### 4.5.2 Table five: Risk rating

Legend	Definition				
Critical (C)	Critical risk to Council.  These risks are highly likely to occur or would create a large and catastrophic impact on Council				
High (H)	High risk to Council These risks are likely to occur or would create a moderate to major impact on Council				
Medium (M)	Medium Risk to Council These risks may occur or would create a moderate to minor impact on Council				
Low (L)	Low Risk to Council These risks are unlikely to occur or would have minor to insignificant impact on Council				

Commented [A1]: Note this matrix has been altered from the previous version. There are more boxes showing critical following EM's discussion in the risk workshop. These changes will result in. 36 risks being identified within the risk report instead of the currently 21 (based on June figures).



#### 4.6 Treat the risks (TARRA)

Council will determine what risks are tolerable and which risks are intolerable. Where possible Council will put into place risk treatments, also known as risk controls, to mitigate the occurrence or impact of a risk.

The treatment of risk is dependent on a number of factors including Council's risk appetite and selection of risk control actions:

- Transfer the risk- reducing exposure by transferring the risk to another party e.g. buy specific insurance coverage.
- Avoid the risk avoiding the risk by not proceeding with the risk generating activity.
- Reduce the likelihood of occurrence through measures such as audit compliance, contract conditions, preventative maintenance, engineering controls, inspections, process policies and procedures. (Proactive Control)
- Reduce the impact through measures such as contingency planning, disaster recovery plans, contractual arrangements, financial management controls and risk minimisation plans. (Reactive Control)
- Accept the risk recognise that WDC may accept a certain level of risk where the likelihood is low or the cost prohibitive to treat.

In managing opportunities that arise through uncertain events these treatments will become more positive. This may include accepting the opportunity risk, sharing (rather than transferring) the opportunity risk, taking action to increase the likelihood or impact of the opportunity risk etc. As the Council risk management framework matures these opportunity risk treatments will be developed.

#### 4.7 Progress monitoring and regular reporting

Once risks have been identified, and controls put into place, the department needs to ensure that they monitor the risks on the risk register. Regular reviews ensure risks are discussed to understand if the likelihood or impact has changed.

Residual risks are reported to Risk and Audit Committee via the quarterly risk report. The risk report provides an overview of the spread of risks across the organisation and details any that appear in the critical category.

#### 4.7.1 Table six: Management and reporting of risks

Legend	How we manage the Residual Risk	Management and Reporting
Critical (C)	Risks that appear here after controls will either have poor controls, a significant risk of occurring or an intolerable impact should they occur	These are reported, in detail, quarterly to Elected Members via the Risk and Audit committee
High (H)	Risks that have this risk rating will have controls and mitigation activities in place to reduce the likelihood of occurrence or the impact should this risk eventuate	These are managed as part of BAU and reviewed quarterly by department managers. All High risks are reported to Group Managers



Medium (M)	Medium risks are managed at departmental level and monitored to ensure appropriate controls remain in place	Department Managers will review these risks regularly. Minimum six monthly.
Low (L)	Low risks are managed at department level and monitored to ensure appropriate controls are valid and nothing changes about the potential risk.	Department Managers review these risks regularly. Minimum annually.





#### 5 Appendices

# 5.1 Australia/New Zealand Standard for Risk Management – Principles and guidelines (AS/NZS 31000:2018). Definitions

#### 5.1.1 Table seven: Definitions

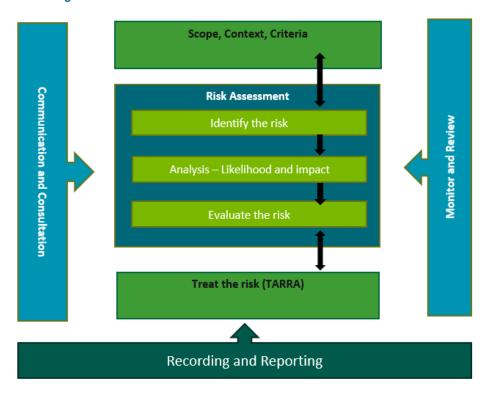
Risk	Effect of uncertainty on objectives. The effect may be positive or negative on the achievement of objectives.			
Risk Management	Risk management refers to a coordinated set of activities and methods that is used to direct an organization and to control the many risks that can affect its ability to achieve objectives.  The term risk management also refers to the programme that is used to manage risk. This programme includes risk management principles, a risk management framework, and a risk management process.			
Risk Appetite	The level of risk that Council is willing to accept in achieving its objectives			
Risk Owner	Person with the accountability and authority to manage a risk			
Likelihood	Likelihood is the chance that something might happen. Likelihood can be defined, determined, or measured objectively or subjectively and can be expressed either qualitatively or quantitatively (using mathematics).			
Impact	An impact is the outcome of an event and has an effect on objectives.  A single event can generate a range of consequences which can have both positive and negative effects on objectives. Initial consequences can also escalate through cascading and cumulative effects.			
Risk rating	The combination of likelihood and consequence described as Catastrophic, High, Medium and Low			
Inherent risk	The risk rating before controls are put in place			
Treatment	Process used to modify risk  Note 1: can involve avoiding the risk, accepting/retaining the risk, removing the source of risk, changing the likelihood or consequence, sharing risk or creating controls to manage the risk.  Note 2: May also be known as risk mitigation			
Control	A control is any measure or action that modifies or regulates risk. Controls include any policy, procedure, practice, process, technology, technique, method, or device that modifies or regulates risk. Risk treatments become controls, or modify existing controls, once they are implemented.			
Residual risk	Residual risk is the risk left over after you've implemented a risk treatment option. It's the risk remaining after you've reduced the risk, removed the source of the risk, modified the consequences, changed the probabilities, transferred the risk, or retained the risk.			



# 5.2 The process for risk management, simplified version of the diagram in ASNZS 31000:2018

Risk management is a continual process that involves the following key steps.

#### 5.2.1 Diagram three





#### 2.2 Draft Whangarei District Growth Strategy Update

Meeting: Council Briefing

Date of meeting: 18 August 2020

**Reporting officer:** Tony Horton (Manager – Strategy)

Injoo Reihl (Strategic Planner)

Hamish Sykes (Graduate Strategic Planner)

#### 1 Purpose

The purpose of the briefing includes:

- Provide an update on the Draft Whangarei District Growth Strategy
- Seek direction on a second round of public consultation for the Draft Whangarei District Growth Strategy
- Provide an update on the Northland to Auckland Corridor Plan
- Provide an overview of recent changes to the National Policy Statement on Urban Development

#### 2 Background

The Draft Whangarei District Growth Strategy has been developed through two streams of work:

- A full review of Sustainable Future 30 / 50 (our 2010 Growth Strategy)
- Compliance with the National Policy Statement on Urban Development Capacity

In May 2019, Council endorsed a Consultation Draft of the Whangarei District Growth Strategy. Consultation followed in June 2019 with over 600 items of feedback received. The strategy was then refined, incorporating that feedback, through to December 2019.

Elected members received updates on the Draft Whangarei District Growth Strategy over December 2019, February 2020 and May 2020.

The 20 May 2020 briefing covered the following:

- Scope and role of the strategy
- Key strategic issues the strategy will identify:
  - Population growth and development
  - Sustainable economy
  - Housing
  - Climate change
  - Transport
  - Resilient infrastructure
  - Precious natural environment
  - Northport and navy base

- Our response to the key strategic issues:
  - Future development plan
  - Placemaking
  - Actions
  - Northland to Auckland Corridor Plan
  - Monitoring and reporting
- COVID-19 Impacts
- Next steps

Through the briefing elected members expressed comfort with the key issues which had been identified and the proposed response to those issues. An indication of support was also given to a second round of consultation.

#### 3 Discussion

#### 3.1 Draft Whangarei District Growth Strategy

Following the briefing on 20 May 2020, further progress has been made on the Draft Whangarei District Growth Strategy, including:

- A revised draft document, which will be shared with elected members prior to the meeting
- Continued discussions with key agencies NZTA, MoE, MfE, Kāinga Ora and MHUD
- Discussions with Te Huinga
- Internal discussion with key council teams

The draft strategy which will be shared with elected members is an early iteration of the document and therefore there will be typographical errors and not all the images and graphics have been finalised. If Council give comfort in a second round of consultation, the document will be finalised, edited and corrections made. The strategy will then be presented to Council for formal endorsement of a second round of consultation.

It is acknowledged the draft document is large and covers a number of key issues. Staff welcome all feedback from elected members either at the briefing or via email after the meeting.

#### 3.2 Reasons for consultation

With a revised draft document prepared, staff consider it is an appropriate stage to undertake a second round of targeted consultation. The reasons a second round of consultation is advantageous include:

- Since the May 2019 Consultation we have been able to incorporate new data and direction from central government including:
  - 2018 Census results
  - New National Policy Statements
  - Progress on key programmes such as Placemaking, Northland to Auckland Corridor Plan
- Impacts of COVID-19 and alignment with Councils COVID-19 response
- Feedback received on the growth strategy can help inform direction setting/priorities on the 2021–31 Long Term Plan
- Gives another opportunity for the community to provide feedback

However, there is no requirement for a second round of consultation, and therefore Council could provide direction to move the document through to endorsement, subject to further changes and refinement.

#### 3.3 Consultation approach

As noted in the 20 May 2020 briefing, greater clarity was requested on what consultation will look like. It was also noted budgetary limitations will impact on our approach to consultation. Given this, and that Council undertook consultation on the previous draft, targeted consultation is proposed.

An overview of the proposed approach is provided below:

- All parties who provided feedback in June 2019 will be contacted and invited to provide further feedback
- Targeted workshops with key stakeholders and partners including government agencies, neighbouring councils and Te Huinga / Te Karearea
- An online form and / or survey to get broad public feedback
- Advisory group workshops
- Visual presence and hardcopy forms at Libraries and service centres
- A 4 to 6 week consultation period (although the target workshops will likely be ongoing)

Following consultation all feedback will be presented to Council for consideration along with any recommended changes.

#### 3.4 Northland to Auckland Corridor Plan

An inter-regional spatial plan is proposed from Auckland through to the Far North District. This plan will be a joint exercise between local government, central government and iwi and hapu.

An overview of the proposal was given at the 20 May 2020 briefing. Since then the lead agency, Ministry of Housing and Urban Development has confirmed the Northland to Auckland Corridor plan is on the approved work programme and has been endorsed by Minister Twyford.

The spatial scope of the plan is likely to extend from Wellsford through to Kawakawa, incorporating Dargaville, Mangawhai, Marsden – Ruakaka and Whangarei Urban Area.

Prior to the Corridor Plan work starting, the following is proposed:

- Government officials to present to Council on the programme, process and expected outcomes
- Elected member direction on scope, key issues and solutions
- Paper to Northland Forward Together on political oversight of the programme

Work on the Corridor Plan will start in early 2021, subject to ongoing commitment from the government post elections.

#### 3.5 National Policy Statement on Urban Development and planning reforms

On the 23 July 2020 central government gazetted a new National Policy Statement on Urban Development. This replaces the previous National Policy Statement on Urban Development Capacity. Council have been worked through the intention to review and replace the Policy Statement, with a submission being made on the draft in late 2019.

A high-level overview of the new policy will be provided in the briefing. A separate Briefing will be scheduled on the broader reform programme.

#### 4 Attachments

Attachment 1 – Draft Whangarei District Growth Strategy



# Sustainable Future Whangārei District Growth Strategy



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# Growth Strategy at a glance

To meet demand, over the next 30 years we will need to accommodate:



12,000-20,000 new homes



520-560 hectares of business land

We can provide enough land and infrastructure to meet this need across our urban areas and key growth nodes.



Key transport and key growth nodes

### WHANGĀREI DISTRICT

STATE HIGHWAY

RAILWAY

ARTERIAL ROADS



**HIGH GROWTH AREAS** 



**MODERATE GROWTH AREAS** 

#### STRATEGIC DRIVERS

These are the strategic issues that our District will face over the next 30 years and beyond.



1. Sustained growth and development

We are one of the fastest growing Districts in New Zealand. This growth provides amazing opportunities, but also needs to be carefully managed.



2. Successful economy

As our economy recovers from COVID-19 we will see growth in manufacturing, health care and construction. We need to ensure we provide enough land for our businesses to grow.



3. Housing

We have enough land and infrastructure to meet future demands for housing. But we have limited choice of housing options and affordability is becoming an increasingly severe issue.



HIKURANGI

КАМО

MAUNU

TIKIPUNGA

**WHANGĀREI CITY** 

MARSDEN POINT/ RUAKĀKĀ

**ONERAHI** 

AIPŪ

PARUA BAY

4. Changing climate and natural hazards

We are at risk from the impacts of our changing climate. We must do what we can to reduce our emissions and make sure we build resilience into existing and future communities



5. Resilient infrastructure

Our infrastructure must keep pace with our high levels of growth.
We also need to ensure we are resilient to future events such as flooding, whilst making sure we meet our communities expectations for services.



# 6. Transport choice

As we grow, we need to provide a choice of transport options to ensure people can move easily and safely around our District. We also need to improve our connections to outside the District through rail and highway improvements.



# 7. Natural environment

Continued development is putting pressure on our natural environment. If we continue to sprawl, some of our most precious landscapes and productive land will be lost.



# 8. Port and marine industry

The expansion of Northport, moving the Navy base to Whangārei and a new drydock facility has the potential transform our economy and deliver new training opportunities. 1000's of jobs will be created and our whole community will benefit from improved infrastructure. This will need to be delivered in a way that is not to the detriment of our natural environment.

# TREATY OF WAITANGI OBLIGATIONS

Whangarei District Council is committed to the successful development and implementation of the Growth Strategy with the guidance and knowledge from our Māori partners under our obligations to the Treaty of Waitangi.

#### **OUR RESPONSE**

Our response to ongoing growth and the strategic drivers comprises of five parts:



# 1. Future Development Plan

This will set out our plan for future housing and development across our District.



# 2. Placemaking Programme

Detailed 30-year plans will be created with our community for key growth locations across our District.



# 3. Northland to Auckland Corridor Plan

A corridor plan will be established to focus on the growth areas between Whangārei and North Auckland.



# 4. Monitoring and reporting framework

To ensure our decision making is robust, we will undertake an ongoing programme of monitoring key indicators.

5. Actions

The actions outline the steps we will take to deliver the outcomes of the strategy.

#### **PERFORMANCE GOALS**

**80%** of people will have 30-minute travel time to their place of work or education

**70%** or more of new residential building consents are located within our urban area or growth nodes

2% annual average increase in jobs

**10%** or more new residential building consents are apartments and townhouses

**15%** improvement in housing affordability, based on the HAM first home buyer measure.

**1.5%** annual increase in inner city residents for the first 5 years, then 5% annual increase.

Introduction



# Māori partnership

Intrinsic to the development and implementation of this strategy will be partnership with our local hapū and iwi.

Council is committed to developing stronger relationships with tangata whenua at governance and operational levels. While progress has been made, more work is needed in some areas.

Te Kārearea, is our strategic partnership forum with Māori. It is made up of hapū representatives of the major hapū groupings from within our District and elected members. The purpose of this partnership is to build the relationship between Council and Whangārei hapū and to ensure the relationship becomes stronger over time. The hapū representatives meet in their own forum, named Te Huinga, to discuss common issues that are then brought to Te Kārearea. Together, these representatives advocate for hapū of Whangārei.

The strategic issues and opportunities that the Growth Strategy identifies are of real importance to our hapū and together we must ensure that our response to the strategic issues is appropriate.

As this strategy is further refined, implemented and reviewed, the hapū forum Te Huinga and our strategic partnership committee Te Karearea Strategic Forum will be engaged and updated.

Te Kārearea strategic partnership forum will meet from June 2020 to September 2020 in order to bed in a new way of working, and test terms of reference. Terms of reference will be reviewed and reported back to Council, along with the procedure for establishment of a standing committee, in September 2020.

#### Te Kārearea

Te Kārearea has the following vision and mission:

#### TE PAE TAWHITI/VISION

He whenua Rangatira – Whangārei, a District of prosperity, well-being and empowered communities.

#### **TE KAUPAPA/MISSION**

Ka tutuki te Kawanatanga a-rohe, ka puawai hoki te kotahitanga me ona tini kaupapa – Local Government that works through effective partnerships and provides practical solutions.

#### **CHARTER**

Te Kārearea is underpinned by the following Charter: Vision: To have the best Māori/Council relationship in Aotearoa

Values: Bold, brave, respect, equitable, unified

Intent: Effective by performance through partnership

Purpose: To work together



# Scope of the Strategy

The scope of this strategy is driven by what we need to do to manage growth over the next 30 years. Part of this is to ensure we meet our obligations from Central Government. It is also important that we look at the issues that matter to our community and ensure these are delivered through an integrated framework that supports future decision making.

Our District needs a clear strategic picture of how it will develop into the future. This will help us plan for growth and provide the right infrastructure at the right time. It will also help give certainty to our communities and development sectors.



# WHAT THE PLAN WILL DO

- Continue the strategic direction of our previous Growth Strategy – Sustainable Futures 30/50
- Fulfil our requirements under the NPS-UDC
- Align planning with infrastructure programmes (LTP and activity/assets management plans)
- Provide a level of certainty for infrastructure providers, communities and developers to guide future investment in the District
- Provide strategic direction for future decision-making
- Promote an inter-disciplinary and collaborative approach across Council, with Central Government as well as our community and Hapū partners
- Be flexible, so that we can respond to new challenges



# WHAT THE PLAN WILL NOT DO

- Address detailed operational matters or the management of specific assets
- Detailed design of projects or specific location of future projects in detail
- Cannot change land-use or put rules in place for new development
- Identify all options and assess the feasibility of each possibility





# Inputs to the Strategy

Central Government policies and legislation that informs the direction and scope of this strategy includes the:

- · National Policy Statement on Urban Development
- · Draft Policy Statements on Highly Productive Land, Biodiversity and Freshwater Management
- Resource Management Act and the ongoing RMA reforms
- · Climate Change Response (Zero Carbon) Amendment Act 2019
- · Local Government Act and the Four Wellbeing's
- · Urban Development Bill and Kainga

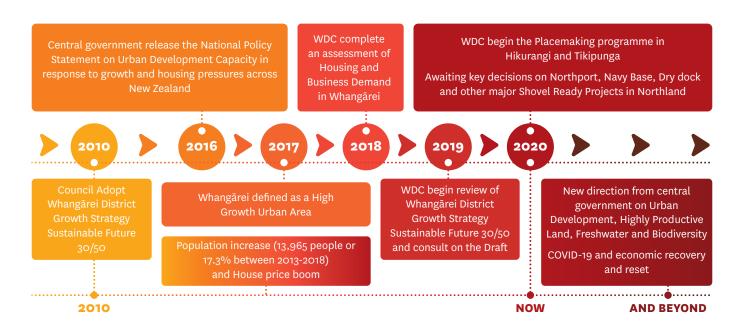
There are also locally based inputs which we have considered including:

- · New data on how our District has changed
- · Feedback we have received from our community through engagement on the draft strategy and other Council processes such as our Long-Term Plan and residents surveys
- · New projects and development opportunities such as rail improvements to Northport and city centre improvements





# Our journey



Since the adoption of Whangārei District Growth Strategy Sustainable Futures 30/50 in 2010, there have been a lot of changes in our District. Some of which we anticipated and planned for such as our growing population, others we could not, such as the potential for significant central government funding of infrastructure.

This means that in this strategy we have to address new issues and need to look at new policy areas such as:

- Recovery and reset from COVID-19
- Updated data and information on how our District is changing
- Our obligations under new National Policy Statements
- Analysis of housing and business demand
- Updated information on climate change risk
- Protection of our productive land and key natural features
- Alignment with Central Government programmes and funding.

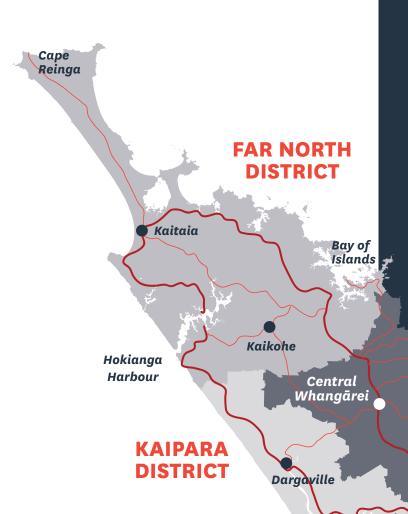
Process
development
infographic outlining
key milestones of
the growth strategy
- placeholder



# Whangārei's place in New Zealand

# A CHANGING WHANGĀREI

Whangārei is a hub for Northland and is the only city north of Auckland. It is home to major retail, employment and service centres that are used by the wider region. Whangārei also has key infrastructure such as Northport Whangārei Airport and Whangārei Hospital.



#### **OUR STORY**



### Only city

and **main service centre** for
Northland

**271,315** hectares *land* 

nectares land area

**A 2.6%** 

average annual growth 2013-2018 (NZ: 1.8%)

A 57%

house price increase over 10 years

\$48,790

**GDP per Capita** (NZ: \$58,271)

**A 9.15%** 

employment rate

increase (2010: 57.9% -2019: 3.2%)

**A** 39.12%

household income (mean) increase (2010: \$66,200 - 2019: \$92,100)

Tutukākā Coast

96,000

population reached in 2019

▲ 18.1% population growth 2013-2018 (NZ: 10.8%)

30.1%

of population **identify as Māori** (2018)

**▼ 41.4yrs** 

our **median age** is decreasing, it's now 41.4 years

**28.9yrs** 

Otangarei is our **youngest community** with a median age of 28.9 years

MARSDEN POINT TIKIPUNGA WAIPŪ RUAKĀKĀ KAMO

are our communities experiencing the *largest* population growth.

#### WHANGĀREI DISTRICT

Whangārei Heads

Bream Bay

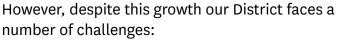
Whangārei District has experienced a rapid rise in population over the past 10 years. Between 2013 – 2018 our population has increased by nearly 14,000

people. The recent population surge is largely due to fewer people leaving New Zealand, larger numbers

of returning New Zealanders, and strong interregional migration (i.e. people moving from other places in New Zealand, particularly from Auckland). Sustained growth is likely to continue. Even if net international migration slows due to COVID-19, inter-regional migration has been an ongoing source of growth for the District over the last

10-15 years.

Not only is the Districts population growing, but we also have a strong economy. A number of key projects on the horizon are helping to stimulate further economic opportunities, such as investment in rail, road improvements, shift of port function from Ports of Auckland to North Port and investment in hotels and tourist activities.



 Our house prices have increased by 55% over the past 10 years. This has made housing unaffordable for many in our community. Linked to this issue is a limited choice of housing types. Most of new housing is large detached homes and we have very few townhouses or apartments.

As our District develops
 rapidly, we need to ensure that
 infrastructure is provided in a
 co-ordinated and timely manner.
 This is important to enable
 development, but also to ensure
 our communities benefit from core
 services and amenities, such as
 healthy drinking water and parks and
 playgrounds.

Growth results in change. We need to ensure that our communities understand what that change looks like and are engaged in the process and decision making that will impact on their community.



#### **NORTHLAND AND THE UPPER NORTH ISLAND OF NEW ZEALAND**

Northland is a large rural region. It has extensive coastline and contains numerous towns and settlements. It also contains areas, such as Mangawhai, that have experience similar development pressures as Whangarei. Northland's population grew by 18% between the 2013 and 2018 Census. Growth in our neighbouring District, Kaipara, reached 20% over the same period.

Whangarei and Northland fall within the Upper North Island of New Zealand. The Upper North Island is an economic powerhouse of New Zealand. Despite being 20 percent of New Zealand's land area, it contains over half of New Zealand's population and economic activity. It also includes nationally significant infrastructure. Significant growth across the Upper North Island is putting pressure on housing, infrastructure, the labour market and environment. Being part of the Upper North Island is a key driver for the growth of Whangarei, particularly through inter-regional movement of people and goods.



#### **Upper North Island** snapshot

An area comprising of 20% of NZ's land area, the Upper North Island has:





54%

of NZ population of NZ freight movements\*





of NZ



of NZ cargo by value\*\*





4%

of NZ GDP



of NZ tourism



of NZ Māori asset base



international

visitor arrivals



of all filled

jobs in NZ

\*by weight

\*\*traded through UNI ports

\*\*\*international visitors

# Strategic Drivers

The following strategic drivers have guided the development of this Growth Strategy and provided focus for the key actions we need to take. These drivers have been informed by our statutory obligations as well as feedback recieved through community consultation.

- 1. Sustained growth and development
- 2. Successful economy
- 3. Housing needs
- 4. Changing climate and natural hazards
- 5. Resilient infrastructure
- 6. Transport choice
- 7. Natural environment
- 8. Port and marine industry



# Strategic Driver 1: Sustained growth and development

As we grow towards 130,000 people, we need to make bold decision now to avoid issues in the future. This includes:

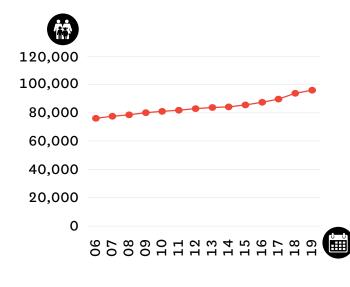
- · Aligning growth areas and public transport and walking / cycling opportunities.
- · Avoiding sprawl and focus on new development in and around our urban areas
- Investing in core infrastructure to keep up with demand as well as indentifying now the big projects we will need in the future
- Considering our strategic partnerships and the role of Central Governmentin supporting future development.

#### POPULATION CHANGE

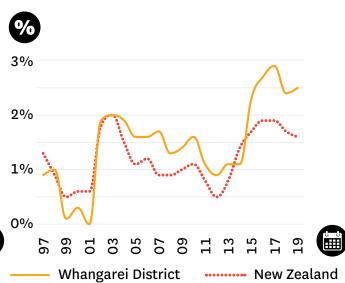
Over the last twenty years, Whangārei District has seen a period of sustained growth, with the population growing from 70,000 in 2000, to over 90,000, in 2018. In the last 10-year period, our annual growth rate was 1.25%. However, most of this growth has occurred over the last 5 years between 2013 and 2018 with an increase of 13,965 people.

There is always uncertainty with growth projections, which can be driven by factors outside of the control of local government, or directed by events or trends than can be difficult to predict (such as COVID-19). Therefore, this strategy looks at future growth using a scenario based model using the best possible information, but acknowledging that growth may happen faster, slower or differently than we can anticipate at this time.

## ESTIMATED RESIDENTIAL POPULATION FOR WHANGĀREI DISTRICT 2006-2019



#### PERCENTAGE ANNUAL POPULATION CHANGE IN WHANGĀREI DISTRICT AND NEW ZEALAND, 1997-2019



# CHANGES WITHIN OUR DISTRICT

Our District's story of growth differs across our urban, rural and coastal communities. Between the two census collection periods (2013-18), these communities experienced significant growth:

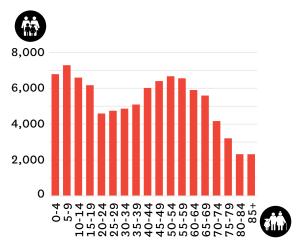
AREA (STATISTICAL AREA)	INCREASE IN POPULATION % FROM 2013-2018 CENSUS	INCREASE IN POPULATION (ACTUAL) FROM 2013- 2018 CENSUS
TIKIPUNGA NORTH	43%	906
MARSDEN BAY	48%	714
WAIPŪ	30%	633
KAMO EAST	27%	603
RUAKĀKĀ	29%	579

While many communities in the District are steadily growing, some areas are experiencing minimal or slower growth rates such as Whangārei City Centre, Mairtown, Otangarei, Kensington and Hikurangi. These communities are located in well-established suburbs and have less green field development potential.

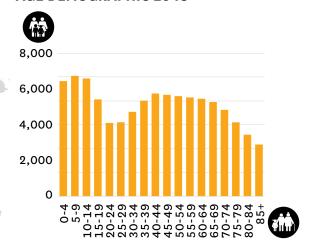
Growth in our District is driving changes in our communities. The 2018 Census shows:

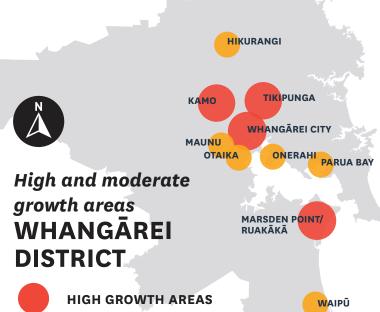
- we are getting younger, the median age has decreased to 41.4 years, with 21.2% of our population 0-14 years of age (compared with 19.3% in NZ).
- we have an increasing number of people under working age.
- there are a rising number of older people (65+) in the District, with 19.7% of the population made up of +65-year olds (compared with 15.3% in NZ).

## WHANGĀREI DISTRICT AGE DEMOGRAPHIC 2020



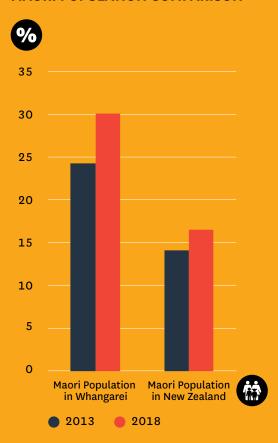
# WHANGĀREI DISTRICT AGE DEMOGRAPHIC 2048





**MODERATE GROWTH AREAS** 

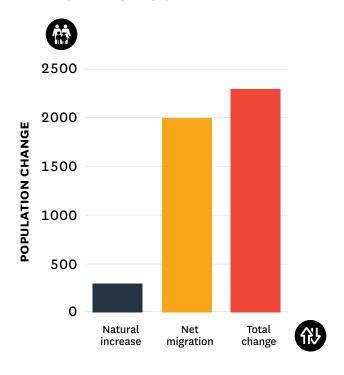
#### **MĀORI POPULATION COMPARISON**



- Our Māori population increased to 30% in 2018, from 24% in 2013, while across New Zealand Māori population increased to 16.5%.
- Whangārei is also culturally diversifying, with increasing Asian (5%), Middle Eastern (0.5%) and Pacific Island communities (4%).

Over the medium term, these trends are likely to continue. Knowing how the age structure of the population is changing is essential for planning age-based facilities and services, such as child care, recreation and aged care.

### SOURCES OF POPULATION GROWTH IN WHANGĀREI FOR 2019



# Why is Whangārei a hot spot for growth?



It's the only city in Northland and home to major businesses, services and employers



Lifestyle choice



Our quality and pristine natural environment with world class beaches



Two-hour drive from Auckland



Our sub-tropical climate (known as the 'winterless north')



Is well connected to international and national markets through Northport and Whangārei Airport



Our strong cultural identity and heritage

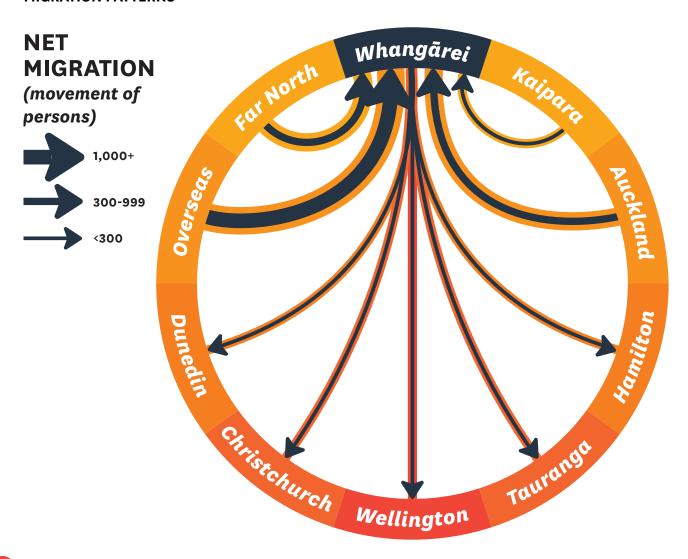
#### WHAT IS DRIVING GROWTH IN WHANGĀREI

Places grow when they succeed in attracting and retaining people to live and work. Our growth is largely driven by people moving to Whangārei, rather than a natural increase in our existing population. Of those people moving to Whangārei, some are moving from overseas as either immigrants or returning New Zealand citizens. Some are moving from other locations in New Zealand, primarily Auckland. People moving out of Auckland are largely doing so due to pressures (housing costs, traffic, amenity) created by Auckland's population increase, which is largely driven by immigration.

Inter-regional migration, the movement of people within New Zealand is a key driver to Whangārei's growth in recent years. Migration from Auckland to Whangārei appears to be the largest component of the change. We believe this is due to the District's pulling factors including our natural environment, comparatively affordable housing and employment opportunities.

These drivers for growth have important implications for thinking about the future of housing demand in Whangārei. If the District can preserve its attractive natural environment and relatively affordable housing while improving incomes and labour force participation, then it is likely to experience sustained growth principally by attracting New Zealanders from other regions. Conversely, if house prices are moderate in Auckland, it may reduce the amount of growth that spills over to other parts of the upper North Island. At present, the former scenario seems more likely.

#### **MIGRATION PATTERNS**



#### WHAT DOES THE FUTURE LOOK LIKE?

There is uncertainty in how our population growth will be impacted by COVID-19 and the associated economic downturn over the next few years. Although international migration numbers may drop, there may be an increase in the number of overseas New Zealanders returning home.

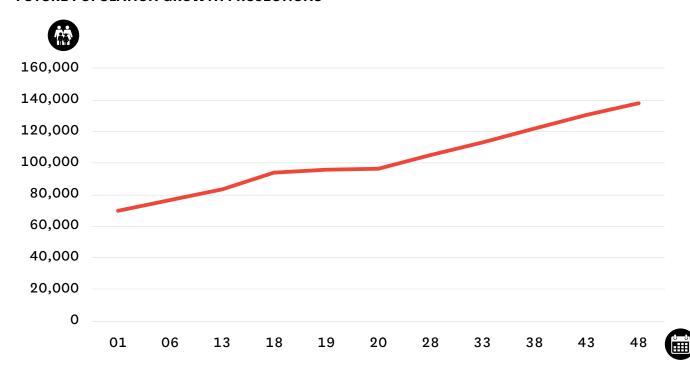
Despite this uncertainty, Whangārei will remain an attractive destination for growth into the medium and long term. Our population forecast predict:

INDICATOR	FORECAST
POPULATION 2048	138,161
% POPULATION CHANGE 2020-2048	45.16%
AVERAGE % ANNUAL CHANGE	1.3%



We also predict growth in our younger and older populations. This will present both challenges and opportunities for our District. It will also mean we need to think carefully about the services we provide and where we provide them.

#### **FUTURE POPULATION GROWTH PROJECTIONS**





# Strategic Driver 2: Successful Economy

# ECONOMIC TRENDS AND SECTOR PROFILES

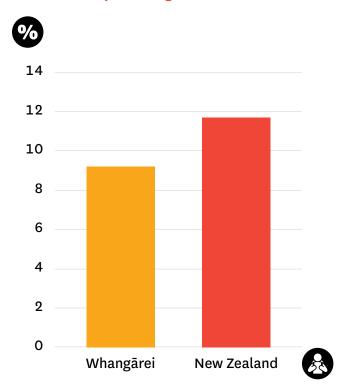
Throughout the last decade, Whangārei's economic prosperity has improved considerably. Whangārei has an optimistic medium and long-term economic outlook. In short term the economic impacts of COVID-19 will present some significant challenges.

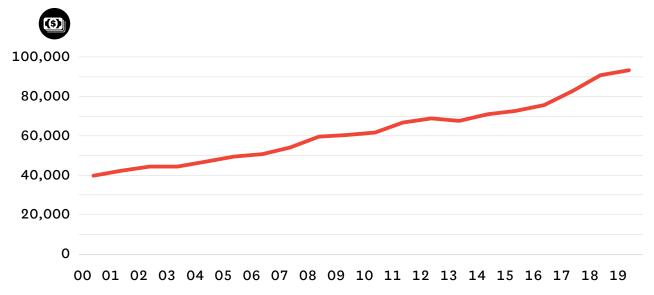
Key for the prosperity of our District is understanding whether our economic performance is translating into economic sustainability for our communities. The median household income has increased 39.12% between 2010-2019. The cost of living has also increased in a short period of time. This includes the gradually inaccessible costs for essentials including housing and food. Unfortunately for many people a higher proportion of their income is being spent simply to get by.

# CHANGES TO HOUSEHOLD INCOME IN THE WHANGĀREI DISTRICT

#### YOUTH ENGAGEMENT COMPARISON

15-24 year olds not employed or engaged in education/training



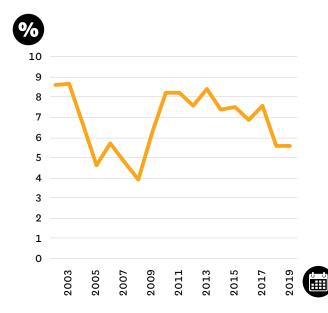




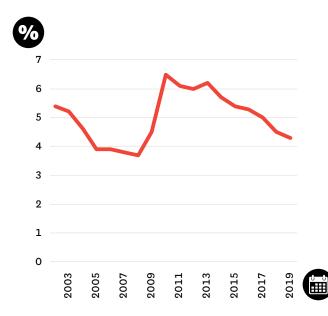
In the last 5 years, total unemployment across the Whangārei District has reduced 2.5% in comparison to the national average of 1.6%. This would suggest the economic opportunities throughout our District are translating across our communities. The positive employment changes across Whangārei give a reflection of the higher business confidence across the community.

#### **UNEMPLOYMENT RATE %**

#### Whangārei



#### **New Zealand**

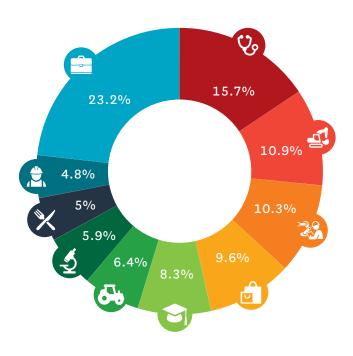


Our District are largely reliant on Manufacturing, Health Care and Social Assistance, Construction, and Agriculture, Forestry and Fishing.

#### **GDP BY KEY INDUSTRIES**



### PROPORTION OF FILLED JOBS BY SECTOR IN WHANGĀREI 2019



- Health care and social assistance
- Construction
- Manufacturing
- Retail trade
- Education and training
- Agriculture, forestry and fishing
- Professional, scientific and technical services
- Accommodation and food services
- Public administration and safety
- All others

The success of these industries is important to our future economic prosperity with opportunities particularly in our Primary sectors expected to grow exponentially. While this brings about many opportunities for our communities, it also increases our future vulnerabilities in times of economic downturn.

#### **FUTURE PROSPERITY**

Early into the COVID-19, our Council endorsed a COVID-19 Response Strategy. This Strategy aims to set a path for the recovery and reset of our economy in response to economic crisis associated with COVID-19.

1

2

3

# Stage 1 RESTART

Respond to *immediate impacts* on key
economic sectors

# Stage 2 RECOVERY

Support ongoing and quick economic recovery across the District

## Stage 3 RESET

Reset to more inclusive, resilient and sustainable economy

#### Ongoing economic monitoring and reporting to inform decision making

The initial focus will be highly impacted sectors in Whangārei. This stage will look at actions we can implement now and may only be temporary. The sectors we will focus on include: tourism, construction, hospitality and manufacturing.

e.g. rent relief for commercial tenants in council property. This stage will have a broader focus to look at recovery of all sectors. The actions may take longer to implement but will be informed by ongoing monitoring and reporting.

e.g. boosting current and future capital programme to support the construction sector.

We acknowledge that our economy will not go back to the way it was before COVID-19. We take this opportunity to make our economy better. As our economy resets, we will work to maximise existing strengths and ensure we are more resilient to future shocks through a broader economic base. We want to be sustainable for our environment and communities and more inclusive to ensure our whole community sees the benefits.

e.g. Support a circular economic model through our procurement processes.

#### Tai Tokerau Northland Economic Action Plan

The Tai Tokerau
Northland Economic
Action Plan was
launched in 2016 and
refreshed in 2019.
It is an overarching
action focused plan
that identifies key
opportunities that
will have the greatest
impact on Northland's
economic growth and
social wellbeing.

The Action Plan brings together initiatives that are happening in the region and will continue to change, evolve and be refined in response to new opportunities. It provides a long-term collaborative approach to Northland, our local businesses, hapū and iwi Mäori, local and central government.

https://www. northlandnz.com/ northland-inc/ regional-initiatives/ economic-action-plan/ This Growth Strategy is focused on the long term, but it still has an important role to play in the resetting of our economy by reducing our environmental impact, improving training and education initiatives as well as making our District more resilient to future shocks.

Economic opportunities for many people across the District are being placed under jeopardy by impacts of a changing climate. Without early action, this increases the likelihood of range of scenarios, such as flood events, which will impact our key industries.

We have a strong economy and we want it to recover and ultimately thrive. This strategy sets out to support this through the following:

- · Ensure we have enough business land to meet demand
- Identify strategic opportunities which will boost our economy and generate training/education opportunities
- Give clear direction and certainty about where our District is heading
- Prioritize Whangārei City Centre as a hub for our District and the wider Northland region.
- · Promote infrastructure to support our economic activity

#### **BUSINESS LAND DEMAND**

Our analysis of business demand and capacity suggests that there would be sufficient zoned vacant land to meet demands for business land in the short, medium and long term.

A key challenge is to ensure that land zoned for business and industrial uses are in the right place. This means, close to arterial and state highway networks, large sites of regular shape on land that is reasonably free from topographical constraints.

We also need to ensure that we maintain our existing business and industrial land, so that it is not compromised through:

- Incompatible land uses which will create reverse sensitivity issues (e.g. new residential development located close to established industry may lead to noise complaints which could impact on the operation of the industry)
- Fragmentation of large sites suitable for large industrial or logistical activities
- · Infrastructure constraints or capacity issues

Our port and the adjacent industrial and business land offer a significant opportunity for future growth, particularly as port activity expands. We need to ensure that this land is maintained so we can take full advantage of economic development.

#### **BUSINESS LAND DEMAND AND CAPACITY ASSESSMENT**

TIME PERIOD	SHORT TERM (3 YEARS)	MEDIUM TERM (10 YEARS)	LONG TERM (30 YEARS)
INDUSTRY	55.6	121.0	209.5
RETAIL AND PERSONAL SERVICES	0.9	15.8	32.4
OFFICE BASED ACTIVITIES	0.6	2.4	4.3
HEALTH, EDUCATION, AND COMMUNITY SERVICES	2.7	6.9	11.6
TOTAL DEMAND	59.8	146.1	257.8
TOTAL VACANT CAPACITY (HECTARES)	540.2		
SUFFICIENT TO MEET OVERALL DEMAND?	Yes	Yes	Yes
SUFFICIENCY BY DEMAND BY SECTOR?	Yes	Yes	Yes

#### Whangārei City Centre

Through the City Centre Plan and City Core Precinct Plan, our Council and community have a created a shared vision for a vibrant, busy and well-designed City Centre. These plans recognise that a successful city centre is a fundamental aspect of thriving District economy. To deliver change the plans focus on the delivery of the following transformational moves:

- 1. Develop an experience focused pedestrian friendly city core
- 2. Create a balanced movement network for pedestrians, cyclists and vehicles along Walton Street, Cameron Street and Dent Street
- 3. Identify strategic development sites to be catalysts for change
- 4. Enable inner city living to create a vibrant urban community
- 5. Ensure quality design is delivered across all our public spaces and private development

The Northland region is undoubtedly an area that possesses great economic opportunities in the coming years:



#### 1. Changes in the Tourism Sector as we recover from COVID-19

This will see a continued reliance on domestic tourism. Uncertainty on international tourism will impact our economy, with opportunities such as cruise ships no longer being on the short-term horizon.



#### 2. Growth of e-commerce

COVID-19 has sped up the adoption and use of e-commerce. This could have profound impacts on our retail and service sectors. But also, opportunities for new business in our District.



#### 3. Infrastructure opportunities

Central Government's future investment into key infrastructure assets will continue to grow providing new employment opportunities and increasing education options for our people.



#### 4. Green Technology

The development of new green technology will improve the levels of innovation which will look to drive future environmental policy direction.



#### 5. Continual growth of the Primary Industries and Production

Our primary industries are seeing more opportunities on a national and international scale. Food production industries in Whangārei are expected to benefit from the high global demand.



#### 6. Investment to support Māori enterprise

As long as the Māori unemployment rate continues to operate at current levels, the level of inequality across the District will only increase. There is still an underlying gap in the opportunities for many of our Māori population. As a Council, we can advocate to improve the accessibility to education and training opportunities to try mitigate this trend.





# Strategic Driver 3: Housing needs

As our population increases, we will need more houses. We expect to need an additional 20,000 homes over the next 30 years. But it's not just about the number of homes, we also need to ensure that new homes built in the District meet our communities needs in terms of affordability, housing types, location and quality.

The Growth Strategy encourages housing diversity and choice. Examining our changing demographics and household composition we can start to predict what types of housing people will need in the next 20 or 30 years.

#### HOUSING SUPPLY

A key driver for this strategy is to determine the need for housing in our District over the next 30 years and ensure we have plans and processes in place to meet that need. The basis for this work is a Housing Capacity Assessment which we are also required to do through the National Policy Statement on Urban Development.

In 2018 we undertook a housing demand and capacity assessment. It found our District Plan can provide sufficient capacity to meet short, medium, and long-term demand for housing in the District.

This assessment looks at:

- an estimate of the number of housing we will need as our population grows and changes.
- the available land that has been zoned in the District Plan for housing
- whether that land has the necessary infrastructure for development
- the feasibility, to determine whether it is likely that the development will get built.

#### What is feasible capacity?

Feasible capacity takes into account the true cost of building a house, such as building materials, land and labour. It then compares that cost with the likely value of the house at the point of sale.

If the profit made is over 15 percent, then the development is considered feasible.

This is important, because we want to ensure that the development we enable is feasible, because if it is not, it is very unlikely that it will get built. It is also important to note that feasibility changes over time. As the housing market fluctuates, what is not feasible now may become feasible in the future.

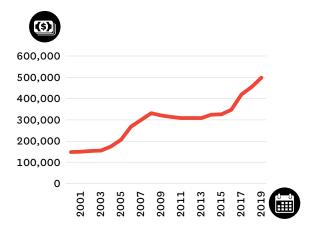
Despite having enough capacity for housing, we still need to consider carefully how this is enabled to ensure:

- we provide a choice of housing across our urban area and growth nodes
- integrate development with quality infrastructure provision

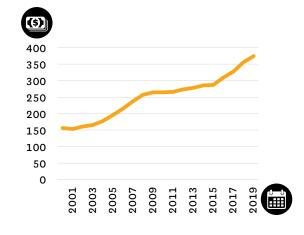
Due to COVID-19, in the short term we may see a delay in the supply and delivery of housing however, this will recover in the medium to long term. Central Government driven housing and social housing provided through Kainga Ora will continue.

More detail on how we will accommodate the new homes we need can be found in the Future Development Strategy.

#### **MEDIAN DWELLING PRICES**



#### **MEDIAN RENTAL PRICES**





#### **Pensioner Housing**

Council provides 164 pensioner units for aged residents living in Whangārei District. There are 142 one-bedroom units, 17 bedsits and 5 two-bedroom units located in Kamo, Tikipunga, Maunu, Onerahi and Hikurangi.

Rent is calculated at 30% of your weekly superannuation for units and 28% for bedsits. At present, Council contracts the tenancy and property management of the pensioner units.

This is type of housing is much needed in our communities and in demand. There is an opportunity for Council to assess our pensioner housing stock and look at resourcing through our Long Term Plans.

#### HOUSING DIVERSITY AND CHOICE

Housing diversity is defined in a variety of ways. It can include the housing typology, size (floor area), number of bedrooms, character and age of dwellings. Providing a range of housing types is important because people and households, whether a growing family or retired couple, all have different housing needs.

A challenge for our District is that the majority of houses that have been built are standalone dwellings. Very few apartments or townhouses and even retirement units have been built compared to similarly sized New Zealand cities.

#### **BUILDING CONSENTS FOR ALL BUILDINGS**

# Placeholder -Building consents graph to come

Providing greater choice of housing will not just mean that more of our community will live in homes that are fit for purpose, it can also have wider benefits:

- · greater choice of apartments and townhouses can support the revitalisation of our city centre
- a choice of housing in closer proximity to places of work and education can reduce travel times and traffic congestion.
- for newly formed households, housing choice may enable them to remain in the same location while their family grows, while for older couples it may enable them 'downsize' the family home to a smaller option. Housing diversity provides greater housing choice, which can generate economic and social benefits.

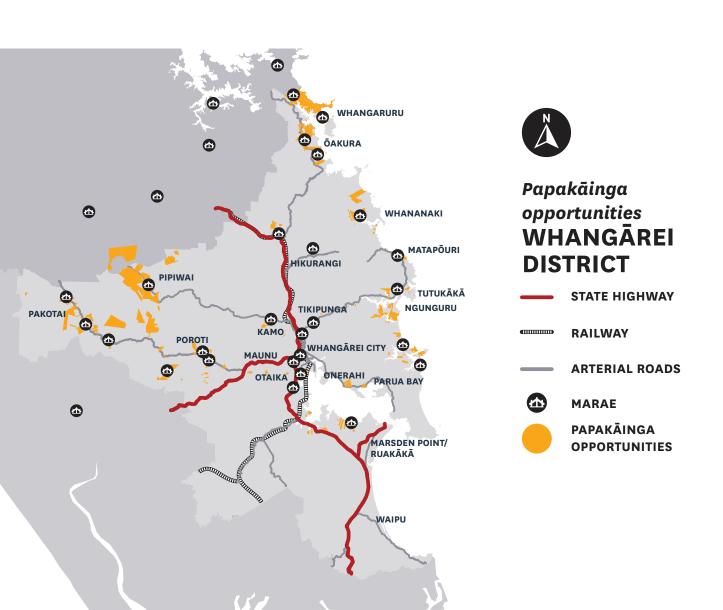
#### PAPAKĀINGA HOUSING AND DEVELOPMENT

Council is committed to enabling papakāinga housing on Māori land. Papakāinga development may not solely focus on providing housing, it also includes activities such as: community, education and recreational facilities, places of assembly and industrial and commercial activities, all of which are directly associated with the communal nature and function of the papakāinga.

Papakāinga can play an important role in for the future of housing in Whangārei. It is important to acknowledge the many challenges through regulatory, financial and land tenure institutions that are unique to Papakāinga developments that other housing developments do not experience. Council has a key role in enabling and supporting papakāinga in Whangārei. Our District Plan provisions seek to provide opportunities for Māori land owners to develop and live on their ancestral land. The full suite of our papakāinga development policy provisions in the District Plan became effective in 2018. This year, we are hoping to receive our first application under these provisions and have been working with the project team representing the land owners to progress the development of the application.

There remain opportunities to collaborate with government agencies and stakeholders to simplify processes and administrative work, for example, incorporating processes between the Māori Land Court and WDC.

In the Whangārei District 4.25% of land is in Māori ownership, this equates to approximately 11,000 hectares. The majority of this land is located in rural and coastal environments.



#### HOUSING AFFORDABILITY

The affordability of housing Whangārei is becoming an increasingly severe issue. Since 2010, our median dwelling sale price has increased by 67% and our rents have increased by 44%. Over the same period our median household income has increased by 37.6%. These trends highlight the housing affordability issues faced by many in our community.

Currently 67% of households that are renting and 85% of first home buyer household have below than average incomes after housing costs.

This data indicates that there is an ongoing housing affordability issue in Whangārei. There are many factors that drive affordability, not just the supply of housing. Ongoing analysis will determine what locations in our District and what parts of our community are impacted the greatest by affordability. Unaffordable housing can result in economic hardship and increased social deprivation. This may lead individuals or families to;

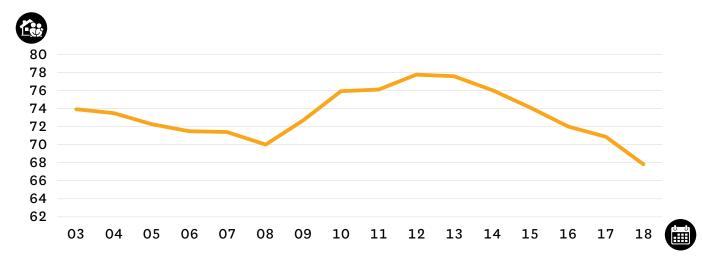
- be without shelter, sleeping rough in cars or on the streets
- · live in unsuitable and/or unhealthy temporary accommodation
- · share living arrangements that lead to overcrowding.

#### HOUSING AFFORDABILITY MEASURE



<sup>\*</sup> Higher number indicates more households are below the average and a lower level of affordability

#### **RENTAL AFFORDABILITY MEASURE**



<sup>\*</sup>Higher number indicates more households are below the average and a lower level of affordability

It is noted that the data for 2018 -2019 shows a drop in the percentage of households with a proportion of total housing costs greater than the national median. This could be a sign of improved affordability linked to lower mortgage interest rates, rather than a reduction in house values which still remain high.

#### **HOUSING QUALITY**

The quality of existing housing stock is a growing issue in Whangārei. Poor quality housing has wide ranging impacts which are well documented internationally and in New Zealand.

Unhealthy homes are often cold, damp and mouldy due to inadequate insulation, heating and ventilation. People who live in unhealthy homes have increased risk of contracting a range of serious and avoidable illnesses such as meningitis, rheumatic fever and pneumonia. Poor quality housing is a significant driver of hospitalisation among children and in the general population, is linked to the following diseases:

- asthma
- · respiratory infections
- · rheumatic fever
- · cardiovascular disease
- respiratory illnesses and infections, including asthma, bronchiolitis, pneumonia, bronchiectasis, tuberculosis

Sub-standard housing at least doubles the risk of admittance to hospital for pneumonia and is the most important risk factor for rheumatic fever and meningococcal disease. Māori and Pacific children are at a significantly greater risk of hospitalisation and death from preventable housing related disease. Rates of hospitalization in New Zealand for Māori aged 15-29 with bronchiectasis were 14.5 times higher than for non-Māori, Pacific, Asian (MPA) peoples.

Along with the health impacts, poor quality housing can have a significant impact on

household incomes and ultimately the affordability of housing. The increased costs associated with home heating and maintenance can be a significant burden on household budgets.

Despite Whangārei's warm climate, the 2018 Census has identified a relatively high occurrence of dampness and mould, both of which are an indication of poor-quality housing that lacks adequate insulation, ventilation and heating.

As affordability remains an ongoing issue in Whangārei, alongside our relatively high levels of deprivation, the ability for improvements to be made to housing stock remains uncertain without support or incentives.

# PERCENTAGE OF HOUSEHOLDS RECORDING DAMP AND MOULD IN WHANGĀREI DISTRICT (2018 CENSUS)

INDICATOR	HOMES IN WHANGĀREI	HOMES IN NEW ZEALAND
SOMETIMES DAMP	22.6%	18.5%
ALWAYS DAMP	3.9%	3%
MOULD OVER A4 SIZE SOMETIMES PRESENT	16%	12.6%
MOULD OVER A4 SIZE ALWAYS PRESENT	5.6%	4.3%

Source: Statistics New Zealand 2020

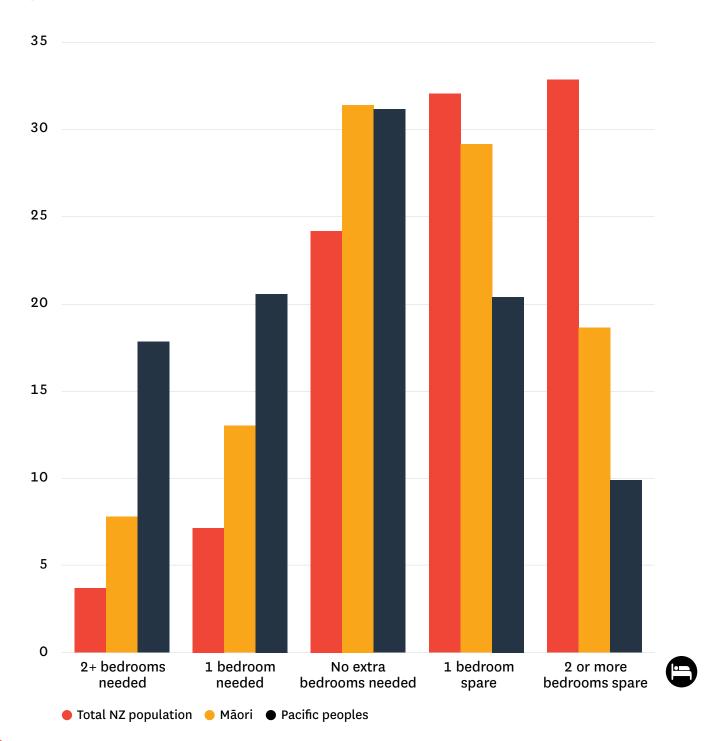
#### **OVERCROWDING**

Crowding is caused when the homes that people live in are too small to accommodate the number of people in a household. There are different ways to measure crowding. The capacity of a dwelling can be measured by floor area, or the number of bedrooms or rooms.

Crowding rates are particularly higher for Pacific peoples and Māori in New Zealand than other groups. On a national average, around 1 in 5 Māori experience crowding and in Northland, 1 in 4. Crowding can pose an increase risk on health such as greaten the risk of infectious disease transmission. Knowing where crowding is most concentrated will assist to distribute help and/or resources to vulnerable communities.

#### **OVERCROWDED HOUSEHOLDS IN NEW ZEALAND 2018**







# Strategic Driver 4: A changing climate

The impacts of a changing climate will result in significant challenges to how our District develops. The latest climate modelling indicates that we can expect ongoing changes in coming decades that will impact our communities throughout the District.

Changes to climate such as sea level rise, higher rainfall intensity, prolonged dry spells and extreme weather events will impact on Council activities. Key assets such as roads, water infrastructure, and sea walls will face increased and ongoing exposure to changes in tidal water, storm surge, surface flows, and groundwater. It is essential that climate change projections are kept in mind when planning investment into new and replacing existing assets. New infrastructure will need to recognise future pressures and be resilient and adaptable.

In addition, Council planning rules around development in areas subject to climate hazards such as foreshores, floodplains and overland flow paths will require a good understanding and consideration of risks to our community over short, medium and long term.

Both the Whangārei City Centre and Marsden Point have been identified as two key areas that will become increasingly vulnerable to the changing environment. Flood susceptibility concerns will place increasing pressures to both residential properties and Council owned infrastructure. Future planning practices will need to take into account for these environmental changes.

WARMER TEMPERATURES



2040

an increase of 0.7°C to 1.1°C.

RAINFALL



23%

less spring and winter rainfall by 2100



2090

Up to 3.1°C hotter

SEA LEVEL RISE



Higher intensity rainfall events

More severe storm events

**DROUGHTS** 



**75cm** 

by 2100



More frequent dry spells

Lower river flows and aquifer levels

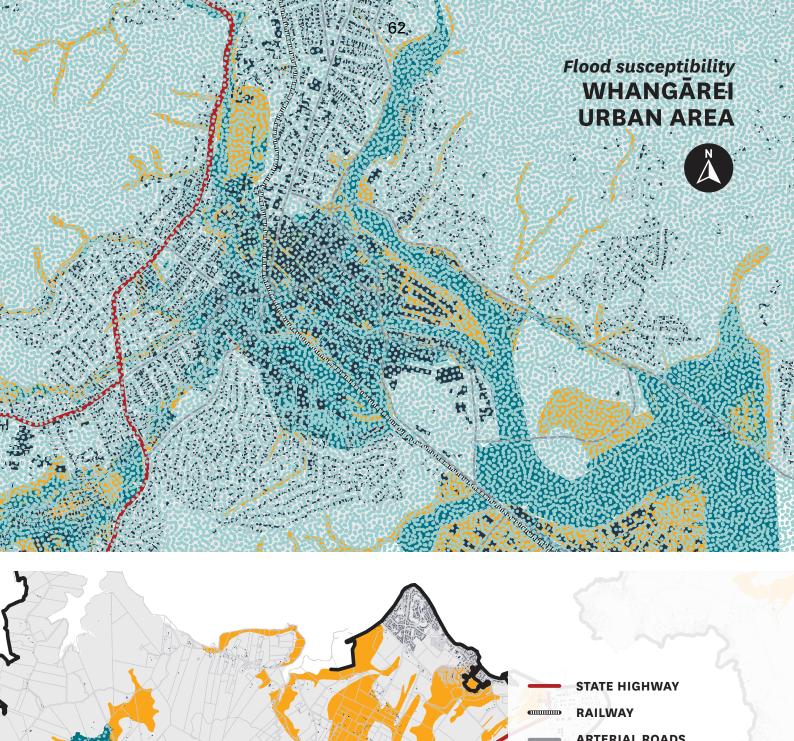
#### BIOSECURITY

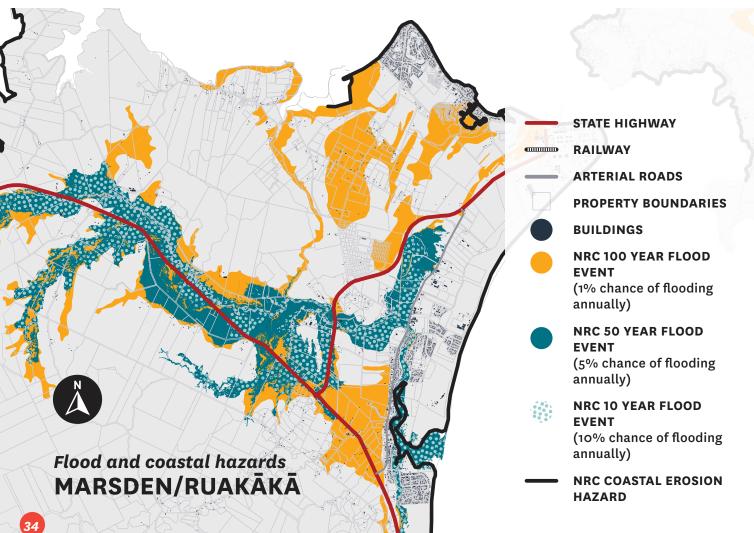


New/'sleeper' pests impacting on biodiversity and agriculture/ horticulture practices.

# How to respond to sea level rise?

- Build protection such as sea
   walls to mitigate impacts from
   rising sea levels and storm
   events
- 2. Allow water in, through natural systems such as wet lands
- 3. Managed retreat of buildings away from areas at risk





# Climate change risks for Whangārei include:

- our natural systems and infrastructure networks won't work as well or will cease to function as a result of a changing climate or extreme events
- direct impacts on biodiversity, cultural heritage, productivity or changes in market demands for goods and services
- unequal distribution of negative impacts on groups such as the elderly, the very young, those living in poverty or with chronic health issues.

# Climate change opportunities for Whangārei include:

- innovation and savings through the transition to a low carbon economy
- cost savings from embedding climate change considerations into longer term infrastructure and planning decisions
- reducing costs needed for major retrofitting as impacts become more frequent and severe.

#### **CLIMATE ACTION PLAN**

On 25th July 2019, Whangārei District Council declared a climate emergency. The declaration from our Elected Members allows for Whangārei District Council to begin developing our Draft Climate Action Plan (CAP). The declaration of a climate change emergency in the District reflects Council's concerns about climate change, and recognises the speed and extent of the change in thinking and action needed to avoid the worst impacts of climate change. The CAP commits WDC to collaborate with Central Government, other local authorities, iwi, hapū our business sectors and the community to work towards collective climate change mitigation and adaptation. In the beginning stages of the CAP, a series of different outcomes have been drafted:

#### Honouring the Treaty of Waitangi

• Our commitment to our partnership with hapū and iwi under the Treaty of Waitangi is embedded in everything we do.

#### **Reducing emissions**

- Reduce the greenhouse gas emissions of the Council and Whangārei District in line with the Government's national emission reduction targets or better.
- Council support hapū, iwi, the community and industry towards a Carbon Zero 2050.

#### **Drawing down carbon**

- · Whangārei is sequestering carbon.
- · The cooling capacity of Whangarei is growing.

#### **Adapting to Climate Change**

- · Council future-proofs its resources, assets and services from the risks of Climate Change.
- Council works with hapū, iwi, industry and communities to prepare for and adapt to the impacts of climate change.

#### **Community Ownership**

• The residents of Whangarei are informed, engaged and take ownership of this kaupapa.

#### TAI TOKERAU CLIMATE ADAPTATION GROUP

Established July 2018, the Tai Tokerau Climate Change Group aims to promote actions to mitigate the effects of climate change. The Tai Tokerau Climate Action Plan incorporates the knowledges and specialties of a wide-range of different organisations,

volunteer groups and from iwi and hapū. The Action Plan is a long-term vision for our District to achieve a holistic approach towards an environmentally sustainable approach for all of the Districts sectors. It is an incorporation of actions that are to be implemented by our communities which are set

out into different categories. Below is a range of agreed set of actions taken by different groups across the District.

1. Healthy Homes Tai Tokerau is reducing energy consumption with insulation and solar power installations are growing fast.

2. Pak'n'Save Whangarei recently replaced its refrigeration with much more climate friendly CO<sub>o</sub> refrigerant gas.

3. The Northland Totara Working Group is helping land owners manage totara as permanent cover sustainable forest.

- 4. Whangārei's cycle and walkway network are helping us reduce our carbon footprints.
- 5. Tai Tokerau's regenerative farmers manage their pastures to take carbon from the air and sequester it in the soil.

#### CENTRAL GOVERNMENT

Reforms for Central Government provide new policy direction and legislation. At this stage the reforms primarily relate to the:

· Climate Change Response (Zero Carbon) Amendment Act

Emissions Trading Scheme (ETS)

· Resource Management Act

Both the implementation of the Zero Carbon Act and new changes to the Emissions Trading Scheme will have many flow on effects on much of our District. This will require Whangarei District Council to provide leadership and constant support during this of time of national reform. Particularly in the early stages of implementation, many of our industries are going to be impacted. The successful transition will only be possible if Council are working alongside our communities in the long-term.





# Strategic Driver 5: Resilient infrastructure aligned with development

A large part of Council's work involves providing infrastructure for residents and ratepayers. Infrastructure supports what we do in our daily lives: the water we drink, the parks that we play in and the way we get around. As our District grows, we need to ensure that infrastructure is provided in a co-ordinated, effective and timely manner. Infrastructure should enable development and business investment while servicing growth in our identified growth areas. Investment or lack of investment in infrastructure has long-term consequences for our District's future. It will shape how well the District functions and its performance influences the quality of our lives and how we move around our District.

Infrastructure is a tool that can connect places, stimulate economic growth, it provides essential services to the community and safeguards our environment. Physical infrastructure includes our roads, bridges, our three waters network (water, stormwater and wastewater), parks and telecommunications. Social infrastructure includes things such as our schools, medical services and hospital, housing, libraries and community services.

The quality of the environment and the wellbeing of communities are affected by choices about the management of, and investment in, infrastructure. Realising Whangārei 's potential while maintaining a high quality of life for its inhabitants will need to address:

- efficiency in developing, operating, maintaining and upgrading infrastructure
- integrating the provision of infrastructure with urban growth
- potential effects of incompatible land uses' close to infrastructure
- resilience of infrastructure to natural hazards and the ongoing impacts of climate change
- avoiding disconnected networks which can result in poor levels of service and environmental effects.

Planning for our growth and infrastructure will enable us to deliver multiple benefits for our community effectively and efficiently. Our decision-making needs be strategic and coordinated. Proactively providing housing and infrastructure services in the right locations will enable us to avoid disconnected networks which can result in poor levels of service and adverse environmental effects.

#### THREE WATERS

Our three waters infrastructure includes drinking water, wastewater and stormwater. A growing district combined with a changing climate means that we need to focus on water supply resilience and the quality of our drinking water. Climate change impacts in Northland are expected to include longer dry periods leading to longer and more frequent droughts. Increased intensity of rainfall will lead to potential for flooding and slips/erosion as well as a need for increased storage capacity to capture these intense rainfalls and store for dry periods.

We own and operate the storage dams, treatment plants, pipework and water meters that make up the District's water supply network. Council provides approximately 9 million cubic metres of treated water annually to about 80% of the District's population. The average daily production is approximately 25,000 cubic metres, all of which is treated to meet the Ministry of Health Drinking Water Standards.

Council is currently investigating our water supply resilience. Over the 2019/20 summer period Northland faced a severe drought coupled with an increasing temperature and decreasing rain totals. Although our dam and river levels were low, the District provided emergency water supplies to the rest of Northland, as these regions faced harsher drought conditions and water supply issues.

Planning for the next 20-30 years, we need to investigate a new freshwater source such as a river or aquifer or explore alternative methods such as using saline water or recycling greywater to drinking water. We may need to consider new water treatment facility or desalination plant and storage facilities. There are new methods and technologies being advanced. In the medium to long term, unfeasible options may in the future become viable and have merit to investigate.

Whangārei District Council owns and operates nine wastewater treatment plants throughout the District. Our main plant is located on Kioreroa Road treats domestic, commercial and industrial sewage. The Whangārei Wastewater Treatment Plant (WWTP) serves residents living in Whangārei City, Onerahi and the Whangārei Heads area, a catchment of approximately 55,000 people.

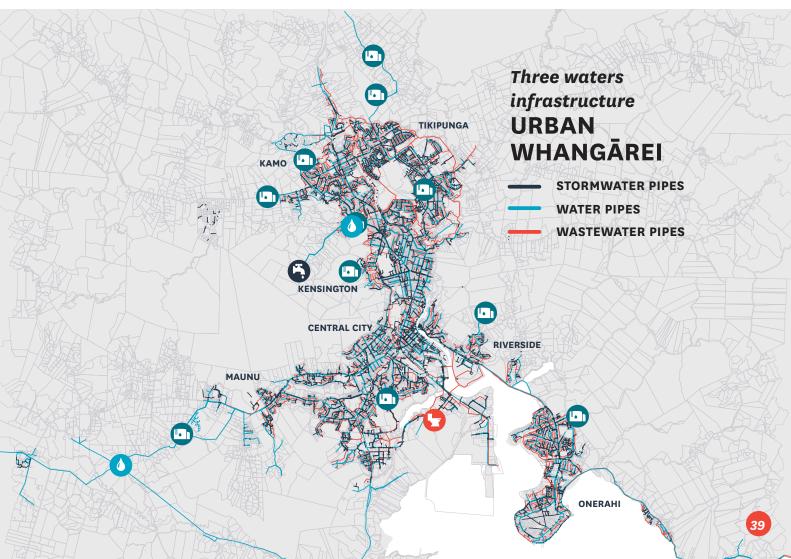
As the population grows, new houses and development in our urban environment will

# What do we mean by serviced?

When we talk about land being serviced, we mean that land can connect to the wastewater, stormwater and potable water network and has access to our road network.

This is important for future growth as we do not want to identify areas for urban development where servicing will be too costly or difficult to provide





connect to our infrastructure networks. We must ensure we have enough capacity to accommodate this growth and ensure the network is performing well.

Approximately 20% households in the District have sceptic tanks located on their property. These houses are typically located in rural or coastal environments where servicing is not available. These systems need to be properly managed and maintained to avoid negative impacts on our marine and freshwater ecosystems.

Our stormwater network prevents flooding to properties and roads. The stormwater network is separate from our sewer network. Water collected in our system however, is not treated or screened and discharged at different points to the harbour and out to sea. What goes down the drain, including pollutants and contaminants affects the quality of water and in turn our fragile ecosystems too.

Inadequate stormwater services have the potential to increase flood damage to property, incurring costs and elevate insurance premiums. Stormwater is an increasingly important issue for our District as existing stormwater infrastructure ages and our climate changes.

#### **ELECTRICITY**

We do not own or manage electricity infrastructure, but we recognize that the resilience of our power supply is crucial for wellbeing and economic activity. For Whangārei the main transmission lines run through our District to supply our communities as well as the Far North. Future planning for growth will need to ensure this infrastructure is protected as well identify where new lines and upgrades may be needed.

#### **TELECOMMUNICATIONS**

The COVID-19 lock down highlighted the need for people to stay connected with family, friends and with the wider community. It also demonstrated a reliance on technology for information and communication. In the District, our lower socio-economic groups and elderly face challenges to access and connect to these technological opportunities.

In 2019, the Government announced the first phase of Ultra-Fast Broadband (UFB). URB has been rolled out to 146 towns and cities offering high quality broadband to 79% of New Zealanders. This project is overseen by Crown Infrastructure Partners awarding contacts to Chorus, Ultrafast Fibre, Northpower and Enable Services Limited. The UGB Programme will be completed in 2022. As technology advances there will be opportunities to be connected and for business and services to utilise this innovation. The 5G network is another step-in improving internet speed, reliability and connectivity. 5G is live in Auckland, Wellington, Christchurch and Queenstown.

#### **SOLID WASTE**

Whangārei District Council is responsible for providing solid waste management for all of the District. This includes refuse collection and disposal services throughout the District, including the collection of recycling, litter control, transfer stations and the Puwera Landfill.

Whangārei District Council's future focus will be minimising the volume of waste that is currently being produced as a District. This will require Council to work towards a widerange of different initiatives to help facilitate the long-term transition of lower waste production.

# COMMUNITY SERVICES AND AMENITIES

Council has a key role in providing community services and amenities in the District.

These range from libraries, pensioner housing, community halls, museums, parks, playgrounds and public toilets to cemeteries. We also offer funding and grants for community groups.

A functioning community requires these services and amenities now and, in the future, to live, work and play in the District. As our District grows, we need to understand our changing demographic profile to best deliver services and amenities to our changing community's needs.

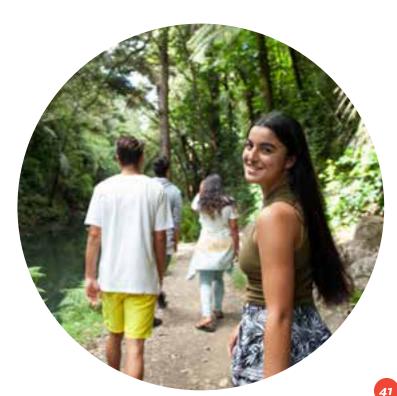
Our Active Recreation and Sports Strategy provides direction for the future of our community. The implementation of the strategy will ensure our community, sporting codes and clubs have access to right facilities to improve our health and wellbeing.

#### **HEALTHCARE**

The Northland District Health Board (NDHB) is responsible for the provision of public health and disability services for the people of Northland. NDHB are embarking on a new Northland Health Strategy that will provide high-level direction for delivering health services and improving wellbeing in Northland. The strategy strongly emphasises the elimination of inequities to the access to services, the way they are provided, and positive health outcomes for Māori.

Northland's demographics and unprecedented population growth has put huge pressure on health workers, facilities, and budget. It is a challenge to catch up and provide services to Northlands' population needs. According to NDHB's 2019 annual report, there are currently 169 GPs and 172 practice nurses across 37 general practices providing primary healthcare to Northlanders enrolled with Northland PHOs, and non-enrolled and non-resident patients

While Council does not have a role in healthcare services, we provide and maintain green spaces including parks, playgrounds and streets and Council is committed to a smoke-free District by 2025.



#### **EDUCATION**

There is a strong link between education achievement, employment, income and socio-economic wellbeing. Education qualifications are one of the most important indicators of socio-economic status. As communities change, the schooling and education needs of change too.

In Whangārei District there are 88 schools, comprising:

- 44 schools (36 state, 7 state integrated and 1 private school)
- 10 are full primary schools which cater for children from Year 1 to Year 6.
- 18 primary and 4 composite schools for students from year 1 to year 15.
- There are two specialised intermediate schools, Kamo and Whangārei Intermediate
- 8 secondary high schools made up of co-education (combined gender), single gender, private.

Some schools in the District apply a 'enrolment scheme', that is a geographical zone around the school for enrolment

purposes. This can create housing demand within the school zoning areas as families want to locate within the school zone to be eligible for school enrolment.

In the District, we have over 100 early learning providers including kindergartens, day care centres, play centres, Te Kohanga reo and home-based childcare services.

We also have two tertiary campuses. North Tec and Te Wananga o Aotearoa share a site in Raumaunga and the University of Auckland campus on Rust Avenue. North Tech offers a wide range of vocational subjects up to a Diploma level. Te Wananga o Aotearoa provides a range of certificate to degree qualifications is offered including courses in small business, computing, social work, teaching, Māori performing arts and te reo Māori. The University of Auckland Faculty of Education (Tai Tokerau Campus) offers a range of education and teacher training to a degree level. Distance or correspondence learning options are increasing such as through the Open Polytechnic and Massey University.





# Strategic Driver 6: **Transport**

Transport has a crucial role to ensuring the Whangārei District continues to move forward. Historically our transport system has been focused on the use of private vehicles. However, as the District's population continues to grow and more goods and services are coming in and out of the District, providing other forms transportation will be essential to creating a transport system that works for everyone in our community.

### PUBLIC TRANSPORT

As our District develops, it is important that we align our public transport networks with hotspots of residential development, services and employment.

We need to ensure that any new development is supported by existing or planned future public transport networks. Large scale development that is not connected to our public transport system will add more congestion to our roads, which is not sustainable.

Without the successful transition towards other transport options, future issues with road congestion, travel time, safety and loss of productivity are to be expected.

This will require a public transport network that improves coverage across the District and can provide a service that operates at higher frequencies. This will be crucial for areas of high growth such as Marsden Point/Ruakākā, Kamo, Maunu and Tikipunga.

### Northland Transport Alliance (NTA)

The Northland Transport Alliance (NTA) is a shared service model' of collaboration between the Whangārei, Far North, and Kaipara District Councils along with the Northland Regional Council and the New Zealand Transport Agency with the purpose of a single, unified, high-performing integrated transportation alliance.

NTA provide a framework which supports the development and the implementation of Whangārei District Council's walking and cycling strategies.

### NORTHLAND TRANSPORTATION ALLIANCE

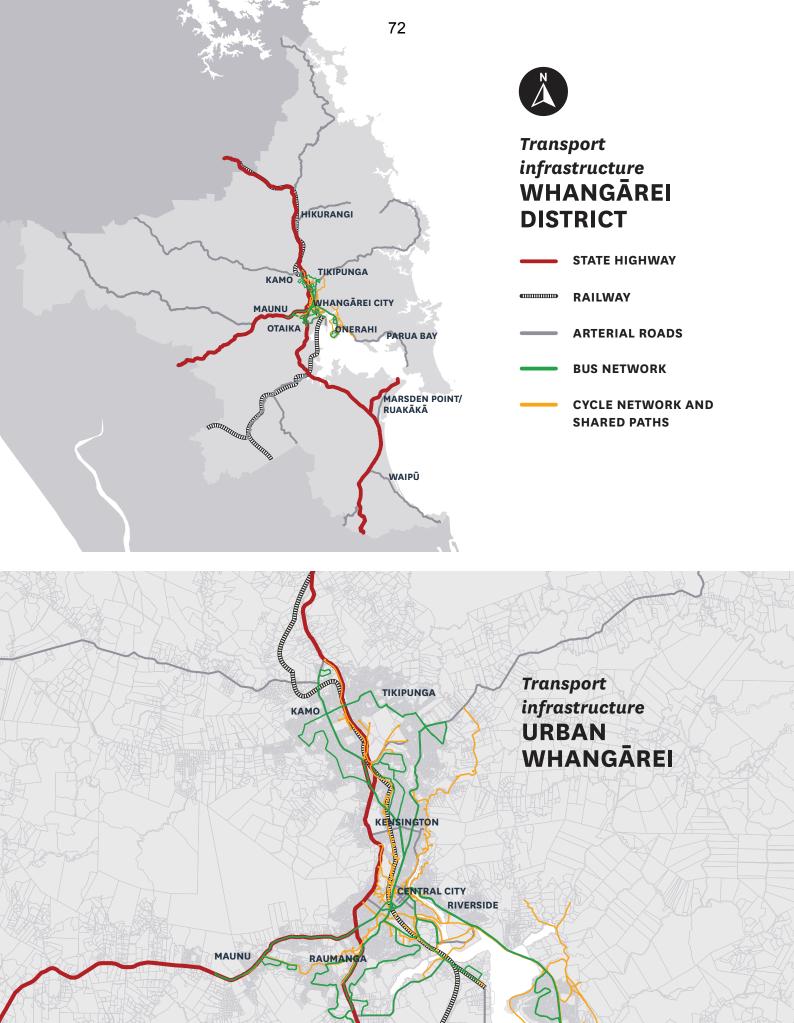












ONERAHI

### RAIL INFRASTRUCTURE

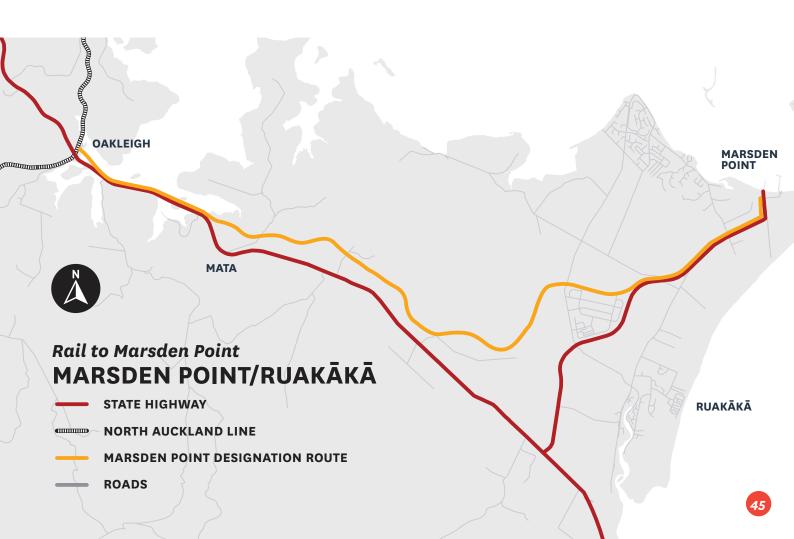
Whangārei's long-term prosperity is linked to the increasing use of rail for our freight movements. Across the Northland region, approximately 98.6% of Northland freight volume travels by road. Furthermore, all freight movement to Northport are 100% reliant on road transport as there is no rail link from the North Auckland Rail Line to Marsden Point. Getting more freight off our roads and onto rail will have a direct benefit for our emissions, but also road safety and congestion.

In 2020 central government announced a \$109.7 million investment in Northland rail. This builds on a \$94.8 million investment announced in September 2019 and \$2.2 million to undertake geotechnical assessments along the route of a proposed spur line to Northport/Marsden Point, which was completed in early 2019.

Government investment is being used to:

- upgrade the Northland Line between Swanson and Whangārei, including replacing five bridges on the line
- lowering the tracks in 13 tunnels to allow hi-cube shipping containers to be carried on the Northland Line
- reopening the currently mothballed northern part of the Northland Line between Kauri and Otiria and building a container terminal at Otiria
- purchase land along the rail designated route between Oakleigh and Northport/Marsden Point.

With freight volumes in Northland expected to increase from 18 million tonnes a year currently to 23 million tonnes by 2042, rail is a crucial part of developing an efficient, integrated road-rail transport system in the region.



## WALKING AND CYCLING INFRASTRUCTURE

Alongside public transport, walking and cycling offers opportunities to get to work, school and services without needing to drive. It is therefore an important part of future transport options for our District. New development should be well connected to existing walking and cycling routes. If there are no existing walking and cycling infrastructure, new networks need to be established. This will build on the outcomes sought by our existing Walking and Cycling Strategy. We are committed to providing cycle lanes that are accessible for all members of the public and promotes transport choice. There are a range of different initiatives Whangarei District Council have committed to that illustrate our efforts. In the last Long-Term Plan, \$24.7 million has been allocated to both cycling and walking infrastructure.

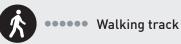
The Walking and Cycling Strategy 2018 seeks to improve participation in walking and cycling, and to promote connections between walking, cycling and public transport. The strategy emphasises the improving connections of local communities with high quality shared pathways. The priority routes to date include Kamo, Onerahi, Tikipunga, Raumanga, Otaika and Maunu. All of which will be connected via key routes that provides easy accessibility to the City Centre.

The overarching purpose of the Walking and Cycling Strategy is for Northland to be one of the world's best coastal walking and cycling destinations. Each of the four focus areas identified have a range of both short term and long-term focuses that will provide an outlook for our sustainable transport vision. The strategy will help assist Whangārei District Councils transportation vision through four separate focus areas;

- 1. Developing appealing and cohesive walking and cycling networks that connect Northland.
- 2. Growing walking and cycling participation and promoting Northland's coastal point of difference.
- 3. Improving community wellbeing including creating economic opportunities.
- 4. Ensuring walking and cycling infrastructure, and its use, is sustainable.

## Transport network URBAN WHANGĀREI



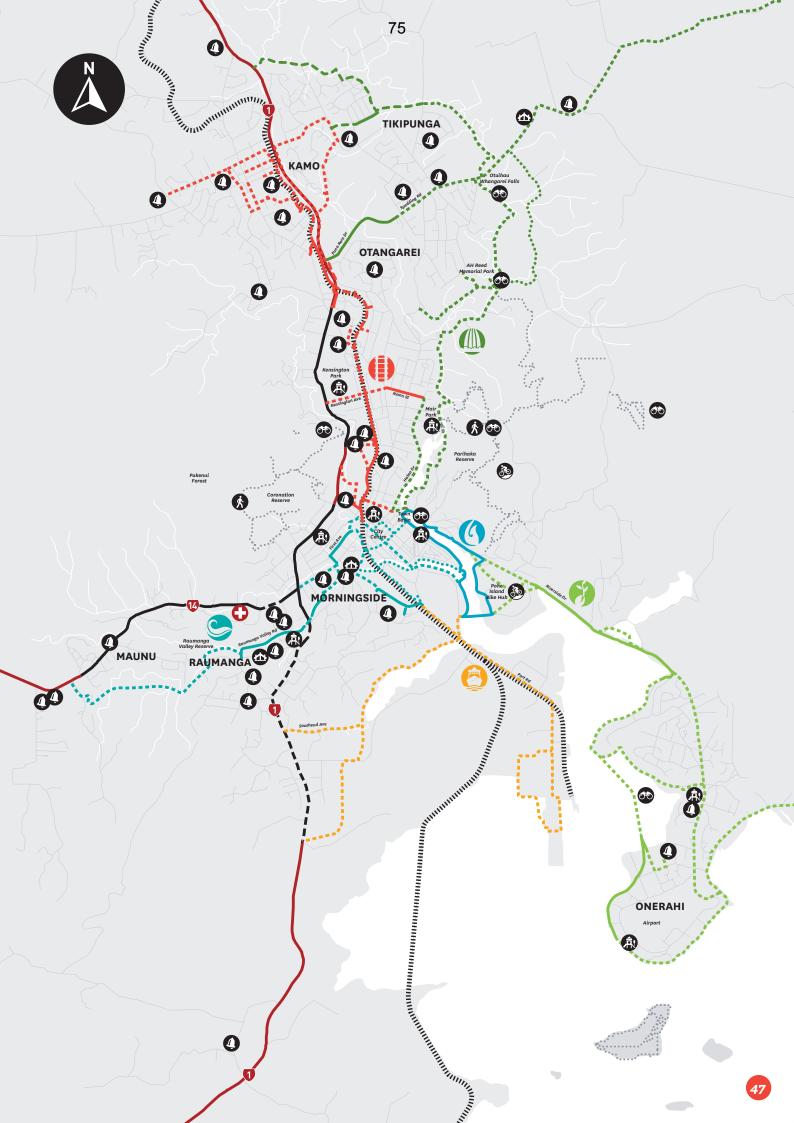












Footpaths provide an important link to our key community areas. It is essential Whangarei District Council have an approach that allows for new creative initiatives that improve the experiences for the public. It is essential our communities feel the use of footpaths are a viable transport option. Council are working towards a vision that openly encourages walking to key destinations including schools across the District, our City Centre and medical centres. There have been missed opportunities to increase our total travel by foot both from a local perspective and from the tourism sector. As we see our population soar in the coming years, offering our communities alternatives transport options is a strong initiative that will reduce congestion, reduces emission levels and adds positive health benefits for our people.

## LOCAL TRANSPORT INITIATIVES

As Whangārei District continues to experience high levels of population growth, there will be an increasing pressure on our transport networks.

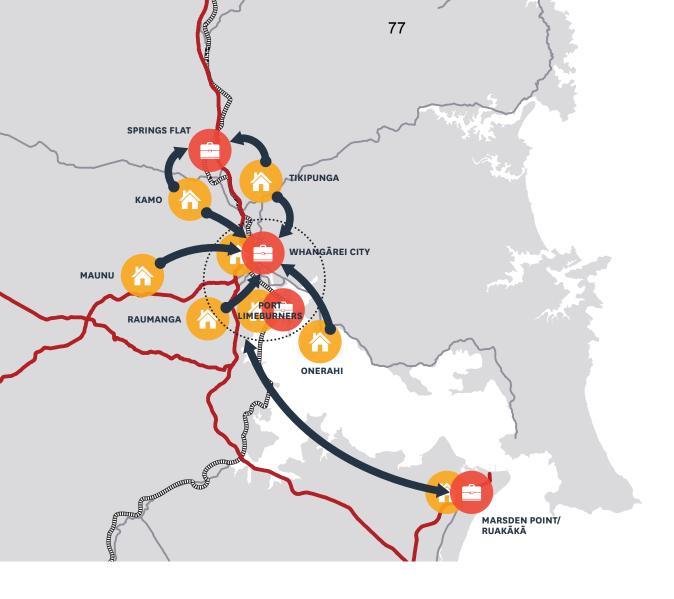
The dominant form of transport is by private vehicles. To reduce the pressures on the roads, increasing the number of people using public transport or walking and biking is crucial. Council priorities for the public sector is:

- 1. Improving the safety of our roads, particularly those of high use roads.
- 2. Reduce vehicle congestion in the longterm future.
- 3. Explore future transport routes.
- Explore the long-term possibilities for other alternative transport options including passenger rail and light rail.

## TRANSPORTATION STRATEGY FOR WHANGĀREI URBAN AREA

The implementation of the Transportation Strategy for Whangārei Urban area includes a range of different public transport services, providing infrastructure for economic development and new job creation, to address our growing congestion issues, and enabling redevelopment of the CBD. Projects a part of the Strategy Improvement programme are separated into six separate categories;

- Public transport improvements: The projects will include the Rose St bus terminal upgrade, bus priority lanes on Kamo Rd/Bank St and Riverside Drive and bus shelter upgrades.
- Intersection Upgrade: Improvements to intersections which are congested during peak periods to address current pinch points in the Whangārei transport network. This programme includes the following intersections: Robert St/Walton St, Maunu Rd/Central Ave/Water St/Walton St, Bank St/Dent St and Riverside Dr/Dave Culham Drive.
- Port Road/Kioreroa Road intersection upgrade and bridge four-laning: It will open the development for Pot Nikau, reduce safety conflicts and provide a separate route for cyclists and pedestrians.
- 4. Other four-laning initiatives: in the next 10 years four-laning is proposed to provide transit lanes (such as T2 or T3) lanes for bus priority for example, along Riverside Drive.
- 5. State Highway 1 to State Highway 14
  Hospital Connection: This project will
  connect SH1 to SH14 in Whangārei City by
  extending West End Ave to Mahana Place
  and by building a connection to Hospital
  Road.
- 6. New road connections: Proposed road connections such as the Springs Flat Rd Roundabout and long-term connection from the Blue Goose (Otaika) area to Maunu.





## JOURNEYS TO WORK

STATE HIGHWAY

RAILWAY

ARTERIAL ROADS

EMPLOYMENT NODES

RESIDENTIAL AREAS

JOURNEY TO WORK

Population estimate	Business floor area	2018	2048
WHANGĀREI CITY		6,610	9,631
WHANGAREICHT		412,857	540,980
PORT LIMEBURNERS		102	3,000
PORI LIMEBURNERS		237,319	311,722
MARSDEN POINT/		4,794	9,795
RUAKĀKĀ		355,985	372,731
SPRINGS FLAT		43,532	57,180
КАМО		6,756	8,903
TIKIPUNGA		6,906	8,790
MAUNU		3,276	5,000
RAUMANGA		3,330	5,320
ONERAHI		2,310	2,261



## Strategic Driver 7: Our valued natural environment

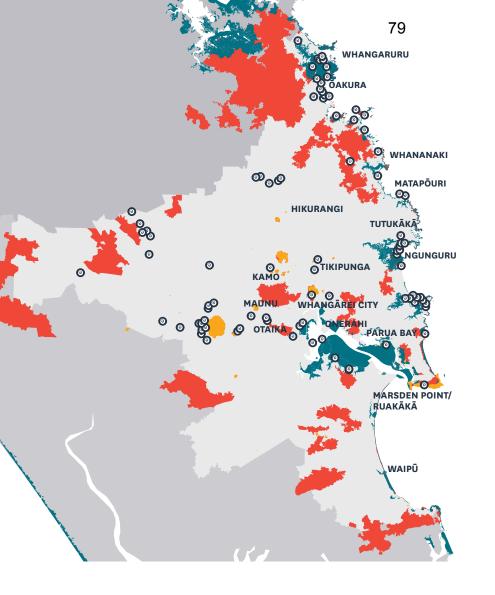
Whangarei's natural environment is one of the leading reasons why people visit our District and why they choose to move here. Māori have a special connection with Papatūānuku (earth mother) and natural resources. This is expressed in their relationship with the natural environment, narratives, and tikanga. Tangata whenua (people of the land) have a deep relationship with the place through their birth and their ancestors' birth places. The Māori world view and relationship with the natural environment informs their own values and principles. The concept of tūrangawaewae - a place to stand, is very important and traditionally expressed through people's relationship with particular places, such as a mountain, a river and other important sites. This cultural heritage informs and strengthens our connection to

the natural environment and shapes our sense of place. The environment has value in itself. It is the source of food, water, shelter, and has cultural and spiritual value significant to Māori and all people. Māori with ancestral ties to the District are 'Kaitiaki' of the environment and we need to assist them to fulfil their role as Kaitiaki, and ourselves be stewards of the environment. Our natural environment is diverse and distinctive. It is comprised of landforms, the coast, rivers and wetlands, the Whangārei Harbour, vegetation including indigenous bush, countryside, pastural farmland and built up areas.

Our unique geography and landscape features shape our settlement pattern and development. This influences where our housing, commercial and industrial activities, roads and infrastructure have been located and how we move in our District. Whangārei City is nestled between the Pukenui Forest and Parihaka, and at the meeting point of the

the Pukenui Forest and Parihaka, and at the meeting point of the Hātea River and the Whangārei Harbour. Our location provides a dramatic backdrop to Whangārei City and uniquely defines it.







## Things we want to protect WHANGĀREI DISTRICT

SITES OF SIGNIFICANCE FOR MĀORI (\*not all heritage areas are identified)

NATURAL CHARACTER
AREAS high and outstanding
natural character areas in
the coastal environment.

OUTSTANDING NATURAL LANDSCAPES encompass natural science factors, aesthetic values and experiential values

OUTSTANDING NATURAL
FEATURES significant land
(or water) features resulting
from natural processes

The District boasts 270 km of coastline and our coastal landscape forms such as Whangārei Heads are a strong part of our cultural identity. Approximately 20 % of our population live on the coast and rurally. Nowhere in the District is more than 40km away from our coastline. It is a popular place to visit, live, work and play. Coastal and rural areas are facing more pressure as a result of development and climate change risks. Inappropriate subdivision and development and the associated vegetation clearance and/or earthworks threaten our sensitive environment. These works are managed and controlled through our District Plan provisions, outlining what, how and where development and subdivision can occur.

In 2018, our Landscape Chapter of the District Plan identifying and mapping outstanding natural landscapes (ONLs) became operative. The Plan's provisions provide for existing activities to continue and some minor works. New activities that have the potential to undermine the qualities of ONLs receive scrutiny through a resource consent process to ensure that potential impacts are suitably avoided, remedied or mitigated.

Our natural environment contributes to the tourism industry. There are over 300 tourism operators leveraging the District's natural environment offering a wide range of accommodation, activities and hospitality businesses. Although the tourism industry will be significantly affected by COVID-19 in the short term, there are untapped tourism opportunities that can provide a pathway for economic, social, cultural, employment and environmental prosperity. Māori cultural tourism can assist us to celebrate our Māori culture and heritage.

### THE WHANGĀREI HARBOUR

The Whangārei Harbour is situated in the heart of the District and at the door step of our city. The harbour is central to both the beauty and the health of the environment, it has cultural, environmental, social and economic importance. It is approximately 105 square km in size and can be categorized into three distinct areas, the upper harbour (drowned river valley), middle harbour and lower harbour (a barrier enclosed lagoon). The harbour is relatively shallow with an average high tide depth of 4.4m. It's made up of diverse habitats including mangroves, saltmarsh, seagrass, intertidal flats, subtidal channels, rocky reefs and sand banks. The harbour is valued for many reasons, it provides a food basket of kaimoana, it's an important nursery and feeding ground for commercial fish species. It is also a strategic asset used for shipping, water-based recreation activities. Its location is critical for tourism, commercial businesses and industries such as shipyards, boatbuilding, marinas and the refinery. The Whangārei Harbour could be subject to Treaty settlement claims in the future.

In 2012, a strategy was developed entitled 'Whangārei Harbour Water Quality Improvement Strategy' prepared by WDC and NRC to improve water quality, along with implementation actions and monitoring programmes. The strategy actions include continued improvement in the management and treatment of sewage and stormwater and working with rural landowners to prevent and reduce sediments and runoff entering the harbour. A key action of the strategy was to collaboratively develop an integrated catchment management plan for the harbour and its contributing catchment. The Whangārei Harbour Catchment Management Plan was completed in 2017. It sets out catchment specific objectives and associated methods to manage and improve water quality and quantity over time.



### KAIPARA MOANA

The Kaipara Moana is New Zealand's largest harbour. Although it falls outside of our local government boundary, its catchment occupies a significant portion of the western and northern parts of our District.

Kaipara Moana and its catchment are large and facing environmental degradation as a result of accelerated erosion.

The harbour is profoundly different to the way it was before people arrived in the area. Due to changes in land-use over time, the moana has been degraded by sediments eroded from the surrounding catchment. Annual inputs of land to the harbour are estimated to be around 7 times higher than before human settlement at 700,000 tonnes per year.

But sediments are not the only issue

- the harbour faces elevated nitrogen
levels at certain points, and at times and
places the system is eutrophic, the water
unsafe for swimming, and are unsafe for
consumption.

The moana supports important customary, recreational and commercial fisheries. Environmental degradation is impacting the mauri of the harbour and preventing mana whenua from exercising katiakitanga.

The impact of sediment in the Kaipara Moana has been well-studied. There is a strong evidence base for what is causing the problems and what options could resolve them. A business case for the remediation of the Moana has been developed by Councils and Kaipara Uri. This business case sets out a collaborative approach between Kaipara Uri, landowners, Councils and Central Government.

In the 2020 Budget, Central Government committed \$100m to the implementation of this business case, setting in motion to begin the remediation of the Kaipara Moana.



6,020km<sup>2</sup>

total catchment area



950km<sup>2</sup>

total area of the harbour at high tide



809km<sup>2</sup>

of highly erodible land



700,000

tonnes of sediment discharged into the harbour each year.

Image of Kaipara to be supplied

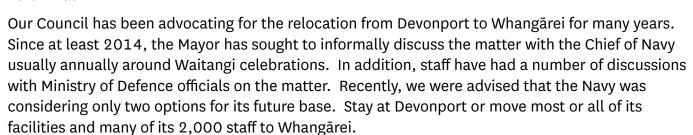


# Strategic Driver 8: Our growing port and marine industry

There are a number of significant opportunities for our marine sector which could have a dramatic impact on our District:

- moving part or all of Ports of Auckland functions to Northport
- moving the New Zealand Royal Navy base from Devonport to Whangārei
- establishment of a dry dock facility in Whangārei
- associated infrastructure improvements, including rail.

These projects have long term planning and implementation timeframes. It is important that we recognise these opportunities in our Growth Strategy as well as in place specific planning for Ruakākā, Marsden and Port Nikau.



Council has been taking advice from Northport about what would most help them to attract Ports of Auckland business and have been working to help facilitate that outcome. Unsurprisingly, improved road and rail links are high on Northport's list. WDC has been lobbying strongly for an improved state highway south from Whangārei for many years and we continue to do so despite recent setbacks such as the 2018 Government Policy Statement (GPS) on Transport.

A key factor in any decision to relocate the Port and/or Navy is whether the District can accommodate a large increase in population and economic activity.

The Marsden Point area has long been identified by WDC as a major future growth node for the region, and much of Council's work over the years has aimed to prepare for and enable this development. Council has for the last 15 years recognised and planned for growth of Marsden Point and Ruakākā driven by continued expansion of Northport activities.

A move of exports and imports from the Ports of Auckland to Northport is predicted to have



a significant positive impact on our District. An increase in activity of the port will boost our economy, and the support industries and services that will come with the port offer opportunities to our wider community. These opportunities include jobs, training and access to services.

Economic analysis estimates that a full move of port activity to Northport will generate an additional 2,000 jobs per year and a net economic benefit of \$200 million over 30 years - Economic Analysis of Upper North Island Supply Chain Scenarios, Ministry of Transport (2019). The full report can be found here <a href="https://www.transport.govt.nz/assets/Import/Uploads/Research/Documents/Cabinet-Papers/dd282d4e63/Attachment-1-Economic-Analysis-of-Upper-North-Island-Supply-Chain-Scenarios.pdf">https://www.transport.govt.nz/assets/Import/Uploads/Research/Documents/Cabinet-Papers/dd282d4e63/Attachment-1-Economic-Analysis-of-Upper-North-Island-Supply-Chain-Scenarios.pdf</a>.

Sustainable Futures 30/50 identified Marsden Point as a key growth area for the District with the potential to be a "satellite town" to Whangārei. Our new Growth Strategy continues to plan for growth in residents and industrial activity, the port expansion remains a key driver.

In recognition of the growth potential of Marsden Point /Ruakākā, a comprehensive structure plan was prepared for the area which has long term capacity for the development of a city of 40,000 people, together with around 840ha of industrial land and 200ha of commercial land. The structure plan was adopted by Whangārei District Council in 2009.

Development of this area has not happened as quickly as we had initially anticipated, but recent statistics show that growth is occurring To ensure we are aligning our planning and infrastructure to the demands of growth, we are continually monitoring development in the area.

MARSDEN	- RUAKAKA	GROWTH	2015-2019

ACTIVITY	2015	2016	2017	2018	2019	TOTAL
NUMBER OF BC FOR NEW DWELLINGS	95	93	79	90	51	408
NUMBER OF SUBDIVISION CONSENTS	4	7	12	8	4	35
NUMBER OF NEW LOTS CREATED	35	87	34	25	76	257

However, there are still things we need to work further on if a port or Navy move is given the green light. This includes planning for the long term to ensure we:

- · have enough industrial land to accommodate future growth
- · plan not just for the port and Navy, but also freight and logistics infrastructure
- · identify better transport links between Marden / Ruakākā and Whangārei and Auckland
- ensure we plan and fund the infrastructure that needed through our Long-Term Plan and Infrastructure Strategy
- · consider environmental outcomes, including resilience to climate change.

Despite the Ruakākā Structure plan setting out a robust picture for growth, as decisions are made on the future of the ports and navy, there will be a need to review the structure plan. We plan to begin the review the Ruakākā Structure Plan in 2021 as part of the Northland to Auckland Corridor Plan.

It is important to acknowledge that the expansion of NorthPort and relocation of the Navy

will occur over time. We will need to understand what we as a Council need to do to help facilitate the move. We also must ensure through what will be a billion-dollar programme, we get great outcomes for our community such as a four-lane highway and rail line to Auckland.

Even under its existing growth strategy, Northport projects it will have as much berthage as Ports of Auckland and hard stand area equivalent to the Auckland CBD. See North Port's website https://www.vision4growth.co.nz/

Many of the industries directly associated with the port play to our competitive strengths with a legacy in marine industry, boat building, the refinery and to a lesser extent the skilled and semi-skilled workforce required by them.

This will benefit the District, because as we increase the size of our workforce (particularly the younger ones) we create a demand for other business opportunities such as hospitality and retail, which in turn will generate income in the District.

This is a way to future-proof our economy. Coastal shipping, as a practical solution to freight movement around NZ, provides a level of resilience that NZ Inc requires. The Kaikoura earthquakes highlighted the impact on land transport for freight without an alternative freight network.

### **Challenges and opportunities**



Increase in opportunities for our young people



Training and tertiary education opportunities



Catalyst for growth and investment in our marine, industry and logistics sectors



Multiplier effect across our District with more jobs and development opportunities



Attract infrastructure investment which will benefit our whole District, such as rail and road improvements



Environmental impact on our harbour and marine environments



Engagement and partnership with iwi and hapū



Increased demand for housing



Climate change risks for Port Nikau and Ruakākā Outcomes and performance

### Strategic Outcomes

The following outcomes will drive our strategic response and guide how we manage future growth in Whangārei.

- Future growth and development is well managed to enhance the wellbeing of our District
- Business development supports an equitable and sustainable economy through innovation, job creation and educational opportunities
- Sufficient land and infrastructure is provided in our urban area and growth nodes to need future demand for housing and businesses
- Emissions are reduced through improved transport options, well designed urban form and sustainable development.
- Future development avoids areas where we cannot mitigate the risk from climate change and natural hazards.
- Urban development is focused on our urban area and growth nodes and not on our rural land, coastlines and productive soils.

- Whangārei is well served by a variety of transport options making it easy to get around.
- Large scale development is served by appropriate infrastructure and has links to a variety of transport options to ensure connectivity with places of work, services and education.
- A variety of housing types are enabled across the District with a focus of more intensive housing in our urban areas close to public transport and amenities.
- The natural environment and landscapes are protected, healthy and flourishing.
- Cultural identity and heritage are recognised and celebrated.
- Strategic partnerships are used to advocate for the delivery of key projects and programmes which will support future development of the District.
- We monitor and report on the outcomes and actions of the Growth Strategy, to ensure we are heading the right direction.

## Performance goals

To help show how well we are implementing this strategy, we will use a small number of performance indicators. The indicators focus on areas that Council can influence through its planning and infrastructure functions. It is also acknowledged that factors beyond the control of local government will influence these indicators.

of people will have 30-minute travel time to their place of work or education

or more of new residential building
70% consents are located within our urban area
or growth nodes

2% annual average increase in jobs

or more new residential building consents are apartments and townhouses

improvement in housing affordability, based on the HAM first home buyer measure.

annual increase in inner city residents for the first 5 years, then 5% annual increase.

Our response This section sets out a response to our ongoing growth and our key strategic drivers. This response comprises of five parts:

### Future Development Plan



This will set out our plan for development across our District. It will identify future opportunities for new housing and business land to meet our requirements under the NPS-UDC.

### **Placemaking Programme**



Plans will be created for key growth locations across our District. These plans will set out how that location will grow and develop over the next 30 years. It will look at land uses, infrastructure and amenity in an integrated way.

#### Northland to Auckland Corridor Plan



A corridor plan will be established to focus on the growth areas between Whangārei and North Auckland. This will be subject to support from Central Government in partnership with the Northland councils, iwi and hapū and key stakeholders.

It will deliver a spatial framework to manage growth and key infrastructure programmes.

### Monitoring and reporting framework



To ensure our decision making is robust, we will undertake an ongoing programme of monitoring key indicators. This will align with the key outcomes of the strategy and utilize a range of data sources.

#### Actions



The actions outline the steps we need to deliver the outcomes of the strategy. These actions will be linked to Long Term Planning cycles and reviewed in advance of 3-year budget decision making.



### Future Development Plan

To manage future growth in a sustainable and integrated way we need to look at growth and development across the whole District

## WHAT IS THE FUTURE DEVELOPMENT PLAN?

This Strategy will continue the direction set by Sustainable Futures 30 / 50, to focus a majority of development within:

- Our existing urban area Whangārei City, Tikipunga, Kamo, Maunu, Onerahi and Otaika
- Our growth nodes of Marsden Ruakākā,
   Waipū, Parua Bay and Hikurangi

Outside of these areas, the focus will be to provide managed opportunities for development whilst:

- maintaining existing rural areas and highly productive land
- protecting our natural environment and coastal landscapes

Future development areas identified in this Plan are intended for long term growth from 2028 onwards. Where future development is identified, this will only be developed if it is:

- · appropriately zoned in the District Plan
- well planned, integrating land use and infrastructure
- supported by a choice of transport options

All development envisaged through this Strategy should be well designed, ensuring our future neighbourhoods have a welcoming character, are connected, safe and have a high level of amenity. This will be achieved through a combination of:

- District Plan provisions
- infrastructure planning
- design guidelines
- placemaking

### DEMAND AND CAPACITY

To plan for the future, we need to understand the demand for housing and business development and whether we have the capacity to meet that demand.

Recent Government legislation requires us to estimate the future demand for housing and land for business activities for the next 30 years. The legislation then requires us to provide capacity in our District Plan and infrastructure networks to meet the estimated demand.

We acknowledge that is often difficult to predict the future. The assessment of demand is based on scenario of high growth based on the best information at hand. However, we will revisit this assessment every three years to ensure we are on track and we will adjust our targets if needed.

### How much housing and business land do we need?

Across our District the demand for housing will result in:

- · 2,000 new homes by 2023
- · 6,000 new homes by 2030
- 18,000 new homes by 2050

Demand for business land will result in:

- 60 hectares of business land by 2023
- 150 hectares of business land by 2030
- · 260 hectares of business land by 2050

### How much housing and business land can we provide?

The capacity we provide needs to have the right District Plan zoning and infrastructure services.

We also need to consider whether the capacity will be feasible. By feasible we mean that it won't be too expensive or difficult for someone to build a house. We have taken these factors into account and we have estimated that can provide more than enough housing and business land across our District to meet demand

- 12,000 20,000 new homes to be built between now and 2050
- 520 560 hectares of business land between now and 2050

More detail on this can be found in our Housing and Business Capacity Assessment (insert link). Council will be reviewing this on an ongoing basis to ensure we a keeping up with demand and we will also be incorporating the new requirements of the National Policy Statement on Urban Development.

For each of the growth areas we have provided detail on how these houses can be built. This falls into three scenarios:



#### Infill development potential

This assesses the number of houses that could be built on a section with an existing house



#### Redevelopment potential

This assesses the number of houses that could be built on a site if the existing house was removed. This assessment includes site(s) in close proximity to centres or public transport routes



#### Future development potential

This assesses the number of houses that could be built on greenfield land on the edge of our urban area. A plan change would be needed to enable housing development to occur, where urban zoning is not already in place..



#### Feasible capacity

This assesses how much of the total capacity in an area is feasible. This means that a developer could reasonably assume a 15%-20% profit and therefore it is more likely to be built.

### WHANGĀREI URBAN AREA

Our urban area currently contains over half our Districts total population, a concentration of business and industrial activities along with major services such as our hospital.

This strategy sets out a vision for having most future growth accommodated here. This will be achieved by:

- Infill opportunities where development can be accommodated on larger pieces of land that have existing development on them
- Redevelopment opportunities where a piece of land with existing development is knocked down and new development is built.
- Greenfield on the periphery where land on the periphery is converted to housing or to business uses.



## Key growth nodes: WHANGĀREI URBAN AREA

RAILWAY

ARTERIAL ROADS

PROPERTY BOUNDARIES

BUILDINGS

URBAN REDEVELOPMENT
AND INFILL OPPORTUNITIES

FUTURE DEVELOPMENT
OPPORTUNITIES



### Infill and Redevelopment

The opportunities for infill and redevelopment have the considerable advantages for accommodating future growth in a way that is more sustainable and less costly for our community. For this type of development to be a success we need to prioritise urban design, align the provision of infrastructure and ensure an appropriate level of amenity is maintained. The location of infill and redevelopment opportunities is also very important. We want to focus these opportunities on areas that are suitable to accommodating more housing and more people. This means we look at areas that are:

- · close to an existing town or neighbourhood centre
- located along main public transport corridors and urban cycleways
- benefit from access to public open space

The maps that accompany this Strategy show indicative locations for a greater intensity of development.

We also need to consider the feasibility of this type of development. Our analysis has shown that infill and redevelopment opportunities are currently not profitable enough. This means developers will be reluctant to invest if a good return cannot be guaranteed. However, slight shifts in the housing market such as land values will mean that more of these types of development will become feasible in the future.

Areas such as Kensington, Regent, Morningside and Raumanga have excellent opportunities for a greater intensity of development due to proximity to our city centre, access to transport and services. These areas also have a number of larger sites which are ideal for

Centre Plan in December 2017.

comprehensive development.

Whangarei City centre performs an important function in the future urban development of the District. A well-functioning and high amenity city centre acts as an 'urbanisation magnet', attracting residential development and sympathetic business activities both to the centre and surrounding city fringe areas. Whangarei District Council has recognised this by adopting a City

Currently, about one third of the District's workforce works in the city centre in offices, retail outlets, cafes, restaurants and bars. However, very few people live in the centre and the feasibility of housing development in the city centre is relatively low. Through the City Centre Plan and the City Core Precinct Plan, Hihiaua Precinct Plan and future developments (such as Port Nikau) we want to encourage more people to live in, or in proximity to, our city centre.



### Greenfield on the periphery

We have enough capacity for housing and business land to meet projected demand over the next 20 years within the land which is already zoned for residential and business uses (as shown in tables 5 and 6). However, in the long term, we need to ensure we provide a balanced approach and give additional options for business and housing by identifying limited areas future expansion as existing zoning capacity is taken up. This Strategy has therefore identified future growth areas.

These areas are intended for the long term, from about 2028 onwards and should only become developable when:

- capacity within our existing urban area is taken up or near capacity
- infrastructure to these areas has been planned and funded
- · spatial planning or master-planning is undertaken

## Managing our productive land and protecting our valued natural environment

Our productive land is crucial to the wellbeing of our community, environment and economy. Central Government has released a policy statement which recognises its importance through the Resource Management Act:

- recognise the full range of values and benefits associated with its use for primary production
- maintain its availability for primary production for future generations
- protect it from inappropriate subdivision, use, and development

In response to this central government policy, we have focused future growth areas and development opportunities away from areas known to contain high class soils while we wait for the identification of highly productive land by the Northland Regional Council.

At the same time, as our District grows, we will maintain the direction established through our District Plan which limits development potential in our rural environments. We also recognize strategically the relationship between urban development and how we manage future subdivision.

## What is putting our productive land at risk?

In April 2018, MfE and Stats NZ published the Our land 2018 report, which is a comprehensive assessment of how human activity is affecting the state of New Zealand's land to date. The report identified two main pressures facing highly productive land on the edge of towns and cities:

- expansion of urban areas, and the accompanying loss of productive land; and
- change of land-use on the fringes of urban areas, in particular the increase in lifestyle blocks.

### **INNER CITY LIVING**

Increasing the number of people living in our city centre is a strategic priority of our Council. More people in our city will support the revitalisation of our central areas and help support the outcomes of our City Centre Plan and City Core Precinct Plan.

Council has established a clear strategic and policy direction for encouraging and promoting inner city living. This is encapsulated in the:

- · City Centre Plan (2017)
- · City Core Precinct Plan (2019)
- Whangārei District Plan / Urban and Services Plan Change (2020)
- Whangārei District Council Triennium Priorities (2020)
- Whangārei District Council COVID-19 Response Strategy (2020)

Despite the strong strategic direction, the report did find that there may be a need to update some policies to better reflect or enable the strategic direction, such as a review of our Public Places Bylaw.

#### Council road blocks

The report assessed current Council practices that have been identified as areas that could be negatively impacting development conditions, such as our District Plan / Urban and Services Plan Change. Reviews of the District Plan and the consenting process were undertaken. It was established early on that the District Plan and the consenting processes are 'enabling' for new inner-city development. There were no obvious requirements or rules, that Council control, which would prevent the development of new residential development.

It is also noted that the Urban and Services Plan Change includes incentives for the provision of residential units, by offering additional height over the maximum height limits. This incentivized approach is well used in other larger centres in New Zealand.



### Market factors and feasibility

Our review looked at market related factors that influence inner-city development. The review identified a number of issues that could impact on development:

- uncertainty in market information, particularly demand and price points
- building costs due to building act requirements (rather than RMA)
- infrastructure concerns within the City Centre including poor public transport, flood protection
- relative ease/low risk of alternative housing developments e.g. greenfield subdivision
- experience in delivering inner city housing models

The report also looks at feasibility of inner-city development, linking to work undertaken as part of compliance with the National Policy Statement on Urban Development. This identifies that the total cost of development exceeds any profit of selling on the private market. This is determined by several factors which are constantly changing, such as land values, material costs and labour costs.

We have undertaken a series of discussions with local developers and local land owners to inform this report. Our ability to communicate with the private sector has been impacted due to COVID-19, and therefore there are several key developers and land owners we have not spoken to.

### Market driven delivery

Economic analysis has provided a likely scenario for market driven delivery of innercity living. The scenario has been assessed against our District Plan and other relevant policies. The scenario can be summarized as follows:

Stage 1: Small scale but high value conversion of commercial space to residential uses. This will be less constrained by market price points.

Stage 2: Townhouse/low rise apartments on brownfield sites in the city center fringe areas. This is likely to be delivered by medium scale developers based locally and nationally, including central government.

Stage 3: Greater market confidence and demand to deliver larger scale inner city living in both central and fringe areas.



### Public investment to stimulate private investment

Analysis has identified an opportunity to stimulate private investment, through public investment in infrastructure. The public investment should concentrate in two areas:

- Core infrastructure and transport needed to serve a growing inner-city population
- Public space investment to make a location more attractive for people to live

Our Council has a comprehensive view of core infrastructure investment through our Asset Management Planning and infrastructure strategies, which shows continued investment in the central city area. However, consideration will need to be given to key risk areas such as flood protection.

The draft Complete Streets Masterplan provides a framework for public space investment along with key projects such as the new town basin park. The draft plan is currently being worked through with Council.

### Role of Kāinga Ora

Kāinga Ora brings together KiwiBuild, Housing New Zealand and its development subsidiary HLC. This is designed to enable a more cohesive, joined-up approach to delivering the Government's priorities for housing and urban development.

Kāinga Ora has two key roles:

- · public housing landlord
- partnering with the development community, Māori, local and central government, and others on urban development projects of all sizes.

Kāinga Ora received significant funding through the 2020 Budget to deliver 8000 homes. It is unclear at this stage what that delivery will look like in Whangārei. For the inner city, there are small pockets of Kāinga Ora land in city fringe locations of the Avenues and Morningside. Alternatively, Council could look to partner with Kainga Ora to utilise Council owned land or with private investor for private land development. Under both scenarios Council would need to be clear of its role, and that of central government.



### Financial tools and incentives

A key learning from this report, is that many successful delivery models focus on financial tools. However, success varies considerably depending the on the country in which tools are applied, largely due to different revenue and financing regimes. In New Zealand, two tools are often considered:

- Development contributions
- · Rating tools

Generally, these tools are used as incentives either in the construction of inner-city living development (e.g. reduced Development Contributions paid by the developer) or incentives for demand (e.g. reduced rates for those who live in inner living developments).

It was noted that these tools would not necessarily have a material bearing on market feasibility, particularly when compared to other cost drivers such as land values and material and labour costs.

### Immediate next steps for Inner City Living

The next stage of the work programmed is to move ahead with discussions with other Councils who have been identified as having a successful inner-city model. Further discussions will also be required with the private sector as our discussions were interrupted due to COVID-19.

Work is ongoing. Once all necessary consultation and information gathering has been completed there will be a better understanding of the tools available, and decisions required, to improve inner-city living development. However, this could include:

- 1. Identification of a baseline and target for inner city living.
- 2. Investigation and implementation of a Pilot Scheme / Programme or Exemplar development.
- 3. Identify and partner with stakeholder to create a road map for longer term delivery (this could include Kainga Ora, local housing providers, national/international providers or investors)



### **KEY NODES FOR DEVELOPMENT**

The future development plan identifies a number of locations in our District which will accommodate most of our future growth. These areas mostly urban environments and all have infrastructure services.

### **CENTRAL WHANGĀREI**

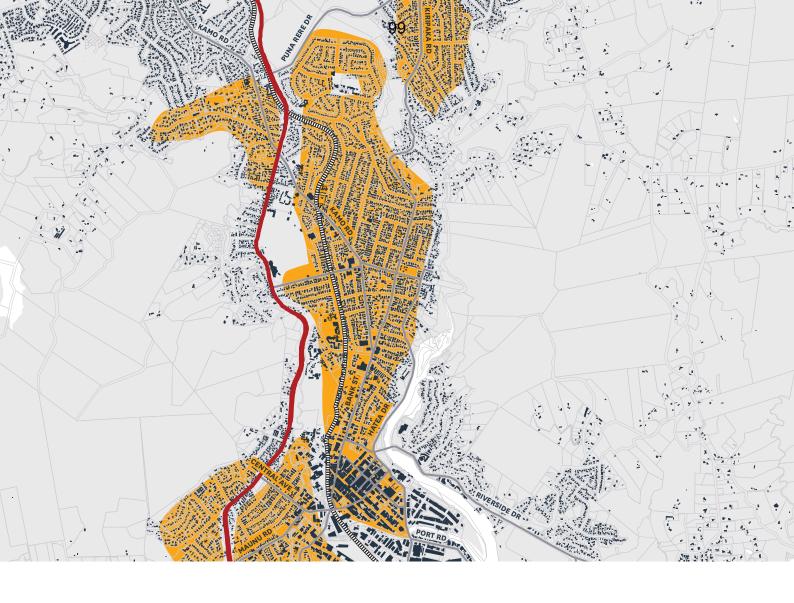
Whangārei city centre is home to a number of business and employers, as well as retail and services. As our District continues to grow, the city centre and surrounding area will become increasingly important as a hub for business and services.

### **Strategic priorities**

There are a number of priorities which we will need to look at for the central area of Whangārei:

- Flood risk and mitigation for the city centre and Town Basin
- Public space improvements in the city core
- Improved public and active transport connections
- · Car parking for visitors and workers
- · Inner city living opportunities
- · More grade A office spaces







### **Key growth nodes: CENTRAL WHANGĀREI**

**STATE HIGHWAY** 

**RAILWAY** 

ARTERIAL ROADS

**PROPERTY BOUNDARIES** 

**BUILDINGS** 

**URBAN REDEVELOPMENT AND INFILL OPPORTUNITIES** 

> **FUTURE DEVELOPMENT OPPORTUNITIES**

2018 2048 **POPULATION** 4,511 3,953 **DWELLINGS** 1,766 2,036 2013 **HOUSE VALUES** \$530,000 \$552,000 **RENT VALUES** \$363 54.46% **NEW RESIDENTIAL UNITS OVER 30 YEARS (RANGE)** 



INFILL DEVELOPMENT **POTENTIAL** 

2,000-5,000



**FUTURE DEVELOPMENT POTENTIAL** 

500-700



REDEVELOPMENT POTENTIAL

150-260



**FEASIBLE** CAPACITY

900-1,200

### **KAMO**

Kamo is a fast-growing community to north-west of the Whangārei urban area. Recent growth projections anticipate it will be Whangārei's second largest urban area.

The population is anticipated to continue its steady growth expectations. Recent population projections for Kamo were estimated at 7,543. Over 30-year long-term projection, population increases are expected to reach as high as 32.74%.

Similar to the housing market across Whangārei, house values in Kamo have increased by a significant proportion. Between 2013-2019, housing values have increased by 62.67% while rental prices have also increased by 32.78%.

Kamo is well served by transport, including the Kamo Shared Path and frequent bus services.

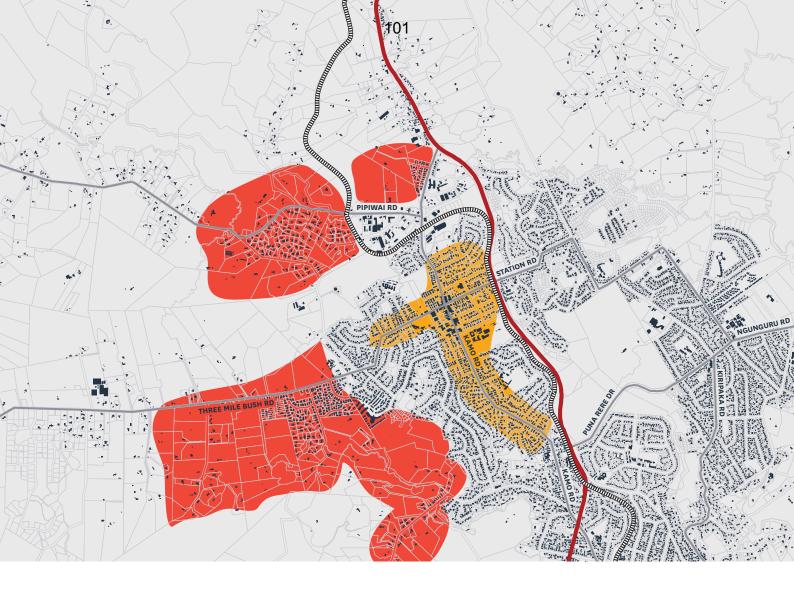
Kamo is an important hub for businesses and employment opportunities, with a thriving town centre and industrial and commercial opportunities in Springsflat.

### **Strategic priorities**

There are a number of priorities which we will need to look at for Kamo:

- Ensuring there are appropriate opportunities for housing in and on the fringes of Kamo
- Limiting residential sprawl into the wider rural areas
- Ensuring infrastructure keeps pace with growth
- Improved transport connectivity including, Springs Flat roundabout, cycle and walkways, more frequent and comprehensive bus services







## Key growth nodes: **KAMO**

**STATE HIGHWAY** 

RAILWAY

---- ARTERIAL ROADS

PROPERTY BOUNDARIES

BUILDINGS

URBAN REDEVELOPMENT
AND INFILL OPPORTUNITIES

FUTURE DEVELOPMENT OPPORTUNITIES

2018 2048 **POPULATION** 15,048 16,852 **DWELLINGS** 5,576 6,784 2013 **HOUSE VALUES** \$294,844 \$479,637 **RENT VALUES** \$401 32.78% **NEW RESIDENTIAL UNITS OVER 30 YEARS (RANGE)** INFILL DEVELOPMENT **FUTURE DEVELOPMENT** POTENTIAL POTENTIAL 6,200-11,000 5,500-7,000

FEASIBLE CAPACITY

900-1,200

**REDEVELOPMENT** 

POTENTIAL **250-360** 

### **TIKIPUNGA**

Tikipunga is located within urban Whangārei, situated 5km north-east of Whangārei City Centre. Like Kamo, Tikipunga has experienced high growth and is seeing a number of new medium and large-scale subdivisions.

In the last five years it has experienced high growth surpassing growth projections. Recent developments include the Totara Parklands subdivision, two retirement villages and several smaller subdivisions erecting single detached family homes. In the years to come, Tikipunga will continue to grow as greenfield sites located along Sandy's Road and Vinegar Hill Road develop.

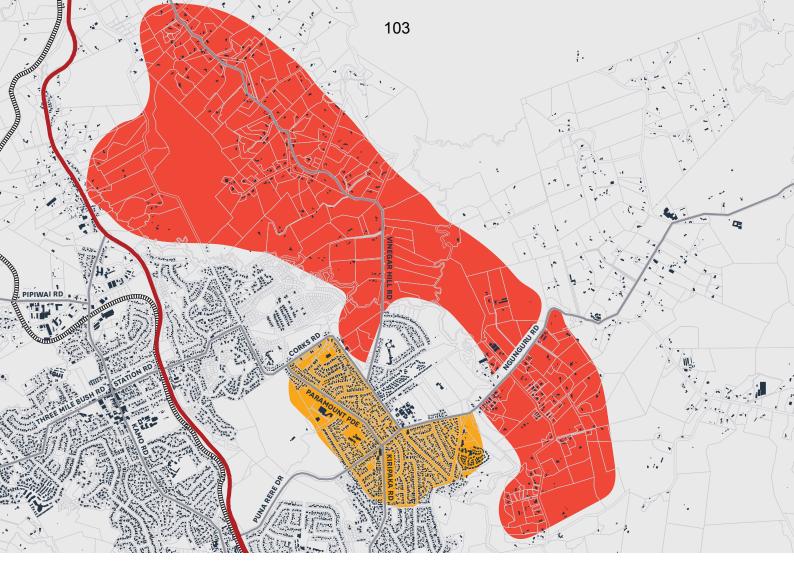
In terms of land use, Tikipunga is primarily residential with a small commercial centre. However, there are a number of community facilities, sports grounds and schools. Tikipunga services also as a gateway to coastal communities along the Tutukākā coastline.

### **Strategic priorities**

There are a number of priorities which we will need to look at for Tikipunga:

- Infrastructure planning and delivery to align with growth
- Ensuring connectivity between new developments and the existing urban areas
- Maintaining and improving the health of the waterways, Whangārei Falls and the wider catchment of the Whangārei Harbour.
- Limiting sprawl into the valued character areas of Glenbervie and Whareora







## Key growth nodes: **TIKIPUNGA**

STATE HIGHWAY

RAILWAY

ARTERIAL ROADS

PROPERTY BOUNDARIES

BUILDINGS

URBAN REDEVELOPMENT AND INFILL OPPORTUNITIES

FUTURE DEVELOPMENT OPPORTUNITIES

	2018	2048	<b>A</b>
	2,831	7,643	170%
	DWELLINGS		
	1,023	2,254	• • • • • • • • • • • • • • • • • • • •
	2013	2019	
SOLD	HOUSE VALUES		
<u> </u>	\$241,158	\$4253	344 76.37%
	RENT VALUES <b>\$274</b>	\$393	43.43%
	NEW RESIDENTIAL UN	IITS OVER 3	O YEARS (RANGE)
	INFILL DEVELOPMENT POTENTIAL		FUTURE DEVELOPMENT POTENTIAL
	3,000-6,000		3,000-5,000
10	REDEVELOPMENT POTENTIAL	9	FEASIBLE CAPACITY

700-1,000

1,500-3,000

### **MAUNU**

Maunu is a residential area located to the west of Whangārei City. Recent population figures show in 2019 the population of Maunu was 3340, which is an increase of 320 since 2006. Notably, Maunu currently has no defined centre for local retail.

Maunu is home to the Whangārei Hospital. This is the primary hospital for Northland and has plans for expansion and redevelopment. As well as major health service provider it is also a large employer for the District.

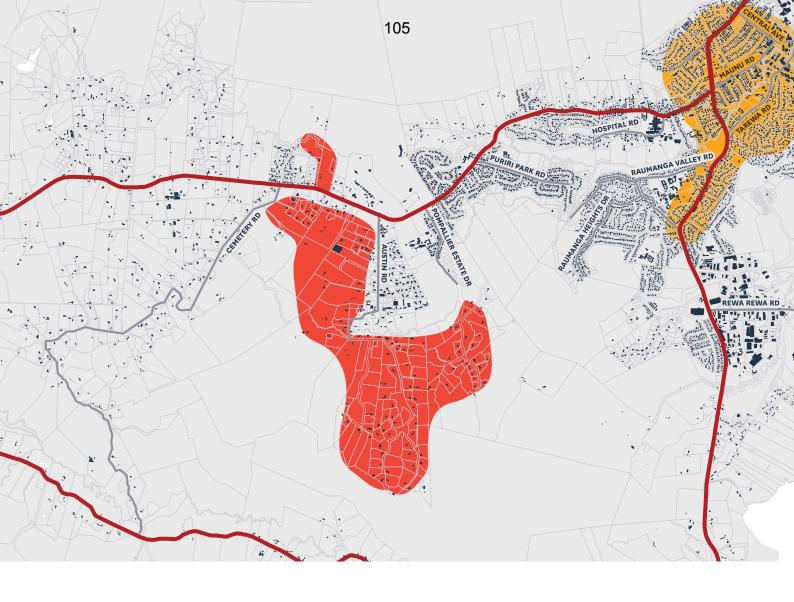
Maunu is reliant on a single transport corridor. This is reaching capacity and will either require further upgrades and/or additional links between State Highway 1 to State Highway 14.

### **Strategic priorities**

There are a number of priorities which we will need to look at for Maunu:

- Support and advocate for improvements to Whangārei Hospital
- Transport improvements including bus services and walking and cycling connections between Maunu and the city.
- · Limiting sprawl into rural areas
- Support the establishment of a commercial centre with land use planning and public space improvements.







### **Key growth nodes: MAUNU**

**STATE HIGHWAY** 

**RAILWAY** 

**ARTERIAL ROADS** 

**PROPERTY BOUNDARIES** 

**BUILDINGS** 

**URBAN REDEVELOPMENT AND INFILL OPPORTUNITIES** 

**FUTURE DEVELOPMENT OPPORTUNITIES** 

2018 2048 **POPULATION** 3,027 4,006 32.3% **DWELLINGS** 1,088 1,538 2013 **HOUSE VALUES** \$382,375 \$566,125 **RENT VALUES** \$503 **NEW RESIDENTIAL UNITS OVER 30 YEARS (RANGE)** INFILL DEVELOPMENT **FUTURE DEVELOPMENT** 



4,000-6,000



**POTENTIAL** 

2,500-5,000





FEASIBLE CAPACITY 1,000-2,500

### **ONERAHI**

Onerahi is a settlement located between central Whangārei and the coastal route towards Parua Bay and Whangārei Heads. Onerahi is home to Whangārei Airport as well as other commercial activities in and around its town centre. Onerahi is connected to Whangārei city by a single road and a shared path.

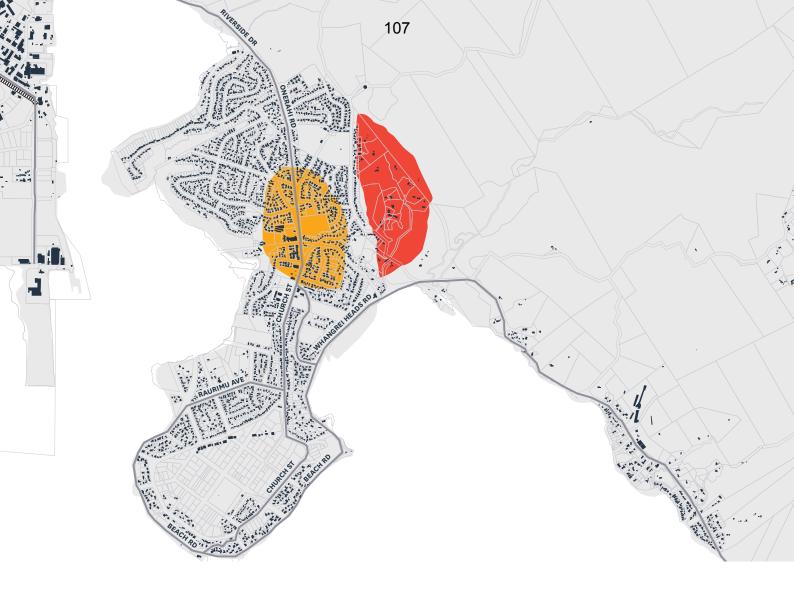
According to the 2019 population estimates, Onerahi's population is 2,570 which is only an increase of 310 since 2006. It is anticipated future population growth will be consistent with the last 10 years. This is due to geographic constraints that will limit any expansion of Onerahi. Although there may be opportunities for redevelopment and infill.

### Strategic priorities

There are a number of priorities which we will need to look at for Onerahi:

- Transport improvements to Riverside Drive and potential bypass to serve Whangārei Heads
- Future of the Whangārei Airport site as new location for the airport is identified
- Identify opportunities for redevelopment and infill housing
- Improve the safety and accessibility of the foreshore, linking with the shared path and cycle network.







#### **Key growth nodes: ONERAHI**

**STATE HIGHWAY** 

**RAILWAY** 

**ARTERIAL ROADS** 

**PROPERTY BOUNDARIES** 

**BUILDINGS** 

**URBAN REDEVELOPMENT AND INFILL OPPORTUNITIES** 

**FUTURE DEVELOPMENT OPPORTUNITIES** 

2018 2048 **POPULATION** 2,685 2,471 **DWELLINGS** 1,093 2013 **HOUSE VALUES** \$243,121 \$418,125 **RENT VALUES NEW RESIDENTIAL UNITS OVER 30 YEARS (RANGE)** 



1,000-2,500



**FUTURE DEVELOPMENT POTENTIAL** 

150-200





**FEASIBLE** CAPACITY 300-800

#### **RAUMANGA AND OTAIKA**

Otaika and Raumanga are located to the south of Whangārei City. This area accommodates a range of residential, commercial and industrial development. The area has some of the lowest levels of growth across all of the urban areas.

Otaika has substantial areas of land that is prone to high risk of instability with an area of approximately 760ha of land or up to 60% of Otaika are prone to this issue. This will impact on the amount and type of future development in the area.

Along with residential area, the commercial and industrial areas provide important services and employment for the District. Raumanga is also home to Northtec, Northlands largest tertiary education.

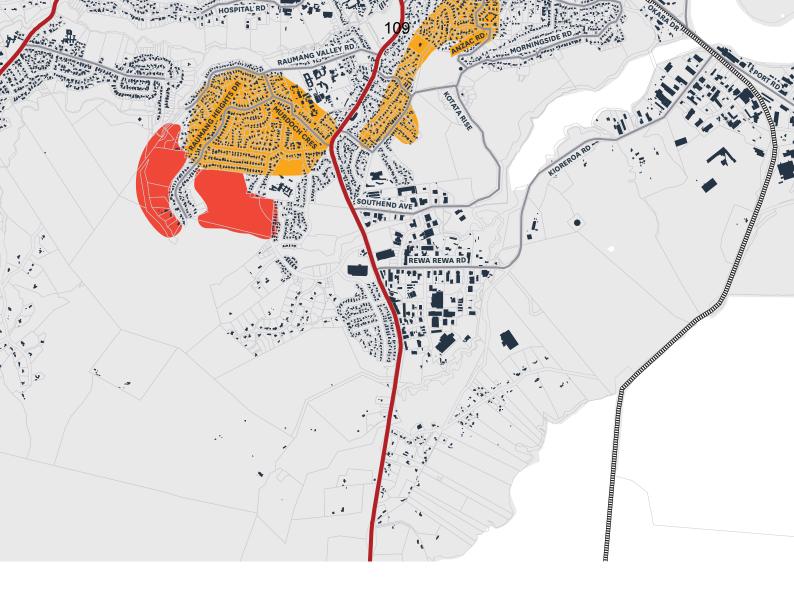
State Highway 1 cuts this area in two with limited connectivity between the communities either side of the highway. Any future improvements to the highway will need to address the safety, amenity and pedestrian connectivity of the community.

#### **Strategic priorities**

There are a number of priorities which we will need to look at for Otaika and Raumanga:

- State Highway 1 improvements to focus on amenity and safety as well as vehicle movements.
- Maintaining and increasing opportunities for employment and training
- Avoiding the location of future development opportunities in areas of stability risk.
- Maintaining the operational requirements of the quarry and avoiding reverse sensitivity issues.
- Improve the safety and accessibility between Raumanga and the city by linking with the shared path and cycle network.







#### **Key growth nodes: RAUMANGA AND OTAIKA**

**STATE HIGHWAY** 

**RAILWAY** 

ARTERIAL ROADS

**PROPERTY BOUNDARIES** 

**BUILDINGS** 

**URBAN REDEVELOPMENT AND INFILL OPPORTUNITIES** 

**FUTURE DEVELOPMENT OPPORTUNITIES** 

	2018	2048	•
	3,174	3,868	<b>19.3</b> %
	DWELLINGS		
	1,182	1,512	
	2013	2019	
<b>€</b> ₩	HOUSE VALUES		
SOLD	\$362,500	\$480,000	32.41%
	RENT VALUES \$291	\$378	29.89%
NEW RESIDENTIAL UNITS OVER 30 YEARS (RANGE)			



INFILL DEVELOPMENT

1,200-1,800



**FUTURE DEVELOPMENT** POTENTIAL

100-200





FEASIBLE CAPACITY 200-700

#### **HIKURANGI**

Hikurangi is a settlement located 16km north of Whangārei. The township was built around the mining of coal and limestone resources beginning in the late nineteenth century. Its mining history has shaped Hikurangi's development pattern and character.

Hikurangi is an important service centre to the wider community and local agricultural industry. Hikurangi township has gone through several changes from the mining closing, to dairy company relocating to Kauri and reduced vehicle movements through the town as a result of the State Highway 1 bypass. Its population over the past 20 years has remained stable, at around 1,600-1,700 people.

Although the population has remained stable, house prices have increased by over 100% in the past 7 years. Hikurangi has the potential to be a key growth area for the north of the District. Careful consideration is required to align future development and infrastructure requirements and transport services that will be needed.

#### **Strategic priorities**

There are a number of priorities which we will need to look at for Hikurangi:

- Transport safety improvements including junction with State Highway
   1, pedestrian crossing at the retail core
- Cycleway connectivity to Whangārei and to the Tutukākā Coast
- Aligning and managing growth and infrastructure improvements.







#### Key growth nodes: HIKURANGI

**STATE HIGHWAY** 

**RAILWAY** 

ARTERIAL ROADS

**PROPERTY BOUNDARIES** 

**BUILDINGS** 

**URBAN REDEVELOPMENT AND INFILL OPPORTUNITIES** 

**FUTURE DEVELOPMENT OPPORTUNITIES** 

	2018	2048	•	
• •	POPULATION			•
	3,099	4,726	52.	5%
	DWELLINGS			
	1,066	1,816		
	2013	2019		
<b>%</b> ₩	HOUSE VALUES			
SOLD!	\$347,000	\$727,50	0 109	.65%
	RENT VALUES			
	\$260	\$382	46.	92%
••••	NEW RESIDENTIAL UN	IITS OVER 30 YE	ARS (RANG	E)
	NEW RESIDENTIAL OF		inno (nano	-,
	INFILL DEVELOPMENT POTENTIAL	ili) i	URE DEVELO	PMENT
	400-900	•	00-200	



REDEVELOPMENT POTENTIAL

150-300



FEASIBLE CAPACITY 200-400

#### MARSDEN POINT/RUAKĀKĀ

Marsden Point/Ruakākā is a satellite hub for housing, business and industry. This has been established through long term planning and investment anchored around Northport, the refinery, Marsden Cove and the existing coastal settlement of Ruakākā.

The potential move of some or all of Ports of Auckland's functions to Northport as well as the Navy and a Drydock facility has the potential to be a catalyst for significant housing and business/industry growth.

The Ruakākā Structure Plan set out a vision for how future growth can be accommodated and what services are required. The structure plan will be reviewed as part of the Northland to Auckland Coridor Plan. It will also be informed new work on flooding risk, infrastructure provisions and the outcome of the Urban and Services Plan Change. This will be priority project starting at the end 2021.

In the Ruakākā Structure Plan, population growth expectations were anticipated to reach much higher levels than what they currently are. Most recent population projections for Marsden Point/Ruakākā were estimated at 4,558. While future growth over the next 30-years is still anticipated to grow 183.66%, growth in the past has overestimated the speed of the changing population. Revisiting the Ruakākā Structure Plan will be a priority for Whangārei District Council to ensure the direction of the Plan is relevant for the future development of Marsden Point/Ruakākā.

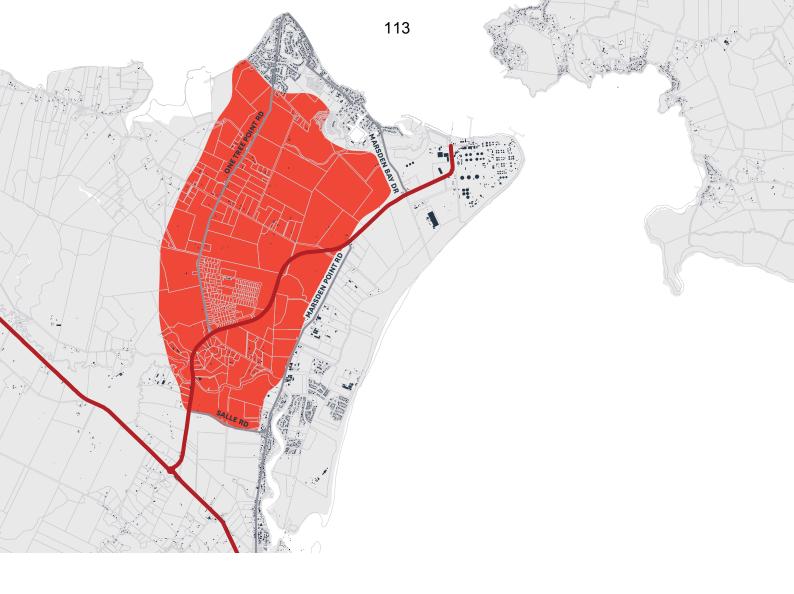
Between 2013-2019, housing values have increased 96.48% which is among the highest price changes in the District. During the same time, rental prices have increased 41.44% which is highest percentage change out of any area in the District.

Because of the substantial growth expectations from the Ruakākā Structure Plan, over the last 10-years, a wide-range of infrastructure projects have taken place to ensure the current and future population are adequately managed especially with drinking water, wastewater and stormwater. Further infrastructure investment will be required in Ruakākā stormwater system which is planned under the Long-Term Plan.

#### Strategic priorities

There are a number of priorities which we will need to look at for Ruakākā - Marsden:

- Advocating and supporting decision making on Northport, drydock facilities and the navy base
- Maintaining the industrial land around Northport and Ruakākā to future proof the area for land intensive industrial and logistic activities
- · Flood risk and mitigation for the land around Marsden and Ruakākā
- Advocating for improvements to the Rail network and the spur line to Northport
- Advocating for transport improvements to State highway 1
- · Review the Ruakākā Structure Plan.





#### **Key growth nodes: MARSDEN POINT/ RUAKĀKĀ**

**STATE HIGHWAY** 

**RAILWAY** 

**ARTERIAL ROADS** 

**PROPERTY BOUNDARIES** 

**BUILDINGS** 

**URBAN REDEVELOPMENT AND INFILL OPPORTUNITIES** 

> **FUTURE DEVELOPMENT OPPORTUNITIES**

2018 2048 **POPULATION** 4,302 12,930 **DWELLINGS** 5,850 2,082 2013 **HOUSE VALUES** \$333,125 \$654,525 **RENT VALUES NEW RESIDENTIAL UNITS OVER 30 YEARS (RANGE)** INFILL DEVELOPMENT **FUTURE DEVELOPMENT** POTENTIAL **POTENTIAL** 

1,500-3,150

REDEVELOPMENT

POTENTIAL 30-100 FEASIBLE CAPACITY

1,200-4,000

3,500-7,500

#### **PARUA BAY**

Parua Bay is a coastal growth node located at the gateway to the Whangārei Heads. It contains a small commercial service centre, school and community centre which serves the wider rural area.

Population projections forecast an increase of approximately 39%, with an approximate number of residents reaching 3,493 in 30 years. Property prices have increased by nearly 60% since 2013.

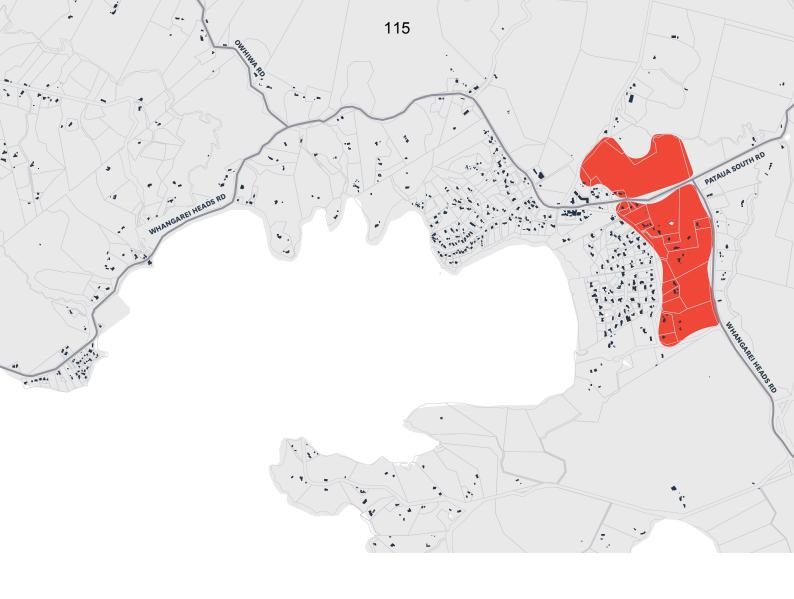
Parua Bay is a popular destination therefore it is expected that high levels of growth will continue. However this will need to be balanced with the availability of infrastructure and land as well as maintaining the rural and coastal character of the area.

#### **Strategic priorities**

There are a number of priorities which we will need to look at for Parua Bay:

- Ensuring future development and subdivision is well designed and sympathetic to the rural and coastal character of the area.
- Pedestrian safety and vehicle speeds in the village centre, particularly in relation to the school and shops
- Improved walking and cycling connectivity within the village and between the village and Mcloeds Bay







#### **Key growth nodes: PARUA BAY**

**STATE HIGHWAY** 

**RAILWAY** 

**ARTERIAL ROADS** 

**PROPERTY BOUNDARIES** 

**BUILDINGS** 

**URBAN REDEVELOPMENT AND INFILL OPPORTUNITIES** 

**FUTURE DEVELOPMENT OPPORTUNITIES** 

2018 2048 **POPULATION** 3,493 2,421

2013 2019

**DWELLINGS** 

958

**HOUSE VALUES** 

\$464,250 \$736,875 **RENT VALUES** 

\$439

1,462

**NEW RESIDENTIAL UNITS OVER 30 YEARS (RANGE)** 

INFILL DEVELOPMENT **POTENTIAL** 

500-600

**FUTURE DEVELOPMENT POTENTIAL** 

250-500





**FEASIBLE** S CAPACITY 200-600

#### WAIPŪ

Waipū is the Districts southern-most growth area, located on the coast. Because of its southern location, attractive amenity and proximity to State Highway 1, it is an attractive destination for families moving up from Auckland.

Percentage population increase for Waipū are some of the highest in the District with population forecasted to rise by nearly 120% increase by 2048. This is due to the factors described above as well as its proximity to future economic opportunities in Marsden – Ruakākā.

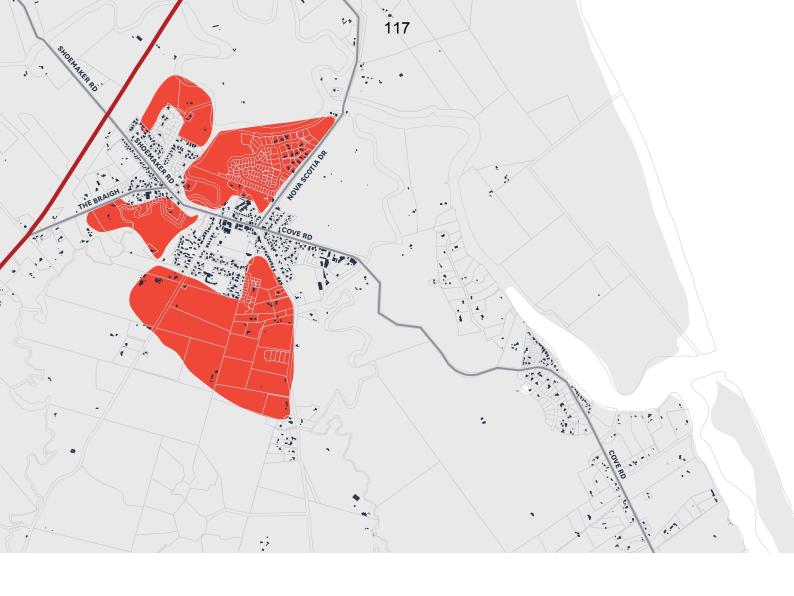
Waipū has a thriving commercial centre as well as number of hospitality businesses. Within the wider area, there are popular tourist destinations of Waipū Cove and Langs Beach.

#### **Strategic priorities**

There are a number of priorities which we will need to look at for Waipū:

- Accomodating growth in a way that does not put future housing at risk from climate change and natural hazards
- Maintaining the distinct and separate settlement patters of Waipū, Waipū Cove and Langs Beach.
- Cycling connectivity between Waipū, Waipū Cove, Langs Beach
- Public transport and cycling linkages between Waipū and employment opportunities in Marsden – Ruakākā







## Key growth nodes: WAIPŪ

STATE HIGHWAY

RAILWAY

ARTERIAL ROADS

PROPERTY BOUNDARIES

BUILDINGS

URBAN REDEVELOPMENT
AND INFILL OPPORTUNITIES

FUTURE DEVELOPMENT OPPORTUNITIES

2018 2048

**3,047 6,654 118%** 

DWELLINGS

**1**,807 3,870

13 2019

HOUSE VALUES

\$440,000 \$795,500 80.79%

2006 2016

\$256 \$307 19.92

NEW RESIDENTIAL UNITS OVER 30 YEARS (RANGE)

INFILL DEVELOPMENT POTENTIAL

**RENT VALUES** 

1,000-2,000

FUTURE DEVELOPMENT POTENTIAL

1,000-2,200

REDEVELOPMENT POTENTIAL 50-150

FEASIBLE CAPACITY 800-2,000

#### **RURAL AND COASTAL VILLAGE**

Our rural and coastal settlements make up approximately 20% of our population in the District. These settlements are generally small, vibrant, diverse places with tight-knit communities. They often provide a focal point and services for the surrounding rural and coastal communities.

Our coastal villages are popular destinations for visitors and tourists particularly over the summer period. Historically many coastal communities had smaller permanent population numbers and in warmer months experienced a 1.5 to a three-fold increase. However, over the past 5 years, as house prices have risen, we have seen holiday homes/baches becoming permanent residences.

Coastal and rural communities face topographical constraints, infrastructure limitations and the sensitive nature of the surrounding natural and coastal landscapes limit the ability for these areas to grow. These unique characteristics also give settlements character and sense of community as they are smaller in size.

These settlements will not be a primary focus for growth. It is still important that these established communities remain well served by our Council and that we continue to monitor and respond to their future needs.

#### Whangārei Heads

The character of Whangārei Heads is defined by its dramatic coastal, natural landscape and harbour scenes. Mt Manaia, Mt Aubrey, Matariki and Te Whara create a unique backdrop to the coastal settlements in the area. Whangārei Heads is becoming an increasing popular visitor destination for beach activities and surfing at Ocean Beach and Pātaua North, tramping at Bream Head and recreation fishing in the Harbour.

There several settlements in the Whangārei Heads area supporting Parua Bay as a growth node. These include McLeod Bay, Reotahi, Pātaua, McGregors Bay, Taurikura, Urquharts Bay and Ocean Beach. Residential development in the area is focused primarily around McLeod Bay and Reotahi. This area supports a number of hospitality business and community amenities as well as a primary school.

#### Ōakura

Ōakura is the District's most northern settlement, situated in Whangaruru and located off Old Russell Road. Old Russel Road connects Whangārei and the Far North Districts via Opua and Russell by a ferry. Ōakura Bay is a small coastal settlement overlooking the Whangaruru Harbour and serves the community with a community hall and local shops.

There are permanent residents living in Ōakura Bay but experiences seasonal growth with numerous holiday homes and two camp grounds located in the area.



#### Tutukākā Coast

The Tutukākā Coast is renowned for its exceptional coastline and beautiful beaches. It is a popular destination for diving, surfing, swimming, fishing, walking and the gateway to the Poor Knights Islands Marine Reserve, our world-renowned marine and nature reserve.

Along the Tutukākā Coast there are three settlements, Ngunguru, Tutukākā and Matapōuri however, the coastline is made up of a range of landforms including Ngunguru Sandspit, Te Maika Headland and beaches at Matapōuri, Whale Bay, Woolleys Bay and Sandy Bay.

Located on the banks of the Ngunguru River Ngunguru is the largest settlement on the Tutukākā Coast. Along with residential development it supports several businesses and a primary school. Future growth is limited due to the challenging topography and constraints on infrastructure.

To the north Tutukākā has a large commercial hub around the marina and is a focal point for tourist related activities such as big-game fishing, boat tours to the Poor Knights Islands and surfing at beaches to the north.

Matapōuri and Woolleys Bay are small coastal settlements on sandy beaches to the northern end of the Tutukākā Coast. Here there are concentrations of holiday homes as well lifestyle blocks in the surrounding area.

#### Maungakaramea

Maungakaramea is a small rural settlement located south-west of Whangārei. It is notable for its distinct historic/rural character. It serves the wider community with a school, community hall, sports centre and recreational facilities. Due to the scenic backdrop of Mt Maugakaramea and the Tangihua Range with the surrounding agricultural land, any further expansion needs to be carefully considered and planned.

#### Maungatapere

Maungatapere is situated on a key intersection, the gateway to the Mangakahia Valley on way to Kaikohe and on State Highway 14 to Dargaville and the Kauri Coast. It is a small settlement inland from Whangārei City, developed around a dairy factory that used to process milk from the Mangakahia valley. Whilst the dairy factory is no longer in operation, several

other small businesses operate around the village centre.







## Placemaking Program

A key response for the Growth Strategy is to undertake placemaking plans across the District. A gap between our high-level district-wide Growth Strategy and the implementation of regulation and infrastructure investment has been identified. There is a need for direction at a place specific or neighbourhood community level.



#### This gap has led to:

- Poor quality outcomes and lost opportunities to maximise the community benefits of development.
- A lack of a vision for how a specific community will develop over the medium/ long-term.
- Fragmented and disconnected infrastructure such add roads, parks and pedestrian networks.
- Low levels of amenity through poor urban design, and subdivision design.
- Communities who feel disconnected from key planning and development decisions.

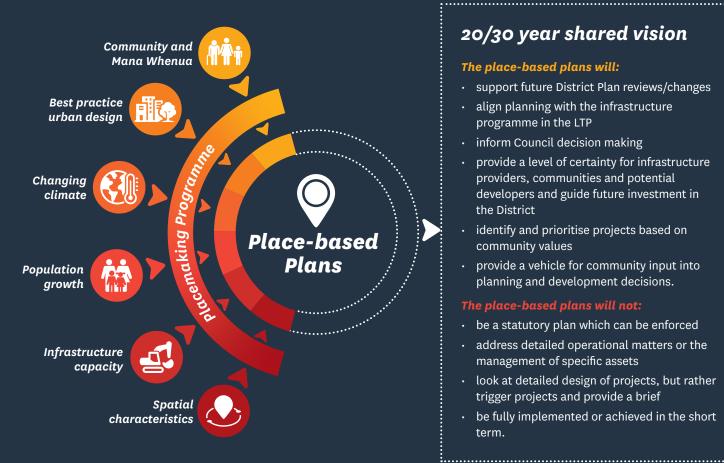


The place making programme will develop integrated plans for a defined geographical area in Whangārei. The place-making plans create a 20-30-year shared vision for how a place will change, grow and develop. These plans will respond to:

- population growth
- best practice urban design
- community and Mana Whenua values
- spatial characteristics
- infrastructure capacity
- · changing climate

Once completed, each plan will identify actions which will feed into the District Plan review process, our capital works programme, inform our Activity Management Plans and align their actions with the Long-Term Plan and Annual Plan funding tools.

The plans will provide a vehicle for communities to provide input into the longterm planning for their local area. In February 2020, our elected members signed off our two start locations, Hikurangi and Tikipunga.



#### 20/30 year shared vision

#### The place-based plans will:

- support future District Plan reviews/changes
- align planning with the infrastructure programme in the LTP
- inform Council decision making
- provide a level of certainty for infrastructure providers, communities and potential developers and guide future investment in the District
- identify and prioritise projects based on community values
- provide a vehicle for community input into planning and development decisions.

- be a statutory plan which can be enforced
- address detailed operational matters or the management of specific assets
- look at detailed design of projects, but rather trigger projects and provide a brief
- be fully implemented or achieved in the short term.



# Northland to Auckland Corridor Plan

Growth and development are not confined by local government boundaries. Over the past 5 years some of the highest increases in population and housing development rates have occurred between north Auckland and Whangārei. Hotspots in include Warkworth, Wellsford, Mangawhai, Waipū and Ruakākā. This trend of high growth is expected to continue.

But it's not just about housing. The same corridor contains large areas of industrial and commercial land, which are vital for economic prosperity and employment.

This same area is a major infrastructure corridor including:

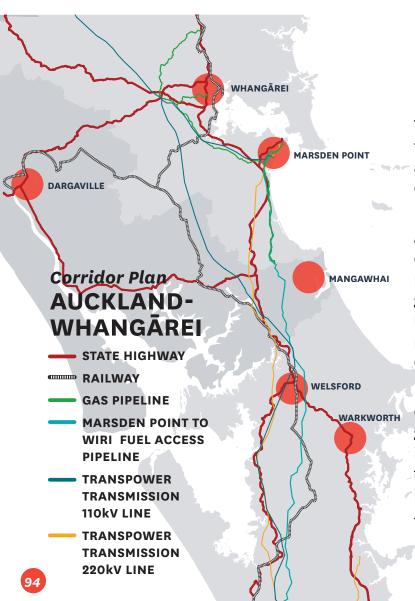
- · State Highway 1 and 16
- · Northern rail line
- · Major electricity transmission line
- · Fuel pipe line
- Northport
- · Oil Refinery

To ensure growth and investment is planned for in an integrated way, Central government are proposing a Northland to Auckland corridor plan. This will be based on the Hamilton to Auckland Corridor Plan.

Although the process would be driven by central government, the success of the plan relies on partnership between local government, iwi and hapū. This will not just be a transport-oriented planning exercise, it provides long term direction on how growth can be accommodated and managed.

For Whangārei, this planning exercise is a crucial tool to highlight the need for central government investment in rail and road infrastructure as well as integrating with the potential Navy, Northport and drydock projects.

The aim is to start this planning process in late 2020.





## Monitoring and reporting

To keep this Strategy relevant, it is essential that we continually monitor and check our strategy and the key indicators that have informed it. This means looking at our consents data and our property market to ensure we continue to provide effectively for housing and development whilst maintaining the values of our District.

To complement this, the NPS-UDC also requires the following framework of monitoring:



Enable	Strategy	Evidence
Adapt and respond to evidence in a timely way, while providing for wellbeing in the short, medium and long-term.	Land use, development and infrastructure integrated with each other, and coordinated and aligned planning decisions.	Robustly developed, comprehensive and frequently updated to inform planning decisions.
Initiate plan changes, integrated and coordinated consenting processes, and statutory tools and other methods under other legislation (PC4)  Where there is insufficient capacity – initiate a response within 12 months (PC3)	Produce a future development strategy (PC12-14)  Set and incorporate minimum development capacity targets for housing in plans (PC5-11)	Undertake housing and business development capacity assessment (PB1-5)  Monitor market indicators (PB6)  Use price efficiency indicators (PB7)  Apply margin of feasible development capacity (PC1-2)

To reconcile the needs of our District with our statutory requirements under the NPS-UDC, the following framework has been developed:

WHEN	EVERY ONE MONTH	EVERY FOUR MONTHS	EVERY 12 MONTHS	EVERY THREE YEARS
AT	Report on building consents and resource consents	Report on changes to the property market indicators (house sales, sale values, rents)	Annual summary report on building and resource consent trends, Market Indicator trends and action	Review Housing and Business Land Capacity Assessments
WHAT			implementation	Review Growth Strategy with a key focus on the action implementation
Σ	This will inform the 12-month summary report	This will inform the 12-month summary report	This will inform the Review of the Housing and Business Land Capacity Assessments and	This will inform the review of the Growth Strategy
INFORM		the Review of the Growth Strategy		This will inform the Long-Term Plan, Asset Management Plans and the District Plan
,	Operational report to the Planning and Development Committee	Quarterly Reports the Planning and Development Committee	Annual report to the Planning and Development Committee	Revised Capacity Assessments to Council
НОМ				Revised Strategy Document reviewed and adopted by Council.



### **Action Plan**

Priority actions have been identified to drive the implementation of this plan and our response to the key strategic issues.

There is a small number of strategic actions which will be reviewed annually. As actions are underway or completed, new actions will be introduced.

We do not want to set out a long list of actions which is difficult to deliver, instead this strategy will focus on a smaller number which we can make real progress on in the next few years.

ACTION	OVERVIEW	WHY	RESOURCING
HOUSING AND BUSINESS LAND DEMAND	Assess the demand for our housing and business land and our ability to meet that demand across our District.	To ensure we are not limiting supply of land in way that constrains the housing market or economic sustainability.  To ensure we meet our obligations under the	Yes
ПОН		National Policy Statement on Urban Development	
CLIMATE CHANGE AND NATURAL HAZARDS	Develop with our iwi and hapū partners and Northland Councils a comprehensive Climate Change Adaptation Strategy. Ensure natural hazard risk is identified and mapped.	To build resilience in our communities but also ensure new development is not put in places of risk	To be considered through the 2021–31 LTP
CLIMATE CHANGE	Implement the Sustainability Strategy and the Climate Action Plan	To support and meet obligations under the Climate Change Response (Zero Carbon) Amendment Act. Council are in line with the zero carbon 2050 national goal.	To be considered through the 2021–31 LTP

ACTION	OVERVIEW	WHY	RESOURCING
INNER CITY LIVING	<ul> <li>Support inner-city living through;</li> <li>Inner City Working Group</li> <li>investment in public spaces and infrastructure</li> <li>investigating future possibilities of a Pilot Scheme-both</li> <li>establishing an inner-city baseline model to assess success of initiatives</li> </ul>	To provide housing choice and support the revitalization of our city centre	To be considered through the 2021 - 31 LTP (dependent on course of action)
HOUSING CHOICE AND AFFORDABILITY	Investigate options to support greater housing choice and affordability through a housing strategy working with stakeholders and delivery partners	To provide strategic direction and scope for housing in Whangārei. Provide a forum for partnership acknowledging WDC cannot deliver on all housing issues.	Yes (for delivery of a strategy)
BLUE GREEN NETWORK	Develop an implementation plan and partnership agreements for the Blue Green Network Strategy that includes a programme of work prioritising projects that align with:  • the Walking and Cycling Strategy;  • City Core Precinct Plan;	To reduce flooding risk as well as improving the biodiversity of our waterways and promoting walking and cycling connectivity	To be considered through the 2021 – 31 LTP
RURAL	Support the sustainability of our economy through the mapping and protection of our productive rural land	To prevent the development of rural land that is valuable for food production and agricultural activity	Yes (for delivery of a strategy)
STRATEGIC PARTNERSHIPS AND ADVOCACY	Using strategic partnerships advocate for decision making which support our District, such as transport funding, Navy base, Ports and social infrastructure investment	Acknowledging that key decisions will impact on how we grow and development, we need to have a voice through strategic partnerships with central government	Yes (Political / Senior Leadership)
INTER-REGIONAL PLANNING	Improve the planning and strategic thinking between local authorities to better manage growth. This includes the Northland to Auckland Corridor Plan.	Many of the strategic issues are not unique to Whangārei and can better addressed through a inter-regional approach.	Yes (for delivery of the corridor plan)





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