



Kaipara te Oranganui

**KAIPARA
DISTRICT**

Two Oceans Two Harbours

Kaipara District Council Briefing Agenda

Date: Wednesday 1 July 2020
Time: 10.00 am
Location: Mangawhai Club
219 Molesworth Drive
Mangawhai Heads

Elected Members: Mayor Dr Jason Smith
Deputy Mayor Anna Curnow
Councillor Victoria del la Varis-Woodcock
Councillor Karen Joyce-Paki
Councillor Jonathan Larsen
Councillor Mark Vincent
Councillor Peter Wethey
Councillor David Wills
Councillor Eryn Wilson-Collins

*For any queries regarding this meeting please contact
the Kaipara District Council on (09) 439 7059*

Wednesday, 1 July, 2020

10:00 am

Mangawhai Club

219 Molesworth Drive

Mangawhai Heads

	Pages
1. Kaipara Urban Design Guide discussion document	2
2. Mangawhai Community Plan - funding approval 2020/21	106
3. Regional economic development – joint delivery model	116
4. Provincial Growth Fund application update Report to be circulated separate from this agenda.	
5. Kaipara KickStart Programme update	136
6. Kaipara Kai Final activation plan Attachments to be circulated separate from this agenda.	140

Kaipara Urban Design Guide Discussion Document

Meeting: Council Briefing
Date of meeting: 1 July 2020
Reporting officer: Paul Waanders, District Planner

Purpose/Ngā whāinga

To discuss with elected members the need to improve urban design and seek direction on the development of a Kaipara Design Guide (the Design Guide) for Kaipara. It is envisaged the Design Guide will better inform Council's development and planning processes and outcomes.

Context/Horopaki

Urban design tools are specific techniques that can be applied at appropriate stages in the design or project planning process to facilitate quality outcomes. These tools support a better understanding of the urban context, encouraging community involvement, increasing the understanding of urban design issues, describe intended design outcomes, establish design processes, and organise people and resources. Used either individually or collectively, they are able to achieve quality urban design outcomes. Urban design is a collaborative and multi-disciplinary process.

Several legislative tools, including the Resource Management Act 1991, the Local Government Act 2002, and the Land Transport Management Act 2003, influence urban design. The urban design tools can help produce statutory and non-statutory plans and strategies under these statutes. Staff from the Policy, Planning and Infrastructure Teams have identified a need for design guidelines to facilitate quality planning and infrastructure outcomes for future development in the Kaipara District. It is intended that the Design Guide will therefore be an integral component of the new District Plan, influencing and aligning to KDC's revised environmental engineering standards. Improving urban form, reducing infrastructure servicing costs, sustainability, climate change resilience are key considerations. Additionally, existing urban design being implemented in Mangawhai will be addressed by the Design Guide to support a whole of district approach to urban design.

The Regional Policy Statement (RPS) refers to the improvement of 'poor urban design' in its chapter on Regional Form with Policy 5.1.1 directing councils to be guided by the Guidelines in Appendix 2 of the RPS in relation to:

- Context;
- Character;
- Choice;
- Connections;
- Creativity;
- Custodianship; and
- Collaboration.

Discussion/Ngā kōrerorero

The Design Guide is being designed to help those involved in every stage of the process to work together more effectively, by describing a wide variety of tools used commonly in urban design, and by providing a common vocabulary for talking about urban design issues. Careful selection and skilled application of appropriate tools and techniques will help achieve high-quality urban design in Kaipara's towns, villages and settlements.

AR Associates in partnership with Resilio Studios have been contracted to develop the Design Guide. Working collaboratively with the Iwi Relations Manager, Policy, Planning and Infrastructure Teams, we are now at a point to share with elected members a draft (work in progress) Kaipara Design Guide. AR Associates, Resilio Studios and staff are still working through the text, process recommendations, and the guidelines themselves in terms of each of the zone environments and development typologies.

The Introduction section of the Guide provides elected members with the strategic context and purpose of the Design Guide (pp 6-7). Whilst all parts of the Design Guide are a work in progress, the information provided in the draft is indicative of the general direction the Design Guide is heading in.

Mana Whenua Input

Key to the Design Guide is an important focus on Te Aranga design principles, recognising cultural origins and connections in Kaipara. These planning principles have been discussed with Mana Whenua and marae representatives from Te Houhanga, Ahikiwi and Kāpehu during spatial planning engagement events, with further feedback provided in response to the online surveys. Core to Te Aranga Design Principles are:

- Mana Rangatiranga - The status of iwi and hapū;
- Whakapapa - Māori names are celebrated;
- Taiao - The natural environment is protected, restored and / or enhanced;
- Mauri Tū - Environmental health is protected, maintained and / or enhanced;
- Mahi Toi - Iwi/hapū narratives are captured and expressed creatively and appropriately;
- Tohu - Mana Whenua significant sites and cultural landmarks are acknowledged; and
- Ahi Kā - Iwi/hapū have a living and enduring presence and are secure and valued within their rohe

Other Design Principles include:

- Accessibility and inclusiveness;
- Health and safety;
- Energy efficiency;
- Environmental protection and natural form;
- Respect and preservation of existing landscapes;
- Community identity and connection; and
- Signature or character of a place (the Kaipara way and look).

Direction needed from Council:

Whilst the consultants and staff will continue to work on the detail, there is a need to get a direction from elected members on the following matters:

1. What status the Design Guide should be given, statutory or non-statutory?
2. How should it be incorporated in the District Plan?
3. How should Council manage the implementation of the Design Guide?
4. What resources should be made available to ensure its successful implementation?

Statutory weighting

If the Design Guide has statutory weighting, it will be used to determine resource consent applications with direct reference to the activity status in the zoning rules of the District Plan.

Non-Statutory weighting

If the guidance is a non-statutory document separate from the District Plan, it will be used to promote good design outcomes and will have limited weight where there are contested

applications. The Design Guide will be an advocacy tool, seeking voluntary participation in preferred urban design.

Incorporation in the District Plan

The Design Guide could have its own chapter in the District Plan, or it could be presented as a document to consider linked as an Appendix or in some other manner e.g. codes of practice

Management of the Design Guide

Council's current capability and skills to manage the Design Guide are limited and there is the need to either upskill 'in house' and externally on how and when the guidelines are to be implemented. For staff to follow up completed developments to measure the effectiveness of the Design Guide on the built outcomes, training will be necessary.

Increasing resources to implement the Design Guide

It is possible that future implementation of the style guide could increase specialised training requirements for staff. There will also be a need to inform and educate the community and sectors on the guidelines. Specific expertise would be required for this. Any such need will be managed via the Long Term Plan or budgetary process.

Many Councils have constituted an urban design panel made of experts who provide advice in this area. This could be a possibility for Kaipara depending on need.

Next steps/E whaiake nei

Progress will continue with specific focus on the following tasks:

1. Define and understand the needs and wants of the target audience to ensure the Design Guide is fit for purpose.
2. Ensure the scope of the Design Guide focuses on the types of developments that will have greatest impact on land use.
3. Determine the relationship of the Design Guide to the District Plan and other documents.
4. Progress the Design Guide in light of statutory or non-statutory status.
5. Determine what land use activities the Design Guide will trigger e.g. restricted discretionary or discretionary activities.
6. Ensure the Design Guide builds on cultural values, aspirations and outcomes as part of the Dargaville spatial planning. Further engage Mana Whenua about using Te Aranga Principles as a starting point on how cultural values and aspirations can be integrated into the broader design guidelines.
7. Clearly define current and future council capability and resources to ensure that the Design Guide matches the current resources, and Council has effective tools to upskill staff and/or an expert Design Panel.
8. Present the Design Guide in a format that is accessible, inspirational and clearly comprehensible for the variety of audiences/users.
9. Monitor and review the effectiveness and efficiency of the Design Guide by evaluating completed developments. Include interviewing the designers/developers involved to get a user's perspective.

Attachments/Ngā tapiritanga

	Title
A	Urban Design Proposal
B	Kaipara Design Guide Position Paper
C	Draft Kaipara Design Guide



Kaipara District Urban Design Guidelines



Proposal prepared by Gavin Flynn
Ref: Project Plan

Contents

1	//	Project Appreciation.....	1
1.1		Introduction	1
2	//	Project Approach.....	2
2.1		Discovery phase:.....	2
2.2		Develop Design Principles presentation	2
2.4		Testing and evaluation	2
4	//	Roles and Responsibilities	5

1 // Project Appreciation

1.1 Introduction

AR & Associates Limited (ARAL) and Resilio Studio appreciate the opportunity to provide Kaipara District Council (KDC) with this proposal to collaborate on the Kaipara District Urban Design Guidelines. This proposal aims to set out the problem, objectives, project approach including deliverables and governance. Once the project plan has been agreed, an accompanying document the associated consultancy fees anticipated to undertake the work described here within will be supplied.

Project Problem, Background and Understanding

The KDC Policy and Infrastructure Departments have identified a need to provide urban design guidelines to facilitate quality planning and infrastructure outcomes in future built form developments in Kaipara District. The guidelines would link into the review of the District Plan, schedule for June 2021. It will need to align and influence the KDC revised engineering standards and promote efficient compact urban form aimed at reducing infrastructure servicing costs, when compared to out of town development. There is also a need to understand existing design guidelines which are operating in Mangawhai and evaluate how these are currently being utilised and monitored.

There is also a need to understand how historic and heritage areas will be treated when future restoration, redevelopment and reuse options to these buildings or developments nearby are proposed. This will be especially relevant in towns such as Dargaville and Paparoa which have examples of intact heritage quarters with feature buildings.

Through this work there is a need to understand the problem or outcome being sought. It is suggested to break the work into a position paper discussing a list of alternative ways to promote quality urban design and planning outcomes and tailor these to the Kaipara context and the anticipated development that is expected.

It is prudent to undertake these guidelines in conjunction with the key urban area and wider spatial planning as there does need to be thinking around how to size up the guidelines for the different areas and context. We are proposing to bring in further expertise, with an urban design and heritage planning practitioner Jason Evans from Etud Ltd. Jason has worked with Gavin and Joao whilst at Rodney District Council pre 2010, on several urban design guidelines and is familiar with the Kaipara District Plan having completed resource consents for clients. He will lend us advice around structure, design guidance, guideline implementation and drawings.

2 // Project Approach

2.1 Discovery phase:

Together with the Project Sponsor, we will:

- a. Confirm approach, scope, timings and update the Project Plan
- b. Develop a position paper outlining key options, methods, and what other similar size councils have done
- c. Follow a section 32 analysis (cost-benefit, consideration of alternatives) approach
- d. Include the application of cultural design guidelines such as the Te Aranga Design Principles
- e. Identify areas for the guidelines to be used – under each of the business (commercial & industrial), residential and rural chapters.

Key Deliverable – 7 February 2019

- *Agreed Position Paper*

2.2 Develop Design Principles presentation

Development of design guidelines presentation including Te Aranga Design Principles based on position paper recommendations to test the parameters with the project control group and elected members. We have assumed a presentation to elected members but will be guided by your team's advice.

Key Deliverable - Stage completed 6 March 2020

- *Design principles presentation utilising themes through plans, diagrams, photographs etc necessary to communicate the building blocks and parameters*

2.3 Draft Urban Design Guidelines

Develop Urban Design Guidelines for each area with clear criteria on how this will be administered and monitored.

Key Deliverables - Stage completed 27 March 2020.

- *Draft Urban Design Principles*

2.4 Testing and evaluation

It is important to get buy in to the new guidelines. It is proposed to host a facilitated half day workshop with development professionals including planning and design consultants that undertake work in the area to garner their ideas and critic of the draft guidelines.

Key Deliverable - Stage 8 May completed 2020.

- *Evaluation paper with recommendations on changes to the draft urban design guidelines*

2.5 Finalise Urban Design Guidelines

Address agreed recommendations from the evaluation paper and finalise urban design guidelines for inclusion in Council report or internal sign off.

Key Deliverable - Stage completed 12 June 2020.

- *Final Urban Design Guidelines document*

Note – the adoption of the Urban Design guidelines could be completed in two ways. One option is to present this in a Council report perhaps at the same time as the Kaipara Spatial Plan. The second option is to include the guidelines in the District Plan review where it would have the opportunity to be debated alongside the proposed policy and rules.

3 // Milestone Schedule

Milestone or deliverable	Date
Position Paper	7 February 2020
Design principles presentation	6 March 2020
Draft Urban Design Guidelines	27 March 2020
Evaluation paper on draft guidelines	8 May 2020
Finalise Urban Design Guidelines	12 June 2020

4 // Roles and Responsibilities

Key Personal	Role and Time % Allocated to project	Qualifications	Relevant Experience
Gavin Flynn (AR & Associates)	Programme Manager -50%	Bachelor of Parks, Recreation & Tourism Management Professional Project Manager (PMI)	Qualified Project Manager - Gavin has gained considerable experience pulling together planning and infrastructure alignment whilst in Council and consultant roles. He has previously led the urban design guidelines for Huapai North and coordinated the Aotea Quarter Framework whilst working for Auckland Council.
Joao Machado (AR & Associates)	Planning Lead- 20%	Bachelor of Resource Studies	Joao has over 17 years' experience as a planning practitioner and resource management specialist for Local Government and private sector, and is focused on outcomes-driven planning, strategic planning, major infrastructure planning and urban design policy.
Rakad Jaffar (AR & Associates)	Planning Support- 30%	Bachelor of Urban Planning (Hons. Second Class, First Division)	Rakad has over 3 years of planning experience in the private and public sectors, working in the field of transport and resource consent planning. Most recently, Rakad has focused on private land development projects across Auckland which include a range of land use, subdivision and mixed-use developments.

Gary Marshall (Resilio)	Design Lead - 30%	Masters Landscape Architecture	Gary is a registered landscape architect with 13 years' experience including in master planning, urban design for a wide range of public and private sector with a focus on ecological regeneration and genuine project partner and community engagement. Gary has also authored several design guidelines for residential masterplans and urban regeneration projects.
Freddie Bensemann (Resilio)	Design Support - 20%	Landscape Architect	Freddie is a landscape architect with over 2 years' experience working on a range of master planning and landscape projects for existing town and city centres.
Jason Evans (etud.co)	Urban Design assistance	Urban Design, Heritage & Planning quals	Jason is a planning commissioner who is passionate about good design especially in urban settings. He is very pragmatic and likes to apply equal measure of common sense and best practise to his work.



Figure 1: Kaipara Spatial Plan Decision Making Structure

We have proposed the same decision-making structure (governance) for this project as the Kaipara Spatial Plan. If there is a change of governance or any important stakeholders that we need to be aware of please let me know.

KAIPARA DISTRICT URBAN DESIGN GUIDELINES POSITION PAPER – DRAFT FOR DISCUSSION

Rev 4 | March | 2020



- Background and Purpose of Position Paper
- Why do we need Urban Design Guidelines?
- Characteristics of Successful Urban Design
- Examples of Good and Poor Urban Design
- Purpose of Urban Design Guidelines
- Key Considerations
- Options + Recommendations
- Appendix - Case studies

BACKGROUND + PURPOSE OF POSITION PAPER

Many councils around New Zealand are recognising the advantage of adopting additional methods to encourage and guide development in their communities. The purpose of this is to reconcile to the greatest degree possible some of the uncertainties that many people have regarding the quality of new development.

Kaipara District Council has engaged Resilio Studio, AR+Associates and ET Urban Design to develop a set of Urban Design Guidelines that will encourage good design outcomes, support and enhance the identity and integrity of all settlements within the whole of the Kaipara District.

The purpose of this document is to investigate the development of urban design guidelines and how they can be clearly and effectively incorporated into the development process of Kaipara District.

In a way that allows elected members, planning and infrastructure staff to understand the potential scope and function of urban design guidelines.

So that they can make informed decisions about the direction the guidelines should take.

WHY DO WE NEED URBAN DESIGN GUIDELINES?

According to the Ministry for the Environment publication People Places Spaces - A Guide for Urban New Zealand, urban design is 'about making the connections between people and places, between public and private space, between the natural and built environment, between movement and urban form, and between the social and economic purposes for which urban space is used'.

The design principles of the urban environment can also be applied to the rural environment, however, the emphasis shifts to maintenance and enhancement of landscape values, rural character and ecological function.

Good urban design engages in the product and process of shaping, managing and adding quality to the built environment and is always striving to solve the complex problems of creating more sustainable and accessible places.

Well designed urban areas can become focal points for the community, economic interaction, enterprise and innovation and can help attract skilled workers, residents and tourists.

Poor urban design may lower quality of life, limit employment opportunities and generate a wide range of unsustainable costs for the community as a whole.

CHARACTERISTICS OF SUCCESSFUL URBAN DESIGN

The following design characteristics are based on the fundamental qualities involved designing successful places including streets, neighbourhoods, villages and towns.

Mixture of land uses and housing types with opportunities for shopping, workplaces, learn places and play spaces all close to home

- Vibrant communities develop out of neighbourhoods that provide variety, diversity, are accessible to places and have things to do for all ages and abilities.

Cultural Expression

- Expression of cultural narratives and history help create unique spaces and deepen a sense of place, appreciation and belonging.

Identifiable Centre and Edge

- A mixture of uses is one of the most important qualities defining a town centre. A good town centre has a street framework with design that creates harmony among buildings and open spaces, vehicles and the pedestrian, work and leisure, and commercial and residential uses.

Special Sites are Reserved for Civic Purposes and Gathering

- Whether in a city, town or neighbourhood, a well-designed public realm functions as anchor, an amenity, a shared space where people and neighbourhoods can gather and grow as communities.

Integrated Network of Walkable Streets

- Designing streets around connecting people rather than cars improves the safety and function of neighbourhoods and the health of residents.
- Smaller block sizes work better as walkable environments, provide more route options and reduce the need to use vehicles for local trips.

Access to Nature

- Integrating urban forests, nature reserves, street trees, amenity planting, parks and wildlife corridors in our neighbourhoods, towns and cities give people beautiful places to walk, exercise, socialise and relax.

Quality urban design sees buildings, places and spaces not as isolated elements but as part of an integrated whole whether in the form of a street, a neighbourhood, a town, or a city.

POOR URBAN DESIGN



Big Box Retail - Dargaville Town Centre
Poor connection to neighbouring public space.
Car park dominates land use.
No street interface.
Vehicle dependent destination.
Poor use of town centre land.
Example of an area of 'placelessness'.
Monotonous chain store driven design outcome.



Retail centre Albany, Auckland
Poor street interface
Car dependent destination
Poor pedestrian access
Monotonous and insipid design outcome
Compliant under bulk and location rules



Totara Street, Dargaville Town centre
Poor street interface.
Unsafe pedestrian access.
No street lighting.
Car parks take precedence over buildings and dominate streetscape.
Soulless central Dargaville street.



Pokeno, southern fringe of Auckland
Soulless urban sprawl.
Large block vehicle oriented street network.
Site cleared of all landscape character.
No variety of housing types.
Poor provision of public open space.
Poor off- street walkable / cycling connections

GOOD URBAN DESIGN



Shared main street - Tauranga
Active street edges.
Varied surface treatments define different uses of space.
Level ground creating safe platform for all physical abilities.
Street furniture for gathering, resting and relaxing.
Street trees and planting softening streetscape and provide shade to cool the street.



Town Square, Westgate Auckland
Clearly a pedestrian open space environment to gather, relax and play.
Varied surface treatments define different uses of space.
Legible and walkable environment accessible for all physical abilities.
Good quality visual character and aesthetic.
Flexible space for a variety of temporary uses.



Tidal stairs, pier and pontoon - Tauranga waterfront
Revitalizing & activating the water's edge.
Provides safe public access to water.
Celebration of a natural feature.
Opportunity to apply mahi toi - mana whenua narratives.



Shared pedestrian/cycle paths - Hobsonville, Auckland
Creates non-vehicular connectivity.
Reduce vehicle use for local trips.
Improves environmental and personal health.
Can connect people to nature.
Enhance and protect ecological corridors.
Planting can enhance biodiversity corridors for local flora and fauna.
Opportunity to apply mana whenua narratives - mahi toi.

How will the Design Guide be useful for Kaipara District?

The purpose of the design guide is to improve the process of shaping and managing the design and delivery of better-quality buildings and places in the Kaipara District.

In a way that is accessible to all audiences and are efficiently presented and effectively delivered in a comprehensive framework.

So that the council, developers and others involved in designing and building the built environment respect the guidelines as a benchmark and recognise the shared role involved in delivering quality design outcomes.

KEY CONSIDERATIONS

1_ Challenges, Constraints and Risks

2_ Target Audience

3_ Scope

4_ Integration of Cultural Values, Aspirations and Outcomes

5_ Relationship to District Plan and other Documents

6_ Triggers

7_ Council Processes

8_ Delivery of the Guidelines

9_ Monitoring and Evaluating Success

1_ CHALLENGES, CONSTRAINTS AND RISKS

Challenges, Constraints and Risks involved in developing and delivering robust but flexible Urban Design principles are inevitable.

Addressing how to mitigate them is an important exercise for the Council to consider as the guidelines are being developed.

Avoid guidelines that;

- Don't speak to their audience.
- Do not respect Mana Whenua as partners.
- Do not have statutory weight as they will / may be more difficult to enforce.
- Have a district scope that is too broad/macro to apply on a micro/village small town scale.
- Are perceived as unnecessary by the development industry - it is often difficult to change the mindset of developers to design according to landscape setting instead of bulk and location rules.
- Are perceived as/or do introduce delays in the consenting process.
- Are perceived as an actual additional cost to developers.
- Are slow to incorporate into District Plan and slow to integrate into the consenting process.
- Stifle unforeseen creative design solutions.
- Don't integrate well with other plans and policies.
- Can't be tested for effectiveness.
- Are not fit for purpose.

2_ TARGET AUDIENCE



Defining the target audience is critical to the format and delivery of the urban design guidelines.

The design guidelines must be understandable and be responsive to the needs of people and organisations using them.

*N.B
Do we intend to do more work in this area to better understand the needs of each audience*

Who Is the Target Audience?

- Council Staff and Elected Members
- Development Industry / Architects, Designers, Surveyors, Planners
- Landowners
- Community

3_SCOPE

Given the diversity of land use activities and development types that make up the built environment, the scope of design guidance can be broad.

It is not necessary or possible to provide guidance to all land use activities and the design guidelines should be limited in their scope to ensure the guidance is concise and focused on areas where they will have influence and provide the greatest impact.

What types of land uses and development should the design guidelines apply to?

Built Form

- Development adjacent to sites sensitive to development i.e. sites of significance such as marae, urupa, hospitals, outstanding natural landscapes and viewshafts etc.
- Special character areas / precincts.
- All commercial / retail development within the town centre.
- Big box retail - placelessness development.
- Intensification of existing residential areas.

Infrastructure + Public Space

- Public open spaces.
- Streetscape improvements.
- Greenways .
- Development alongside waterways.
- Land use changes near parks and reserves.
- Sprawl on to rural landscapes.

4_ INTEGRATION OF CULTURAL VALUES, ASPIRATIONS AND OUTCOMES

As treaty partners, Mana Whenua values, aspirations and outcomes need to be integral part of the design guidelines.

It is important to acknowledge and engage the cultural landscapes of the Kaipara District through the eyes of Mana Whenua in order to understand and appreciate a 'Maori world view' and achieve a working partnership to manage and use the environment.

Mana Whenua need to be asked;

- How would Mana Whenua like to be represented?
- How they would like to be involved in the process of developing the guidelines?
- What they would like to have included in the guidelines?
- How would they like to be involved in Kaitiaki roles;
such as
 - ongoing monitoring of the guidelines; or
 - assessing and reviewing the effectiveness of the guidelines on completed developments

EXAMPLES OF CULTURAL PRINCIPLES

Understanding and following a Māori design practice is key to delivering design outcomes that help to deepen our sense of place and develop meaningful and durable relationships with Iwi. (source: ADM, ACC)

Te Aranga Māori Design Principles were developed by Māori design professionals as a response to the New Zealand Urban Design Protocol in 2005.

Te Aranga Design Principles are a cultural landscape approach to design thinking and making, incorporating a series of Māori cultural values and beliefs between iwi Māori and iwi Tiriti.

Te Aranga Design Principles

- **Mana** - The status of **iwi** and hapū as **mana whenua** is recognised and respected.
- **Whakapapa** - Māori names are celebrated.
- **Taiao** - The **natural** environment is protected, restored and / or enhanced.
- **Mauri Tu** - Environmental health is protected, maintained and / or enhanced.
- **Mahi Toi** - **iwi**/hapū narratives are captured and expressed creatively and appropriately.
- **Tohu** - **Mana whenua** significant sites and cultural landmarks are acknowledged.
- **Ahi Ka** - **iwi**/hapū have a living and enduring presence and are secure and valued within their **rohe**.

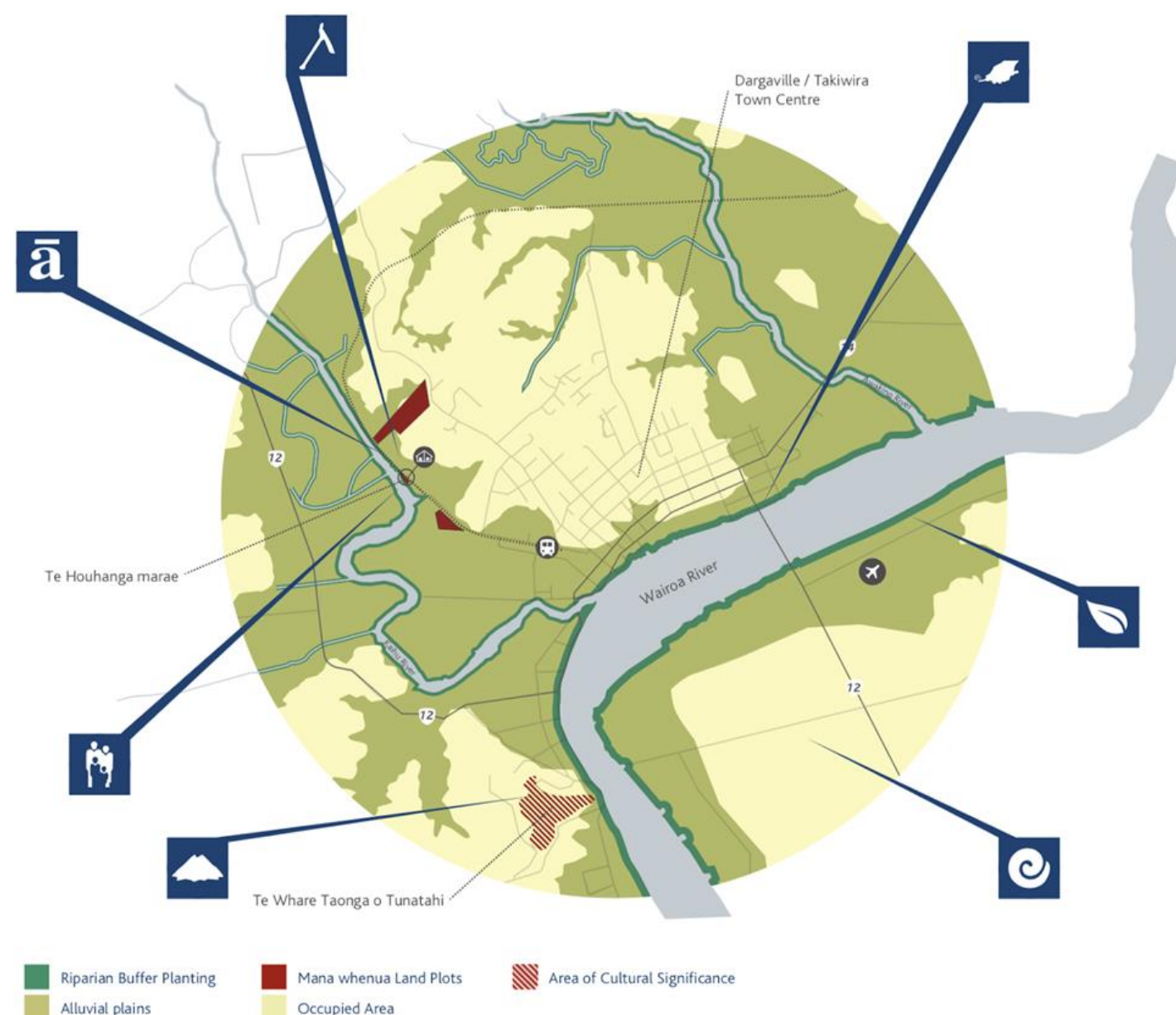
Source: ADM/ACC.

EXAMPLES OF HOW AND WHERE CULTURAL PRINCIPLES CAN BE INTEGRATED

The Dargaville Spatial Plan has developed some examples where Te Aranga Principles can be applied to Dargaville.

This is a visual representation to help remind and identify where and how Mana whenua

DARGAVILLE | TAKIWIRA



- Mana whenua working in partnership with Kaipara District Council.
- Kanohi ki te kanohi - In person, in the flesh relationships.

- Apply dual naming to Dargaville / Takiwira to reinstate traditional maori name.
- Present and promote dual naming for signage and location names.
- Rename places of significance.

- Productive soils are recognised and protected.

- All sites of significance are recognised and protected through the district plan, including significant view-shafts, neighbouring properties and adjacent land holdings.
- Take stock of not only land plots and their fit for purpose, but also adjacent land uses and how to zone them for compatibility.

- Stream side planting of Wairoa, Awakino and Kaihu waterways to improve water quality and ecological connectivity.
- Native planting is incorporated into streetscapes, parks and reserves.
- Work with mana whenua to develop planting plans for the revitalisation of stream and native ecosystem. This could include flora that is familiar and significant to mana whenua and native species eco-sourced from the Kaipara

- Create cultural markers at the entrance to town (Gateway markers) by local artists.
- Support for local iwi artists to present a unique local body of work.
- Development of a Dargaville cultural art strategy.
- Investment in artistic representation of sites of cultural significance.

- Information centre & cultural highlight historical and living presence of mana whenua in this rohe.
- Employment opportunities for local mana whenua.
- Upgraded public toilets to encourage greater use of public space for locals and visitors.
- Camping to encourage structured and well maintained spots for visitors and locals to enjoy the natural surroundings.
- Education opportunities for mana whenua are enabled through the spatial plan.
- Papakainga housing is recognised and provided for in the spatial plan.

5_RELATIONSHIP TO DISTRICT PLAN AND OTHER DOCUMENTS

The relationship the Design Guides have to the District Plan and other council documents such as engineering standards needs to be determined. The best place to start is to decide if the guidelines are going to have statutory weight or not.

Statutory with links via S104C of the RMA whereby the contents of the Design Guide become 'material matters' in the determination of resource consents; or

Non statutory whereby the application of the guidance has no formal connection to the District Plan.

Should the guidelines be given statutory weight?

Statutory

The guidance has statutory weighting in the determination of resource consent applications with direct reference to the activity status in the zoning rules of the District Plan.

Non Statutory

The guidance is a non-statutory document separate from the District Plan that promotes good design outcomes and will thus have limited weight to contested applications and is more of an advocacy document.

While non statutory guides are the most common, their use in day to day practice is often limited and/or contentious with applicants, frequently citing the non statutory status as grounds for not having to recognise the guidance.

It is important that councils have strong and clear urban design guideline policies to feel confident that their decisions can be defended if applicants appeal any refusal decisions.

6_TRIGGERS



If the design guidelines have statutory weighting, consideration needs to be given to when the design guidelines are given effect through the District Plan and what activities and uses will trigger their application.

What triggers the application of the urban design guidelines?

Activity Status ?

Permitted, Controlled, Restricted Discretionary, and / or Discretionary Uses;

Relative Location ?

To sites of cultural significance, SNA's, ONL's etc Subdivision of land larger than 2 lots;

Special uses ?

Development involving heritage buildings, public open spaces, streets in town centres etc.

7_ COUNCIL PROCESSES

Giving effect to the design guidelines as part of the development process will require council resources to process and ensure the intended outcomes are achieved.

The amount of skilled resource that council have available to process applications and work through the challenges with applicants will have significant bearing on the scope, scale and influence of the design guidelines.

*The **design guide** documents, if prepared correctly and implemented consistently, can be a useful source of advice for applicants.*

Pre-application resource consent meetings provide a structure for discussions between the Council and applicants.

*Excellent levels of communication and collaboration within council departments is required to reduce the possibility that applicants receive conflicting advice during the **pre-application** and consent processes.*

What are Councils current capability and skills to manage urban design guidelines?

- Is there scope to upskill 'in-house' if necessary? For example workshops on how and when the guidelines are to be implemented.
- Is there scope to run public workshops to educate about urban design guidelines and how they work and how they can benefit the district?
- Is there scope for staff to follow up completed developments to measure the effectiveness of the guidelines on the built outcomes?

How will the Council structure the guidelines?

- Will the guidelines have their own chapter in the District Plan?
- How will the guidelines be linked to the various development codes of practice?

What is council's future commitment to the urban design guidelines?

- Will the council have resources to increase the awareness and promote the use of the guidelines within the Kaipara community?
 - community hui / workshops / forums
 - interactive display models of 'best practice' neighbourhoods
 - urban design games

8_ DELIVERY OF THE GUIDELINES

The design guidelines need to be presented in a format that is accessible and understandable by each sector of the target audience.

In what format can the council deliver the urban design guidelines?

- An illustrated report outlining the rules and processes of the guidelines and steps to implementation ; or
- An online format within the Kaipara District Council website; or
- The guidelines having their own website which could include 3 dimensional models showcasing good urban design

9_MONITORING AND EVALUATING SUCCESS

Monitoring the design outcomes of completed developments will give the council opportunity to assess the effectiveness of the urban design guidelines.

Evaluation of the design outcomes will show council if there is need to make changes and/or improvements to the urban design guideline process.

In addition to the previous page, what are Council's ability to monitor and evaluate the design guidelines and their built outcomes?

- To reassess the appropriateness and effectiveness of the urban design controls.
- To review the built outcomes and evaluate the success or not of the guidelines.
- Is there a climate to strengthen and improve any poor design guidance?
- Is there a climate to refine internal council processes to alleviate any issues that may arise?

A shortfall with urban design guidelines is that they are often not monitored and evaluated once they are incorporated into council processes. It is important that council recognises the need to reflect on 'lessons learned' and feed into ongoing improvements and refinements that arise overtime to ensure the guidelines are achieving their purpose and are improving design outcomes in Kaipara.

**OPTIONS +
RECOMMENDATIONS**

- 1_ Target Audience
- 2_ Scope
- 3_ Relationship to District Plan and other documents
- 4_ Triggers
- 5_ Integration of cultural values, aspirations and outcomes
- 6_ Council Processes
- 7_ Delivery of the Guidelines
- 8_ Monitoring and Evaluation

**OPTIONS +
RECOMMENDATIONS**

Target Audience

Define and understand the needs and wants of the audience to ensure the guidelines are fit for purpose.

Scope

Ensure the scope of the guidelines focuses on the types of developments that will have greatest impact on land use.

Relationship to District Plan and other documents

Elevate guidelines to a statutory level by giving effect to them through the district plan.

Triggers

Guidelines are targeted to land use and triggered by activities that are considered as restricted discretionary or discretionary activities - see following tables for details.

Integration of cultural values, aspirations and outcomes

Build on the work that has started as part of the Dargaville Spatial Plan. Engage Mana Whenua about using Te Aranga Principles as a starting point to how cultural values and aspirations can be integrated into the broader design guidelines.

Council Processes

Clearly define current and future council capability and resources to ensure that the guidelines match the current resources, have effective tools to upskill staff.

Delivery of the Guidelines

Present the guidelines in a format that is accessible, inspirational and clearly comprehensible for the variety of audiences/users.

Monitor and Evaluation

Monitor and review the effectiveness and efficiency of the guidelines by evaluating completed developments. Include interviewing the designers/developers involved to get a users perspective.

TRIGGERS -
RESIDENTIAL ACTIVITIES



ACTIVITY STATUS		Low Density			Medium Density			High Density		
Non Complying										
Discretionary										
Restricted Discretionary										
Controlled										
Permitted										
		Single Family Home - Large Lot	Single Family Home - Small Lot	Single Small Home - Small Lot	Duplex	Terrace Housing	Town Housing	Retirement Village Mixed Use	Papa-kainga Mixed Use	Apartment Mixed Use
LAND USE TYPE										
<div><div></div> PANEL<div></div> ENGAGE EXPERTS<div></div> REGULATORS<div></div> N/A</div>										

TRIGGERS
COMMERCIAL +
INDUSTRIAL ACTIVITIES



ACTIVITY STATUS	Non Complying									
		Discretionary								
	Restricted Discretionary									
Controlled										
Permitted										
LAND USE TYPE										

TRIGGERS
RURAL + RURAL
RESIDENTIAL ACTIVITIES



ACTIVITY STATUS	Non Complying								
	Discretionary								
	Restricted Discretionary								
	Controlled								
	Permitted								
		Pastoral Farming	Mixed use farming	Horticulture	Forestry	Maori Purpose land	Residential Holdings	Network utilities & infrastructure	Processing Activities
<div><div></div> PANEL<div></div> ENGAGE EXPERTS<div></div> REGULATORS<div></div> N/A</div>									

The following are a series of case studies of urban design guidelines from other councils from around New Zealand. These have been used to assess to what would be a valued and appropriate approach for Kaipara District.

- 1_ Selwyn District Urban Design Guide
- 2_ Wellington City Council Design Guide - Ministry for the Environment Review
- 3_ Mangawhai Design Guidelines
- 4_ Queenstown Town Centre Public Realm Design Guidelines
- 5_ Waikato Urban Design Guidelines



- Name
- Location
- Size / Scale
- Date
- Clients
- Audience
- Purpose of Guidelines
- Websites / links
- Relationship /
Relevance to your challenge
- Council Process_
 - *Triggers*
 - *Internal*
- Scope and Application_
 - *Land use v's landscape types*
- Resources / Funding / Costs_
- Lessons Learnt for Kaipara Design Guidelines_
 - *Limitations / Issues / Challenges_*
 - *Achievements & Successes_*

s



Selwyn District Urban Design Guide

/ Name_Urban Design Action Plan

/ Location_Selwyn District Council

/ Size / Scale_Population 44,595_ District land area_6420m²

/ Date 2009

/ Clients_Selwyn District Council

/ Audience_Commercial Developers

/ Purpose of Guidelines_The Urban Design Action Plan has been produced as part of Council's commitments under the N.Z Urban Design Protocol. It outlines how they intend to ensure the districts townships are vibrant and attractive places as they grow.

Website/Links_<https://www.selwyn.govt.nz/property-And-building/planning/design-guides>

/ Relationship / Relevance to your challenge_

The council is a District Council

Selwyn has a number of rivers and water catchments

Most of the population live in small towns or villages

High percentage of population employed in agriculture, forestry or fisheries

The geography includes alluvial lowlands
Has high flooding risk

Council Process_

Selwyn District Council produced an Urban Design Action Plan showing what action they intend to take to improve the urban areas of Selwyn District.

The Action Plan does not itself commit Council to any actions, but it does set an expectation that the actions listed will be fulfilled. These often involve several departments within Council and one of the actions proposed is Integrated Management.

In effect this is finding ways that different departments can work together to ensure good urban design is given appropriate priority in all Council actions. The Council is already committed to several actions that are designed to improve the design and form of both new urban areas and development in existing areas.

The Action areas include:

1. Subdivision Design Guide_ 2009
2. Density Housing Design Guide_ 2011
3. Commercial Development Design Guide_ 2011
4. Rural Design Guide
5. Rural township Design Guide
6. Street Design Guide

Action plan also includes recommendations for plan changes, changes to engineering code of practice, review of consent process, the introduction of town specific Structure and Development Plans, Integrated Management Plans and courses to teach planners about good urban design.

Scope and Application_

Land use appears to take priority over landscape as a design mechanism

Selwyn District has currently only generated a Subdivision Design Guide, a Density Housing Design Guide and a Commercial Development Design Guide.

Resources / Funding / Costs_

The three remaining Design Guides status is recorded as being subject to funding as of 2010. The other recommendations have been recorded as being administered through the current workstream - as of 2009. A new District Plan is being released for public review in 2020

Lessons Learnt for Kaipara Design Guidelines_

- Guidelines could be separated into key action areas instead of one overall document
- Guidelines are developed like a handbook for developers with a design checklist
- Introduced in pre application meetings
- Educate Planners about urban design
- Caution with applying (quite big) minimum house sizes in subdivisions
- Selwyn has completed more recent town structure plans and rural/residential strategies which have urban design guidelines embedded within them

Kaipara Urban Design Guidelines

Wellington City Council Design Guides - Review by the Ministry for the Environment 2008



Wellington City Council - Central Area Design Guide and Review by the Ministry for the Environment

Name_ Wellington City Council Central Area
Design Guide

/ Location_ Wellington

/ Size / Scale_ Population approx 212,700
District size -120 km²

/ Date 2008

/ Clients_ Ministry for the Environment

/ Audience_ Local Government

/Websites/links_ <https://www.mfe.govt.nz/publications/towns-and-cities/urban-design-case-studies-local-government/central-area-design-guide>

**/ Relationship / Relevance to your
challenge_**

This review of Wellington City Councils Design Guide is over 12 years old, however the discussion points, recommendations and conclusions that have been made throughout are still very relevant and provide useful information/experience for Kaipara Council to refer to surrounding some of the important decisions it will need to consider when and how they develop their design guidelines.

Purpose of Guidelines_

Wellington City Council has had Urban Design Guidelines as a part of their District Plan since the late 1980s. Over the years these have been reviewed and refined base on continual assessment and changes have been made. The current District Plan consists of three sections

- Objective, Policies and Rules
- Design Guides
- Maps

The Design Guide Section has been separated into a combination of Wellington character areas in addition to land use type such as guidelines for rural or residential areas.

The guidelines have been embedded into the District Plan since 2000 under a controlled use rule, however after review it was decided that this was not effective enough as the Council could not refuse any developments and the conditions they could place on development plans were limited. In 2005, the Council began work on the full review of the Central Area chapters of the District Plan. One of the main changes made was that the design guides were applied as a Discretionary Activity (Restricted) with the Council's discretion limited to design, external appearance and siting, and the location of building mass.

The Ministry for the Environment undertook a review and impartial assessment of the Central Area Guide and associated design principles. The paper presents several universal recommendations that could be easily applied to other District Councils and Plans.

Council Process_

The review strongly conveyed the importance of the Council process in developing robust guidelines that also allow for some flexibility to encourage and accommodate creativity.

It conveyed that collaboration across the Council is required to reduce the possibility that applicants receive conflicting advice from different parts of Council during the **pre-application** and consent processes.

There was also strong emphasis on the fact that the Council is well resourced with experienced designers, planners to enforce the guidelines - each department/discipline in the Council that deals with the built environment and the consent process needs to trust and respect each other.

Scope and Application_

The multiple chapters of guidelines are set out in way that covers all aspects of a large city, which also includes a section of guidelines for rural areas. The guidelines provide a list of the necessary steps and documents that are required for an Urban Design Assessment as part of the building consent process.

Resources / Funding / Costs_

Wellington City Council is well staffed with Urban Designers and has easy access to Victoria University Architecture and Urban Design department if they require further expertise to get involved.

Wellington City Council - Central Area Design Guide and Review by the Ministry for the Environment

Lessons Learnt for Kaipara Design Guidelines

The Ministry has done a thorough assessment of the urban design guidelines and has developed a comprehensive list of 'lessons learnt'. These are very generic and could be a useful tool for Kaipara District Council to use as a foundation document of things to consider before starting the guideline process.

Some of the key questions Wellington City Council considered were:

Do the Design Guides need to be included in the District Plan?

Wellington Council decided that the benefits of including the design guides in the District Plan in terms of weighting significantly outweigh the negatives in terms of the time required to update the content of the design guides.

Does the Environment Court recognise the Design Guides

In the Council's experience, the Court has often found design guides useful in helping to assess whether a proposed development is appropriate and consistent with council policy. On two separate occasions, the Environment Court has directed the Council to prepare design guides for specific locations as part of a package to resolve appeals.

Value Gained-

Urban Design Assessments

The urban [design assessment](#) process, while not perfect, has resulted in the construction of better quality buildings than the Council could otherwise have expected.

Design Guides

Are important because they provide a structure for discussions between the Council and applicants and provide an important framework for negotiations.

It is important not to underestimate the ongoing cost and effort required to implement design guides. The effectiveness of the design guides is principally determined by the Council's ability to provide high-quality design advice in a consistent and timely manner.

Monitoring and Evaluation

Wellington Council began monitoring the effectiveness and efficiency of the design guides as part of a District Plan monitoring programme.

The Anticipated Environmental Results (AERs) for the Central Area's design-based objectives and policies provided the benchmark to test whether those policies and objectives had been achieved. The AERs for the Central Area were:

- buildings have design qualities that create a positive relationship to public spaces and the wider city setting; and
- special qualities of identified character areas are maintained and enhanced.

From the AERs, a series of questions were developed by the Council to analyse if the design guides and rules to implement them were:

- achieving their stated aims
- improving design outcomes
- efficient and effective tools for achieving quality design outcomes
- promoting innovation and creative built environment solutions.

Council appointed an independent urban design reviewer



/ Name_Magawhai Design Guide - Appendix 25A of the Kaipara District Plan

/ Location_ Mangawhai Village and Heads

/ Size / Scale_ Population approx 2500,- 10,000 during summer months_

/ Date 2013

/ Clients_Kaipara District Council

/ Audience_Landowners and Developers

/ Purpose of Guidelines_The aim of the design guidelines is to promote socially, culturally and environmentally sustainable development and to encourage the design of future settlement areas that interact positively with their local environment.

/Websites/links_https://www.kaipara.govt.nz/uploads/districtplan_operative/Operative%20Kaipara%20District%20Plan%20-%20Appendix%2025A%20-%20Mangawhai%20Design%20Guidelines.pdf

/ Relationship / Relevance to your challenge_

The guidelines function as an appendix to the existing Kaipara District Plan

Provide detailed guidelines on small town/village expansion

Council Process_

This document works in partnership with the Mangawhai Structural Plan 2005 in particular the guidelines are a direct response to the actions outlined for policy area 2 (Rural Residential) and 3 (Mangawhai Residential). It is expected that these guidelines are detailed enough for residential development but further guidance is anticipated when development of the Wood Street Business area and Mangawhai Industrial area begins. There are no stipulated council processes or triggers recommended in these guidelines.

Scope and Application_

These guidelines concentrate on Residential growth - and hardly differentiate between urban and rural residential development

Resources / Funding / Costs_

N/A

Lessons Learnt for Kaipara Design Guidelines_

These guidelines are too detailed and only focused on one area of urban development and design (residential). They will be useful as a framework for new subdivision guidelines but will need to be more generalised to guide the urban and rural needs of the wider Kaipara area. The guidelines only specify residential and need to investigate and guide other modes of settlement patterns - i.e. industrial and commercial centres.

The low impact design strategy for sustainable drainage options will be useful to apply on the wider document

This is all about neighbourhoods, doesn't include town/village centre design guidelines.



Name_Queenstown Lake District Council
Urban Design Strategy

/ Location_Queenstown Lake District

/ Size / Scale_Population approx 39,100
District size -8719m2

/ Date 2009

/ Clients_Queenstown Lake District Council

/ Audience_Council representatives, staff,
landowners and developers

/Websites/links_[https://www.qldc.govt.nz/
/assets/OldImages/Files/Strategies/Urban_Design_Strategy/Urban_Design_Strategy.pdf](https://www.qldc.govt.nz/assets/OldImages/Files/Strategies/Urban_Design_Strategy/Urban_Design_Strategy.pdf)

/ Relationship / Relevance to your challenge_

Queenstown have developed this strategy to guide and inform the whole of the district the shows the importance of urban design guidelines and gives suggestions of how they can be implemented into council processes. More detailed guidelines for each main town centre in QLD have also been developed.

Purpose of Guidelines_

This strategy describes how urban design can contribute towards creating urban environments that entice people to want to live, work, play, visit and invest in Queenstown.

The purpose of the Urban Design Strategy is to:

- Guide Council staff and elected representatives on how urban design can influence future projects, plans and policies.
- Provide clarity around the Council’s policy on urban design.
Help the community understand how urban design can contribute towards the experience of living and working in the district.
- Provide a strategy of implementation that ensures urban design guidelines will be understood and adhered to through the policy and objectives of the District Plan

Six Urban design goals for the district were identified

- Distinctive Built Form
- High Quality public Spaces
- Consolidated growth
- Connected Urban Form
- Sustainable urban Environments
- Cohesive communities

Six issues were also identified to be addressed through the guidelines

- How built form and public space contribute to local identity
- The quality and amenity of the public realm
- Growth
- Connections - transport and land use
- Sustainability
- Community, collaboration and custodianship.

Each issue is examined and described in further detail.

Council Process_

The guide proposes to increase urban design related criteria in the District Plan enabling an easier pathway through the consenting process where a project is supported by a design panel. The QLDC set up Urban Design Panels in Queenstown and Wanaka in 2004. These panels were made up of independent design consultants, development and community representatives. The panels review Council capital projects and private development proposals that would have significant impact on the public realm of urban areas. The panels role is to provide independent urban advice to applicants and Council. Their objective is to improve the standard of the built environment. This role is advisory, not statutory.

Scope and Application_

These guidelines concentrate on Residential growth - and hardly differentiate between urban and rural residential development

Resources / Funding / Costs_

There is no mention of ways the addition staff, urban design champion or panel will be funded.

To date funding street network improvements have been focused on Central Government funding criteria that assess projects based on transport efficiency and road safety targets. Project objectives beyond these criteria relies on ratepayer funding.

A key issue noted is whether the current funding system is flexible enough for transport-led projects, with strong urban design drivers, to qualify for Central Government funding.

Guide to Implementation

The Queenstown Lake District Council has a number of implementation methods that can address the goals and objectives outlined in this strategy. These come under the following areas:

- 1 Leadership*
- 2 Strategy and policy*
- 3 Regulation and monitoring*
- 4 Recognition and awareness*

Below describes how the Council has planned to work towards the six urban design goals identified, by using the tools available within these four areas. The actions tend to address a number of the goals at once, reflecting the inter-related nature of urban design.

Lessons Learnt for Kaipara Design Guidelines

There is clear potential for public resistance to higher density in Kaipara. These guidelines provide ideas how to address this and suggest the quality of design of both built form and associated public amenity is therefore critical to community acceptance of these types of developments.

- Appoint an urban designer to the Council Policy Team
- Set high-level objectives
- Set the highest possible urban design objectives for key Council projects
- Involve the community and Mana Whenua
- Review construction briefs
- Work with NZ Transport Agency to ensure that funding assessments recognise the full economic benefits of the urban design elements of transport projects.
- Develop an urban design strategy to provide overarching direction for the role of urban design in the District.
- Review action plan every three years, prior to 10-year Council Community Plan reviews
- Before notification of any relevant draft council policy, consider the urban design implications of that policy.
- Review activity status of buildings in Town Centre’s in order to be able to say no to poor urban design outcomes and include robust urban design assessment criteria in relevant sections of the District Plan.
- Ensure that urban design issues and the advice of the Urban Design Panel and/or design consultants are given appropriate weight in the decision-making process.
- Monitor and report on Council’s progress toward influencing urban design outcomes in the District

- Encourage and promote opportunities for private sector developers to obtain the advice of the Urban Design Panels early in the design process for new development projects.
- Develop an awards scheme that recognises and celebrates quality urban design in the District.
- Incorporate an educative component in the Council’s communication material to raise the community’s understanding of urban design issues and solutions and activities that Council is undertaking to promote best practice urban design in the District such as the Urban Design Panels.
- Hold a series of public meetings to discuss the role of urban design in future development initiatives.



Waikato Urban Design Guidelines

/ Name_ Waikato Urban Design Guidelines

/ Location_ Waikato Region

/ Size / Scale_ Population approx 472,100
Region size -25000m2

/ Date 2018

/ Clients_ Waikato District Council

/ Audience_ Council Community
Landowners and Developers

/ Purpose of Guidelines_ To achieve urban and rural subdivision that responds and promotes sustainable growth. They seek to build council objectives and policies surrounding subdivision and form a tool to implement those policies. The guidelines are to assist in the planning process by providing clear understanding to the audience of the design outcomes sought for residential subdivision.

/Websites/links_ https://wdcsitefinity.blob.core.windows.net/sitefinity-storage/docs/default-source/your-council/plans-policies-and-bylaws/plans/district-plan-review/section-32-reports/village-zone/appendix-13-1-waikato-urban-design-guidelines---residential-subdivision.pdf?sfvrsn=902a80c9_2

/ Relationship / Relevance to your challenge_

These guidelines are intended to be applied district wide to small medium and large subdivision and intend to be applicable to a rural/residential context. However, detailed reference to the this is not clear.

Council Process_

A design statement is required to be submitted to Council. Which includes justification for the project, a detailed site and context analysis is required including an assessment of how the proposal responds to the applicable outcomes set out in the urban design guidelines. Projects must also be consistent with any relevant structure plans.

Subdivisions guidelines are broken down according to size

Small - 2-5 lots, Medium 6-9, Large - more than 10 lots.

Council suggests it will develop masterplans for all towns so people can clearly see the projected growth patterns. The masterplans are to provide and refine the distinct details of outcomes sought by council through their design guidelines. The guidelines provide reference to CPTED, Universal Access Design Energy Efficiency and Street Trees Policy and strongly suggest these are incorporated into projects/proposals.

Scope and Application_

These guidelines concentrate on Residential growth. Through separating guidelines into lot sizes it is envisioned that they can be applied to urban and rural settings. They include a thorough breakdown of all elements involved in designing and building successful neighbourhoods.

Context analysis includes assessment of landform and vegetation and landuse and connectivity

Design Guidelines include:

- Connectivity and movement networks
- Neighbourhood character
- Residential block and street layout
- Open space and landscaping
- Low impact urban design - stormwater infrastructure

Resources / Funding / Costs_

N/A

Lessons Learnt for Kaipara Design Guidelines_

These guidelines are well organised, clear and simple to understand. Breaking the guidelines into three categories based on size of subdivision is a useful way to provide clarity for applicants.

They will be useful as a framework for new subdivision guidelines and could be tweak a little more to address rural subdivision, especially surrounding buffer zones between rural land uses.

Could possibly use these guidelines as a framework to apply to industrial and commercial subdivision

The low impact design strategy for sustainable drainage options will be useful to apply to the wider district.

This is all about neighbourhoods, doesn't include town/village centre design guidelines

DRAFT KAIPARA DESIGN GUIDE

Rev 3 | June | 2020





Part 1_Introduction

- 1.1 Background
- 1.2 Strategic Context
- 1.3 Purpose of Design Guide
- 1.4 How to Use this Document

Part 2_ Principles and Guidelines

- 2.1 Māori Design Principles
- 2.2 Landscape Planning Framework
- 2.3 Buildings and Streets
- 2.4 Sustainable Building Practices

Part 3

- 3.1 Monitoring and evaluation

PART 1

1.1 BACKGROUND

Many councils around New Zealand are recognising the advantage of adopting additional methods to encourage and guide development in their communities. The purpose of this is to reconcile to the greatest degree possible some of the uncertainties that many people have regarding the quality of new development.

By adopting simple design guidelines development can be delivered that offers solutions appropriate to the particular community and in doing so hopefully benefit from a faster streamlined consenting pathway.

The Kaipara District has experienced relatively fast growth in the last five years, driven mainly through rural living subdivisions and sustained growth in the Mangawhai urban and peripheral countryside areas. Design guidelines were developed for Mangawhai as an appendix of the Kaipara District Plan in 2013. These guidelines concentrate on residential subdivision and do not differentiate between urban, rural or commercial/business development. Growth and expansion continues in Mangawhai and indications are that this will ramp up over the next 10 years reigniting the need for an all-inclusive set of design guidelines to help anchor Kaipara Council's vision of sustainable growth and development.

The Kaipara District Council has recognised the importance of planning for growth and maximise the positive outcomes it can bring to the district as a whole. In response, the Council commissioned two area-specific Spatial Plans (The Spatial Plan - Key Urban Areas and the Mangawhai Structure Plan Review), and a district-wide spatial plan, The Sub-Regional Spatial Plan. These examine where and how this growth could be sustainably managed.

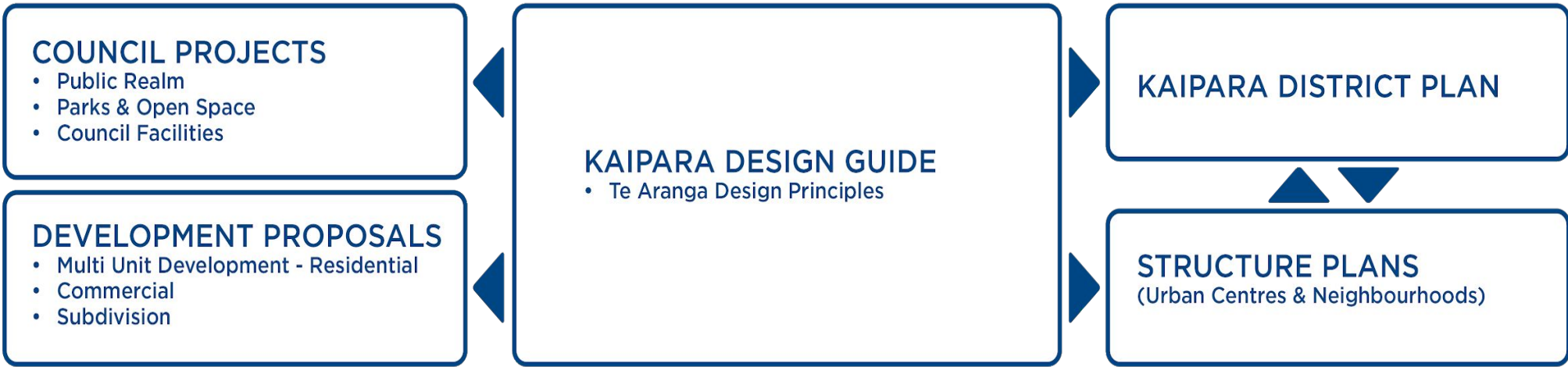
Both spatial plans were developed through extensive consultation with the people of Kaipara and in-depth investigations into the environmental conditions the district is facing now and in the future. They provide an inspirational framework for more sustainable development and conservation of Kaipara's urban and rural environments. They present a series of key design moves that embrace and stimulate the positive aspects of the place, while also setting solid foundations to improve the districts overall design quality, safety, wellbeing and resilience.

It is intended that the spatial plans will inform the upcoming review of the Kaipara District Plan and help decisions surrounding how to support and encourage positive social, cultural, economic, and environmental development.

The spatial plans provide a framework for the Council to further develop within its policies and objectives but they don't go into the design details that are also vital to inspiring quality development and creating successful places. Design details can encompass a variety of scales - from an individual building, a street, a subdivision or an entire town/settlement. Design Guidelines are a proactive means to collaborate with designers and real estate developers to guide the development process and achieve a range of enhanced design outcomes.

1.2 STRATEGIC CONTEXT

The Design Guide has no statutory legal status in the determination of resource consent applications with direct reference to the activity status in the zoning rules of the District Plan.



The Design Guide can add weight to how the a proposed development is assessed influencing the determination of a consent application as an ‘other matter’ related document under s.104C of the Resource Management Act 1991 (the RMA). Through this mechanism, the principles of the Kaipara Design Guide become ‘material matters’ in the determination of resource consent applications.

The Design Guide sets guidelines for developments of particular types (eg multi-unit housing), or on particular sites (eg within significant landscapes, or in defined heritage areas).

New developments which fall into these categories generally require a resource consent. In assessing a resource consent application, the Council will take into account the extent to which the proposal meets the relevant design guide and the relevant area-based policies.

1.3 PURPOSE OF DESIGN GUIDE

Design Guidelines define the qualities of architecture, site design, street and open space that make successful projects, and are a tool for guiding individual projects towards successful design outcomes. The goal of the design guidelines is to inspire and foster design excellence.

https://www.seattle.gov/Documents/Departments/OPCD/OngoingInitiatives/UDistrictUrbanDesign/Boards_Streetfair.pdf

The purpose of the design guide is to help facilitate the design and delivery of quality buildings and places for communities in the Kaipara District.

In a way that establishes clear expectations and parameters from an early stage in planning, between project team, project partners and key stakeholders*

So that those involved in designing and building the built environment have a shared understanding of the core design principles underpinning quality buildings and places and recognise that the process of building positive and sustainable environmental, cultural, social and economic wellbeing is a collective endeavour.

** Project team -Group provides recommendations for final outcomes.*

Project Partners - Partner in each aspect of the process including the development of alternatives and the identification of the preferred solutions.

Key stakeholders - Work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered

1.4 HOW TO USE THIS DOCUMENT

The Design Guide is formatted to reflect the steps an applicant should follow. These include_

1. **Investigation** - what can I do on my site based on the zone, topography, vegetation, streams, access, and other constraints? Consider the district plan provisions relevant to the site and
2. **Concept Design** - Develop scheme aligned with direction outlined in spatial plan and design guidance. In particular_
 - a. How does your design respond to Māori Design Principles
 - b. What are the landscape framework / context
 - c. Transect the development is occurring within
3. **Pre-Application Meeting** - Arrange a pre-application meeting with council planning staff to inform resource consent application. Gain an appreciation of what outcomes the council staff will be looking for based on the district plan zone provisions, relevant development controls, and how the Design Guide influences these outcomes further
4. **Developed Design refinement** - refine based on pre app meeting as required
5. **Lodge and obtain resource Consent**
6. **Detail Design and Tender Documentation**
7. **Building consent and other approvals**
8. **Construction and Practical Completion** - suitably skilled and qualified building specialists to undertake the works. Ensure compliance with permits obtained.
9. **Live & Adapt** - occupying your space and planting, adapting space and structures over time as ownership and/or lifestyles change - empty nesters, young families, retired. Adaptable spaces and building, such that the way in which the built-form is used to suit an ever-evolving lifestyle changes over time.

1.4 HOW TO USE THIS DOCUMENT CONT - TRANSECT PLANNING

The urban ‘transect’ mimics that of the analysis of natural habitats but replaces those natural habitats with a sequence ‘urban habitats’ of distinctive character. It represents a generalised position whereby a ‘what fits where’ approach to design is contemplated within the broader land use planning framework. The approach promotes the objectives of walkable, characterful and connected communities.

In this sense the most dense living areas are those best placed to access local services whilst the least dense fit better in the rural environment.



TRIGGERS

This diagram shows the levels of complexity of a proposal, or development / activity, comparatively to when a higher degree of specialist input may be required.

The use of panels - independent from political or private influences - can provide a degree of confidence that the options development phases of a project are outcomes-focused and leads to good design outcomes.

This costs financially to someone - and having in-house specialists and up-skilled staff can cater for the larger amount of proposals sitting at the 'lower complexity' end of the spectrum shown on this diagram.

PANEL

ENGAGE EXPERTS

REGULATORS

N/A

ACTIVITY STATUS

Low Density			Medium Density			High Density				
Non Complying Discretionary Restricted Discretionary Controlled Permitted										
Single Family Home - Large Lot			Single Family Home - Small Lot	Single Small Home - Small Lot	Duplex	Terrace Housing	Town Housing	Retirement Village Mixed Use	Papa-kainga Mixed Use	Apartment Mixed Use
Commercial Mixed Use			Commercaill Large Format Retail		Commercaill Business Park		Light Industrial		Heavy Industrial	
Pastoral Farming	Mixed use farming	Horticul-ture	Forestry	Maori Purpose land	Resi-dentail Holdings	Network utilities & infra-structure	Process-ing Ac-tivities	Mineral Ex-traction		

PART 2 - PRINCIPLES AND GUIDELINES

MĀORI DESIGN PRINCIPLES

Māori design principles are derived from a Māori worldview incorporating Māori knowledge and core Māori values. They are intended to unlock the potential of Māori knowledge and help to facilitate effective engagement with Mana Whenua. It is a holistic approach provides Mana Whenua opportunities to articulate their narratives, values and aspirations and contribute in a meaningful way to current and future environments.

LANDSCAPE PLANNING FRAMEWORK

The landscape planning framework provides an overview of the fundamental landscape processes, patterns and character that need to be identified, maintained, protected and enhanced. The landscape planning framework is an ecologically grounded approach to the design and planning of settlements that helps to ensure Kaipara's settlements holistically and sustainably respond to the unique and diverse natural and socio cultural landscapes of a place and the integrity the environment they are embedded in are maintained in perpetuity.

BUILDINGS AND STREETS

Buildings and streets provides an overview of the core features of quality buildings, streets and places for communities in the Kaipara District. Buildings and streets covers in mixed Use / Commercial / Business, high medium and low density residential developments and rural residential and rural living zones.

SUSTAINABLE BUILDING PRACTICES

Sustainable building practices outlines the key factors that need to be considered when designing, constructing, operating and deconstructing buildings.

2.1 MAORI DESIGN PRINCIPLES

Māori design principles are derived from a Māori worldview incorporating Māori wisdom and core Māori values. They are intended to unlock the potential of Māori knowledge and help to facilitate effective engagement with Mana Whenua. It is a holistic approach which provides Mana Whenua opportunities to articulate their narratives, values and aspirations and contribute in a meaningful way to current and future environments.

The Te Aranga Design Principles are derived from the core values:

Rangatiratanga - self determination

Kaitiakitanga - guardianship

Manaakitanga - hospitality

Wairuatanga - spirituality

Kōtahitanga - unity

Whānaungatanga - kinship

Mātauranga - Te Ao Māori / Māori world view

TE ARANGA DESIGN PRINCIPLES

Mana Rangatiratanga - The status of iwi and hapū as mana whenua is recognised and respected.

Whakapapa - Māori names are celebrated.

Taiao - The natural environment is protected, restored and / or enhanced.

Mauri Tū - Environmental health is protected, maintained and / or enhanced.

Mahi Toi - Iwi/hapū narratives are captured and expressed creatively and appropriately.

Tohu - Mana whenua significant sites and cultural landmarks are acknowledged.

Ahi Kā - Iwi/hapū have a living and enduring presence and are secure and valued within their rohe.

APPLICATION OF TE ARANGA DESIGN PRINCIPLES

Applying the Te Aranga Design Principles - a framework for discussion_

Kaipara Mana Whenua have a wealth of local knowledge and tikanga they are willing to share - the Māori Worldview. This knowledge can elevate development proposals to higher levels, creating unique and special buildings, neighbourhoods and places for the Kaipara community and its visitors to deepen their collective 'sense of place' in Kaipara.

These principles provide an opportunity and platform for the council and developers to positively engage with mana whenua - and for mana whenua to navigate the kōrero with the council, wider community, and developers.

Te Aranga Design Principles can be implemented in a number of Kaipara District civic and private projects such as in the design and aesthetics of papakāinga, residential subdivision, new bridges, gateways, cycle and walking paths, public squares, parks, facilities and public buildings.

- **Mana Rangatiratanga** - Is the platform to engage in working relationships with mana whenua so their values, worldviews, tikanga, cultural narratives and visual identity can be appropriately expressed in the design environment.
- **Whakapapa** - Recognises ancestral names as entry points for exploring and honouring tūpuna, historical narratives and customary practices associated with development sites. It provides the ability to enhance a sense of place connections.
- **Taiao** - Is where natural environments and significant natural landscapes are protected, restored and enhanced to levels where sustainable harvesting of kai (food), rongoa (medicine) and craft materials (flax) is possible.
- **Mauri Tū** - Is where the wider development area and all the elements and developments within the site are considered on the basis of protecting, maintaining or enhancing its environmental health. For example, for community wellbeing, the quality of wai (water), whenua (land), ngahere (forest) and āngi (air) are actively monitored.
- **Mahi Toi** - Is when ancestral names, local tohu and iwi narratives are creatively reinscribed into the design environment, including: landscape; architecture; interior design and public art. It is encouraged that iwi / hapū mandated design professionals and artists are appropriately engaged in such processes.
- **Tohu** - Acknowledges a Māori worldview of the wider significance of tohu / landmarks and their ability to support a process whereby significant sites can be identified, managed, protected, enhanced and celebrated, reinforcing a sense of place and identity within the community.
- **Ahi Ka** - Acknowledges the post Treaty of Waitangi settlement environment where iwi living presences include customary, cultural and commercial dimensions, such as the development of papakāinga or karakia (blessings) of sites and places. Resumption of kaitiaki (guardianship / stewardship) roles are encouraged.

..

EXAMPLES OF HOW AND WHERE TE ARANGA DESIGN PRINCIPLES CAN BE INTEGRATED

The Dargaville Spatial Plan has developed some examples where Te Aranga Principles can be applied to Dargaville.

-  Mana Rangatiratanga
-  Whakapapa
-  Taiao
-  Mauri Tū
-  Mahi Toi
-  Tohu
-  Ahi Kā



EXAMPLES OF HOW AND WHERE TE ARANGA DESIGN PRINCIPLES CAN BE INTEGRATED CONT.

Mana Rangatiratanga

- Mana whenua working in partnership with Kaipara District Council.
- Recognition of all groups holding Mana Whenua over project areas.
- Kanohi ki te kanohi - In person, face to face.

Whakapapa

- Apply dual naming to Dargaville to reinstate the town’s traditional Māori placename.
- Present and promote dual naming for signage and location names.
- Reinstate or rename places of significance.
- Potential for incorporating key narratives of place into design and design elements.

Taiao

- Streamside planting of Wairoa, Awakino and Kaihu waterways to improve water quality and ecological connectivity.
- Native planting is incorporated into streetscapes, parks and reserves.

Mauri Tū

- Productive soils are recognised and protected.
- Design to recognise and provide for manaakitanga of environment and all visitors and users.

Mahi Toi

- All sites of significance are recognised and protected through the district plan, including significant view-shafts, neighbouring properties and adjacent landholdings.

Tohu

- Investment in artistic representation on sites of cultural significance.
- Create cultural markers at the entrance to town or settlements by local artists.

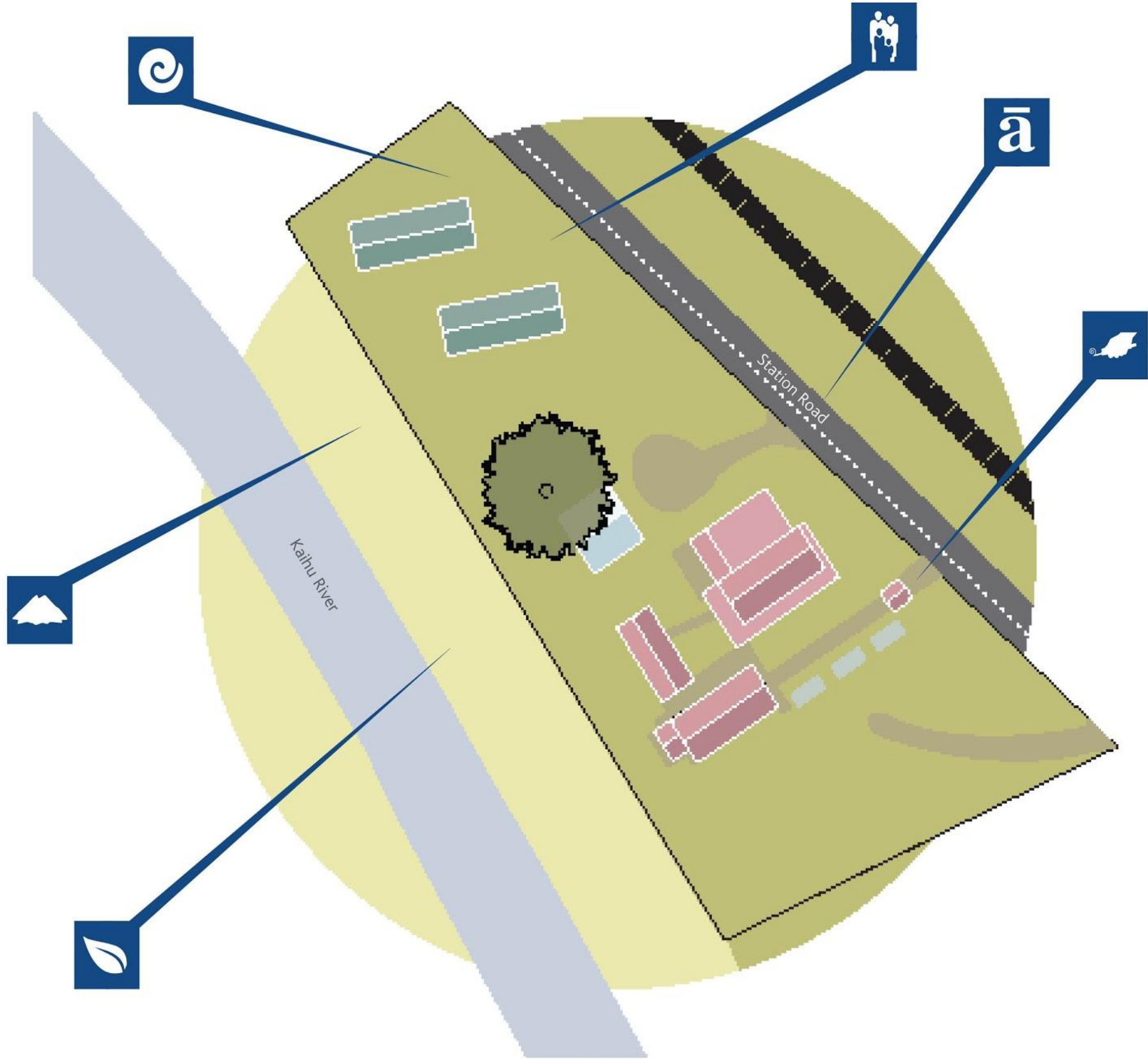
Ahi Kā

- Information centre and cultural highlight historical and living presence of mana whenua in this rohe.
- Employment opportunities for local mana whenua.
- Upgraded public toilets to encourage greater use of public space for locals and visitors.
- Papakāinga housing is recognised and provided for.

EXAMPLES OF HOW AND WHERE TE ARANGA DESIGN PRINCIPLES CAN BE INTEGRATED

The Houhanga Marae has developed some examples where Te Aranga Principles can be applied to Dargaville.

-  Mana Rangatiratanga
-  Whakapapa
-  Taiao
-  Mauri Tū
-  Mahi Toi
-  Tohu
-  Ahi Kā



EXAMPLES OF HOW AND WHERE TE
ARANGA DESIGN PRINCIPLES CAN BE
INTEGRATED CONT.

Mana Rangatiratanga

- Mana whenua working with autonomy on their land.

Whakapapa

- Rename Station Road to reflect the traditional / cultural narrative of Te Houhanga marae.

Taiao

- Produce Masterplan that assumes worst case scenario of flood modelling and how to stage potential adaptation measures to make the marae buildings more resilient and protected from climate events.
- Design promotes appropriate interaction with the Kaihu River.

Mauri Tū

- Net zero energy - passive design and solar energy for lighting, space heating, water heating and appliances.
- Net zero water - water sensitive design, water harvesting and filtration and ecological wastewater systems.
- Productive landscapes - e.g. Mara Rongoa, Mara Kai, Pā Harakeke (medicine, food, fibre).
- Shared / community food systems.

Mahi Toi

- Support for local iwi artists to present a unique local body of work.
- Mana Whenua narratives to be creatively expressed.
- Te Reo Māori is an integrated element within design and design elements.

Tohu

- Develop mana whenua interpretive signage.
- Take stock of Maōri land plots and ensure adjacent land uses are zoned for compatibility .

Ahi Kā

- Design that allows for iwi protocols to occur.
- Mana Whenua able to express kaitiaki role.

2.2 LANDSCAPE PLANNING FRAMEWORK

The landscape planning framework provides an overview of the fundamental landscape processes, patterns and character that need to be identified, maintained, protected and enhanced.

The landscape planning framework is an ecologically grounded approach to the design and planning of settlements. This helps to ensure Kaipara's settlements holistically and sustainably respond to the unique and diverse natural and sociocultural landscapes.

Through this framework, the integrity of the environment Kaipara's settlements are embedded in is maintained over generations.

DESIGN PRINCIPLES

Design with and for Nature and Natural Systems - Identify, maintain, protect and where required, enhance critical and vulnerable landscape features such as wetlands, floodplains, and steep and erodible slopes.

Design with Water Catchments - Designing and planning at the scale of the water catchment to ensure the integration of water, ecology and land use.

Respond to Existing Landscape Character - Identify, maintain, protect and where appropriate, enhance the existing character of a place, including protecting and designing around special natural and cultural features of the site, such as notable vegetation, ridges, rocks, view lines, edges and boundaries. The design and placement of building(s) should respond sensitively to existing topography and landforms, particularly ridgelines.

Design for Climate Change - Where required, respond and where possible, design and plan for the effects of climate change, particularly with regards to coastal erosion and inundation.

Develop Live, Work, Play, Learn, Environments - Design communities and places that universally allow people to walk and cycle for all of their daily needs.

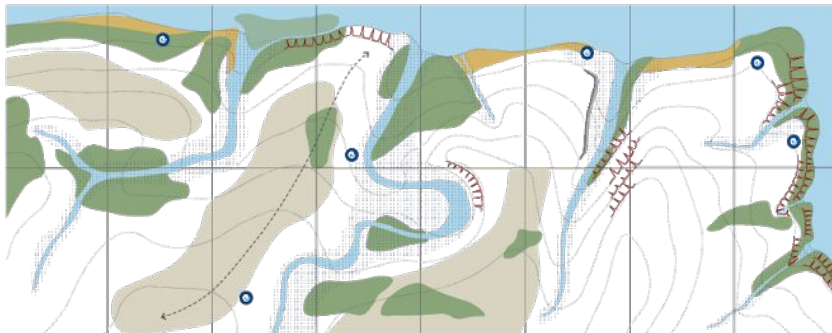
PROCESS

The following methodology outlines the key steps for planning and designing a site that is responsive to the underlying patterns, processes, and character of the Kaipara landscape.

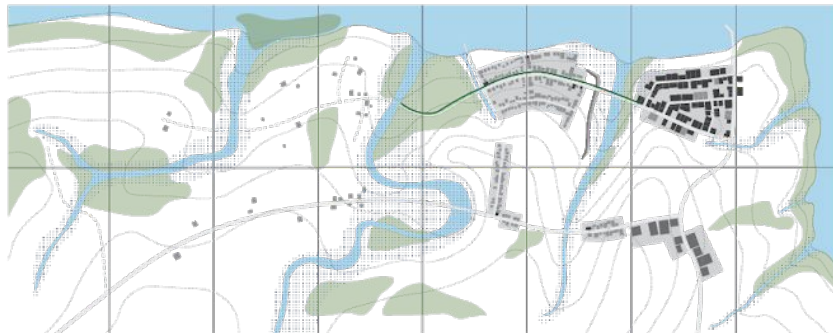
STEP 1 - CREATE A BASE PLAN



STEP 2 - IDENTIFY CRITICAL LANDSCAPE PATTERNS



STEP 3 - IDENTIFY CORE INFRASTRUCTURE



STEP 4 - MAP POTENTIAL ECOLOGICAL NETWORKS



STEP 5 - MAP POTENTIAL LINKAGES, DEVELOPMENT BLOCKS + OPEN SPACES



STEP 6 - MAP DEVELOPMENT TYPOLOGIES



STEP 1 - CREATE A BASE PLAN

Create a base map identifying key landscape features including coastal / river edge, contours, main roads, built-up areas, existing areas of vegetation, sites of cultural significance, and key infrastructure such as streets, bridges and stopbanks.

KEY

- Main roads
- Local roads
- - -

 Unsealed roads
- ⦿

 Site of cultural significance
- Stopbank
- 🚲

 Existing cycle routes
- Streams and waterways
- Beaches
- Rural land
- Significant natural areas
- Existing development



STEP 2 - IDENTIFY CRITICAL LANDSCAPE PATTERNS

Map the landscape features critical to ensuring Kaipara’s natural environment is healthy and regenerative in perpetuity. These landscape features include ridge line, gullies and overland flow paths, waterways and water bodies, flood plains, steep and erodible slopes, existing areas of vegetation, and highly fertile soils.

KEY

- Streams and waterways

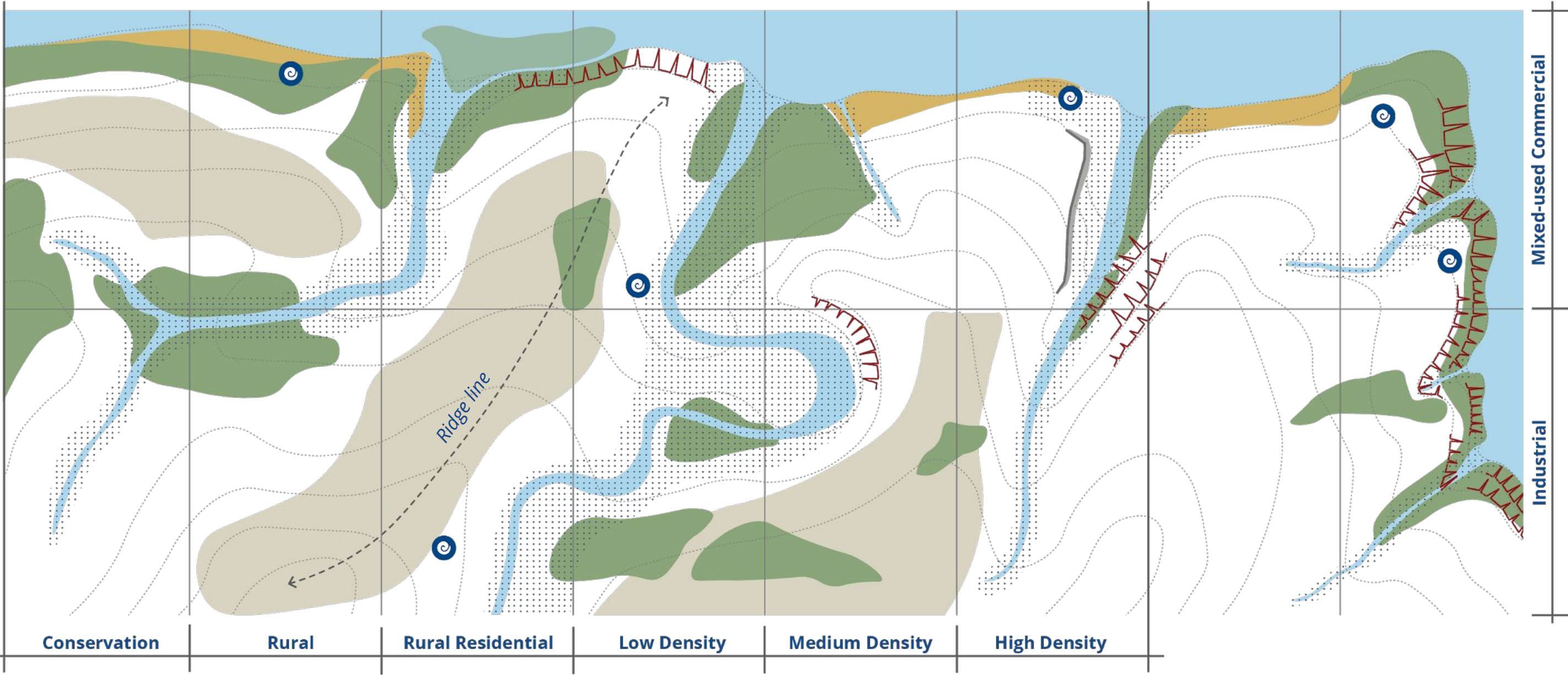
Beaches

Significant natural areas

LUC 1-3
- Flood plains

Steep terrain + erodible slopes

Site of cultural significance

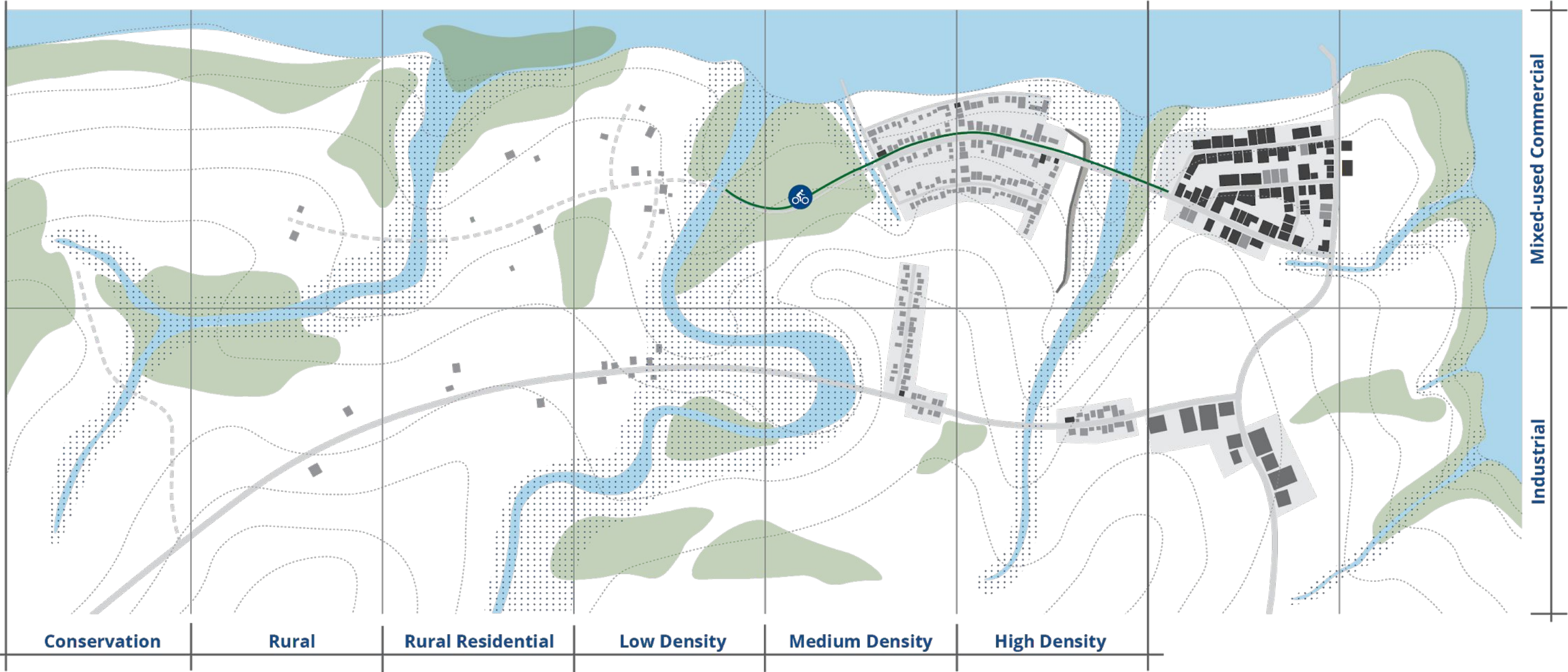


STEP 3 - IDENTIFY CORE INFRASTRUCTURE

Map the core infrastructure that creates the conditions for settlement, development, economic activities and transport. These include main roads, built-up areas, dominant land uses, stormwater, drinking water, wastewater, land drainage and flood protection, parks and open spaces, public transport, community facilities, and waste management.

KEY

- Main roads
- Local roads
- Unsealed roads
- Stopbank
- Existing cycle routes
- Mixed-use development
- Industrial
- Residential
- Floodplains

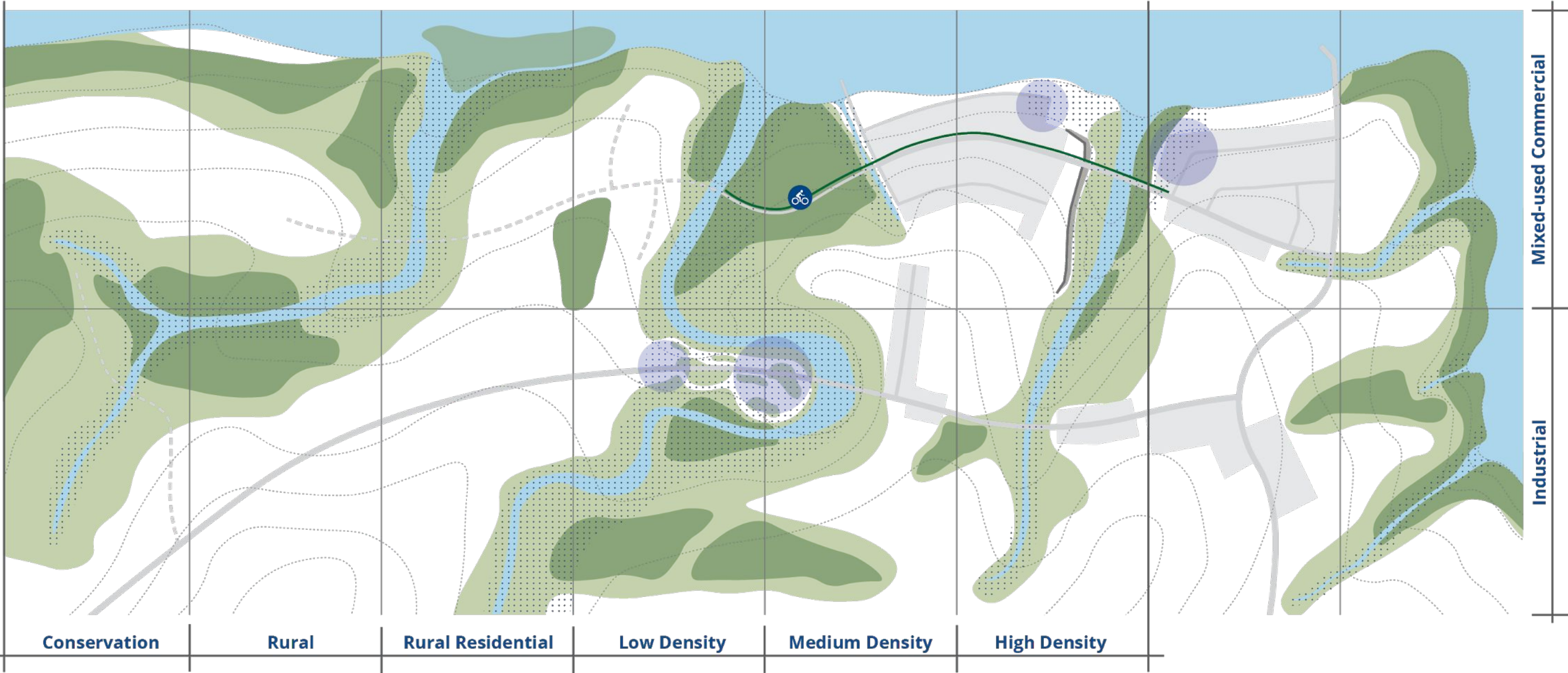


STEP 4 - MAP POTENTIAL ECOLOGICAL NETWORKS

Design an ecological network of forests and wetlands that captures the core features mapped in the second step and identify core infrastructure that is compromised and/or vulnerable through this process - for example, flooding.

KEY

- Main roads
- Local roads
- Unsealed roads
- Stopbank
- Existing cycle routes
- Development + infrastructure within floodplains
- Significant natural areas
- Potential ecological networks
- Extent of existing development
- Floodplains



STEP 5a - MAP POTENTIAL DEVELOPMENT BLOCKS AND CONNECTIONS

Map the areas outside of the potential ecological networks which are more suitable for development.

KEY

Main roads

Local roads

Unsealed roads

Stopbank

Existing cycle routes

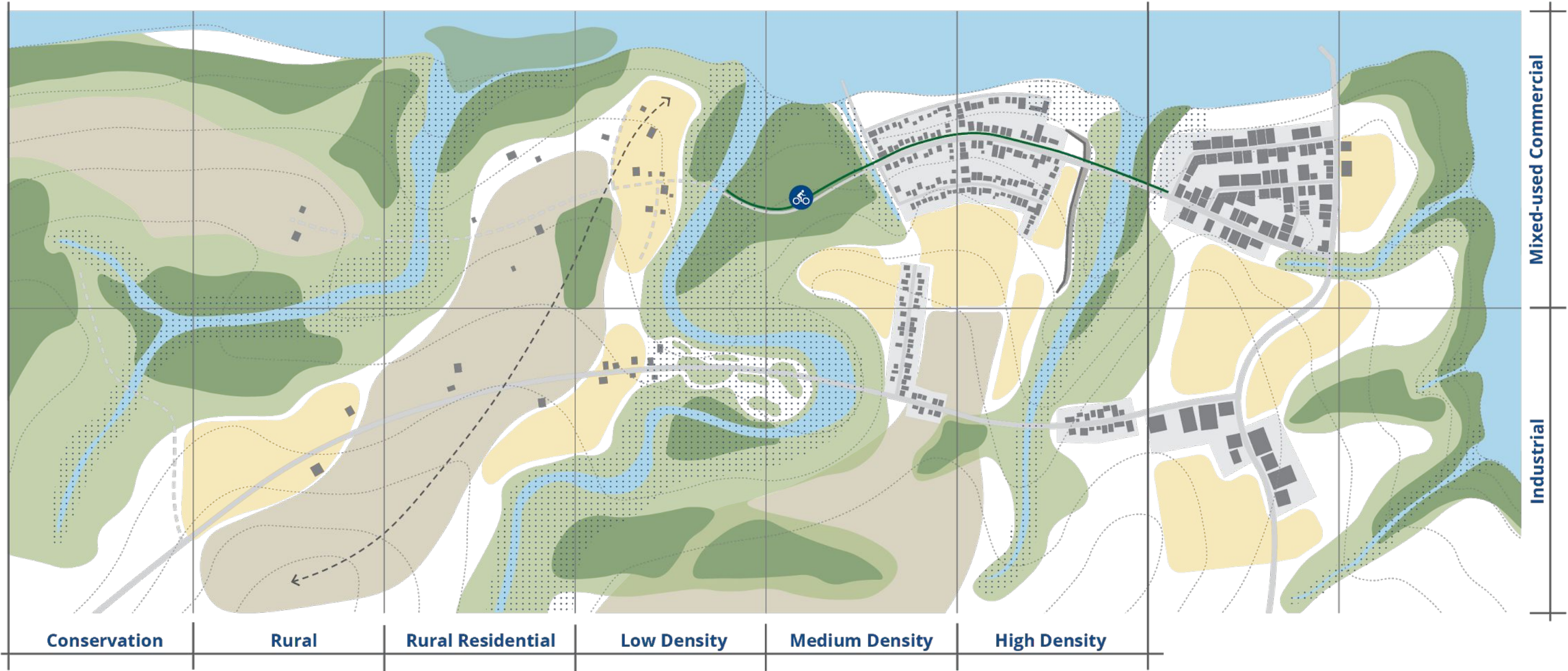
Areas suitable for development

Significant natural areas

Potential ecological networks

Extent of existing development

Floodplains



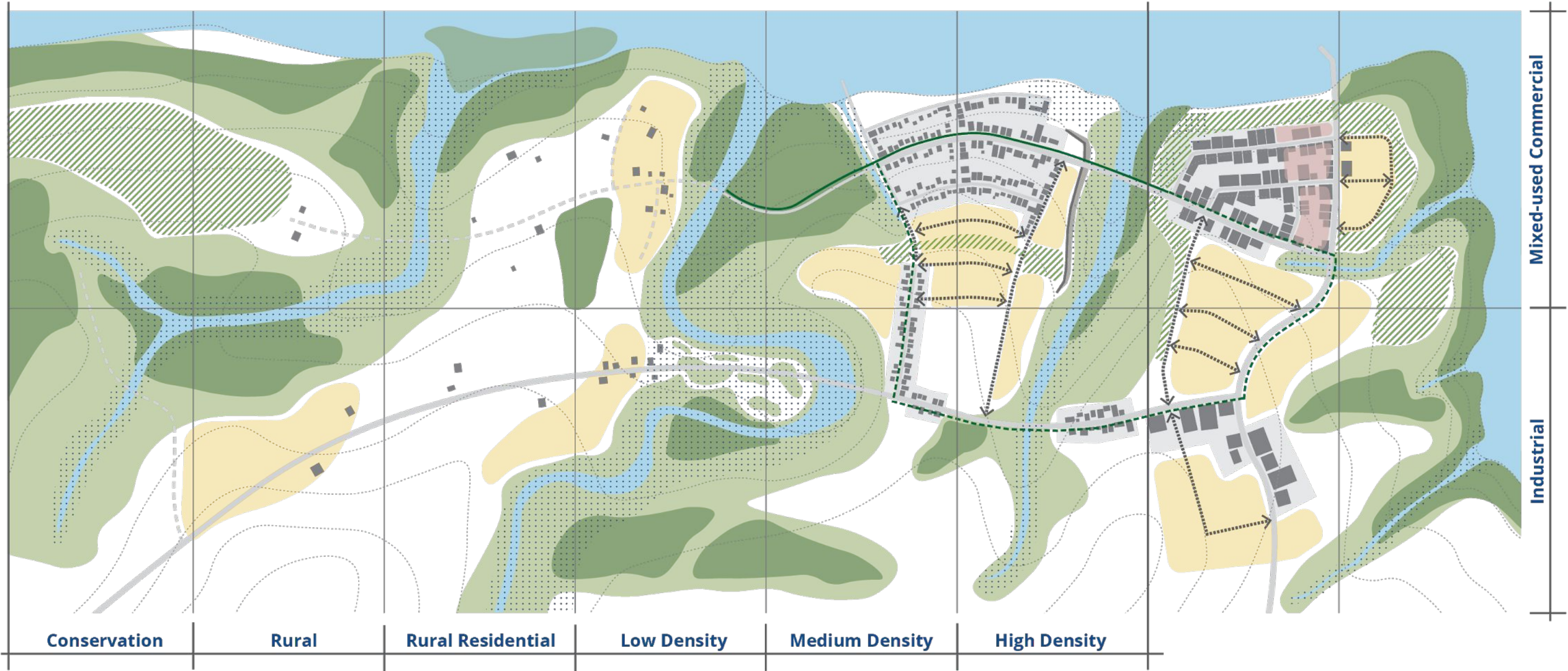
STEP 5b - MAP POTENTIAL OPEN SPACE NETWORKS

Identify connections through the potential development blocks and into the surrounding street and path network in a way that contributes to the creation of an integrated street and path network.

Note that connections should be identified first in mixed-use commercial, high and medium density housing connections and brownfield developments.

KEY

- Main roads
- Local roads
- Unsealed roads
- Stopbank
- Existing cycle routes
- Future road connections
- Future cycle routes
- Areas suitable for development
- Significant natural areas
- Potential ecological networks
- Existing development
- Areas suitable for urban intensification
- Floodplains
- Open space networks



STEP 6 - SPATIAL / STRUCTURE PLAN

Develop a final plan that clearly identifies existing and potential ecological networks, core infrastructure, key connections and areas for development as the basis for identifying suitable building and street typologies - outlined in the following section.

KEY

- Main roads
- Local roads
- - -

 Unsealed roads
- Stopbank
- 🚲

 Cycle routes
- ▨

 Open space networks
- Significant natural areas
- Potential ecological networks
- Existing development
- Proposed development



2.3 BUILDINGS AND STREETS

This section provides an overview of the core features of quality buildings, streets and places for communities in the Kaipara District. It covers Mixed Use / Commercial / Business, High Medium and Low Density residential developments and Rural Residential and Rural Living zones.

DESIGN PRINCIPLES

Design for the Human Scale - Neighbourhoods are walkable. Public spaces, particularly the spaces between buildings, relate to the character and scale of the pedestrian.

Design Well-connected Communities - Kaipara towns, villages and settlements are interconnected, connected together, and to the wider landscape, through a network of walkways, cycleways and safe streets. Street networks are permeable, legible, accessible, safe and inviting to be in.

Integrate Different Uses - Mix and integrate uses throughout neighbourhoods and within buildings to help create vibrant and walkable live, work, play learn environments.

Sensitive Intensification - Intensify communities one transect at a time to improve people's transportation choices (i.e walking or driving), one's ability to age in one place and the community's ability to support retail and commercial uses within walking distance. The unique local identity is maintained and/or enhanced within the design and aesthetics of the townscape / streetscape or residential neighbourhood.

Design for People of All Ages and Abilities - Design universally accessible buildings and places for all without the need for adaptation or specialised design.

Revitalisation - Maintain, enhance and where appropriate, celebrate Kaipara's unique natural, cultural and built heritage, conservation and landscapes, whilst reinforcing the town's distinctive sense of place and community.

Adaptability and Celebration - Adaptable places and spaces are provided for community and cultural activation, including activities such as community events, markets, and cultural or seasonal celebrations.

2.3 DEVELOPMENT TRANSECTS_
URBAN TYPOLOGIES



MIXED USE COMMERCIAL

*Town Centre - urban core
commercial, retail, living (serviced)*

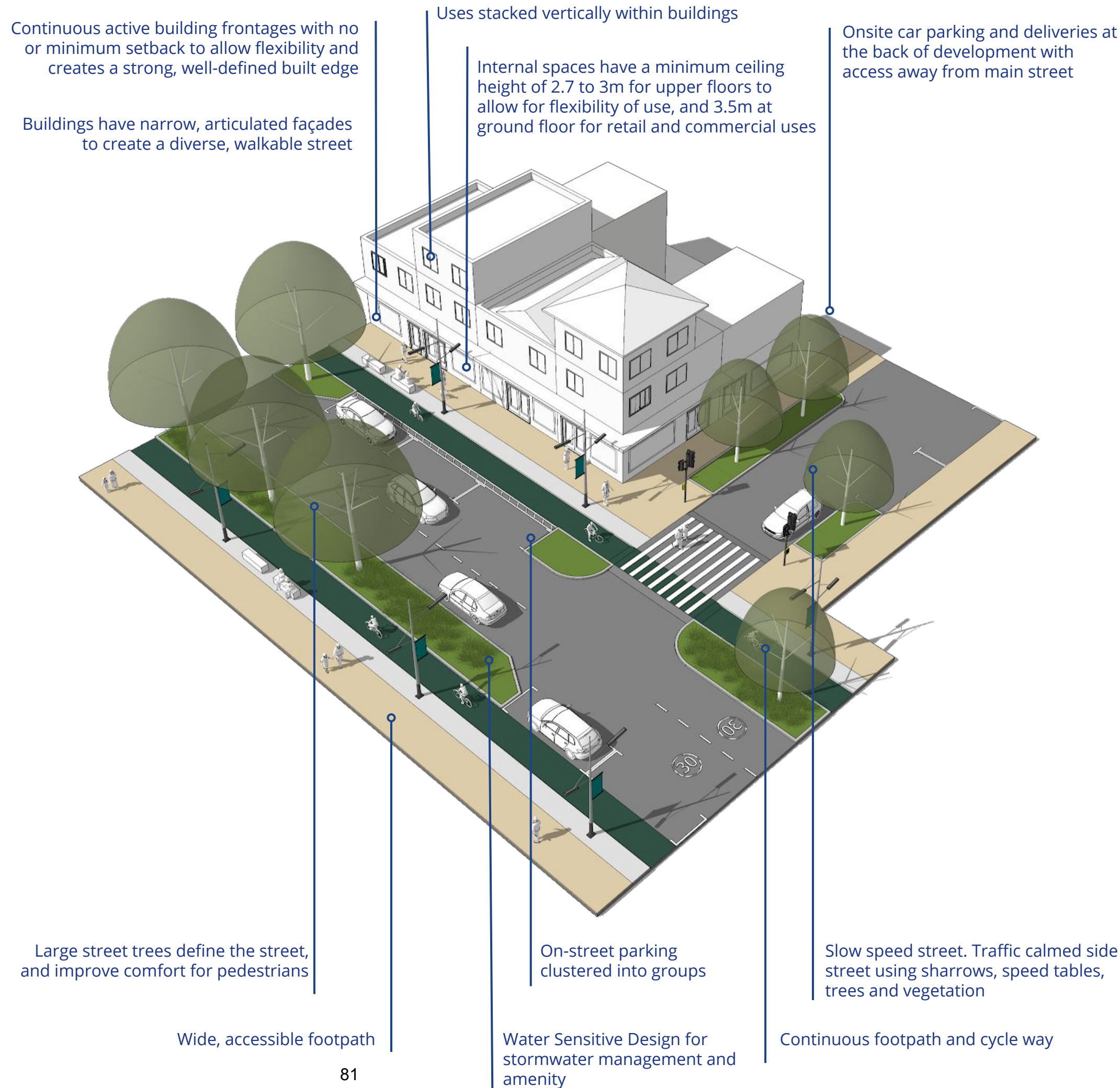
Provides a wide range of activities such as residential, leisure, commercial, tourist, cultural, community and civic centres. Height opportunities within the centre will facilitate increased intensification, including office and residential at upper floors.

Desired Outcomes

- Diversity of uses including community facilities and living opportunities will be encouraged.
- Buildings placed adjacent to the footpath will help define and create the street.
- Encourage wider footpaths and provide for convenient but well-integrated parking opportunities.
- Provide attractive shop frontages and façades that add to a sense of vitality and character.
- Retain a human scale and incorporate street trees and other landscape measures where appropriate.
- Manage vehicle speeds to prioritise the pedestrian environment and safety within the centre.

Supporting Infrastructure

- Fully serviced through reticulated infrastructure - water supply, wastewater, and stormwater.
- Public roads created through subdivision must meet council urban road standards, with traffic calming design solutions as a focus.



MIXED USE COMMERCIAL

Town Centre - urban commercial, retail, living (serviced)

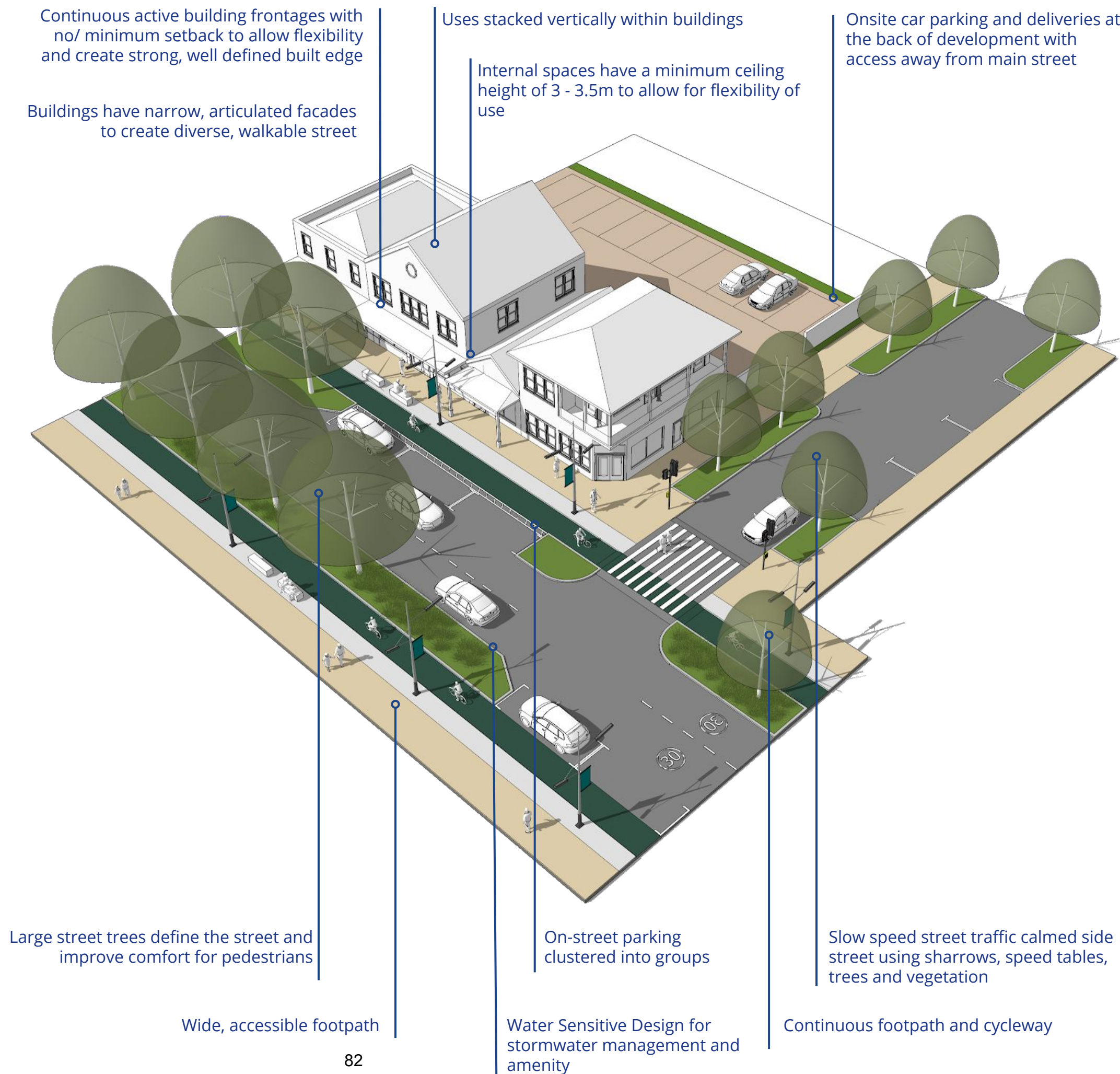
Provides a wide range of activities such as residential, leisure, commercial, tourist, cultural, community and civic centres. Height opportunities within the centre will facilitate increased intensification, including office and residential at upper floors.

Desired Outcomes

- Encourage a diversity of uses including community facilities and living opportunities.
- Position buildings adjacent to the footpath to define and create the street.
- Encourage wider footpaths and provide for convenient but well integrated parking opportunities.
- Provide attractive shop frontages and facades that add to a sense of vitality and character.
- Retain a human scale and incorporate street trees and other landscape measures where appropriate.
- Manage vehicle speeds to prioritise the pedestrian environment and safety within the centre.

Supporting Infrastructure

- Fully serviced through reticulated infrastructure - water supply, wastewater, and stormwater
- Public roads created through subdivision must meet council urban road standards, with traffic calming design solutions as a focus.



INDUSTRY

Large-footprint buildings, service yard areas, heavy vehicle access (serviced)

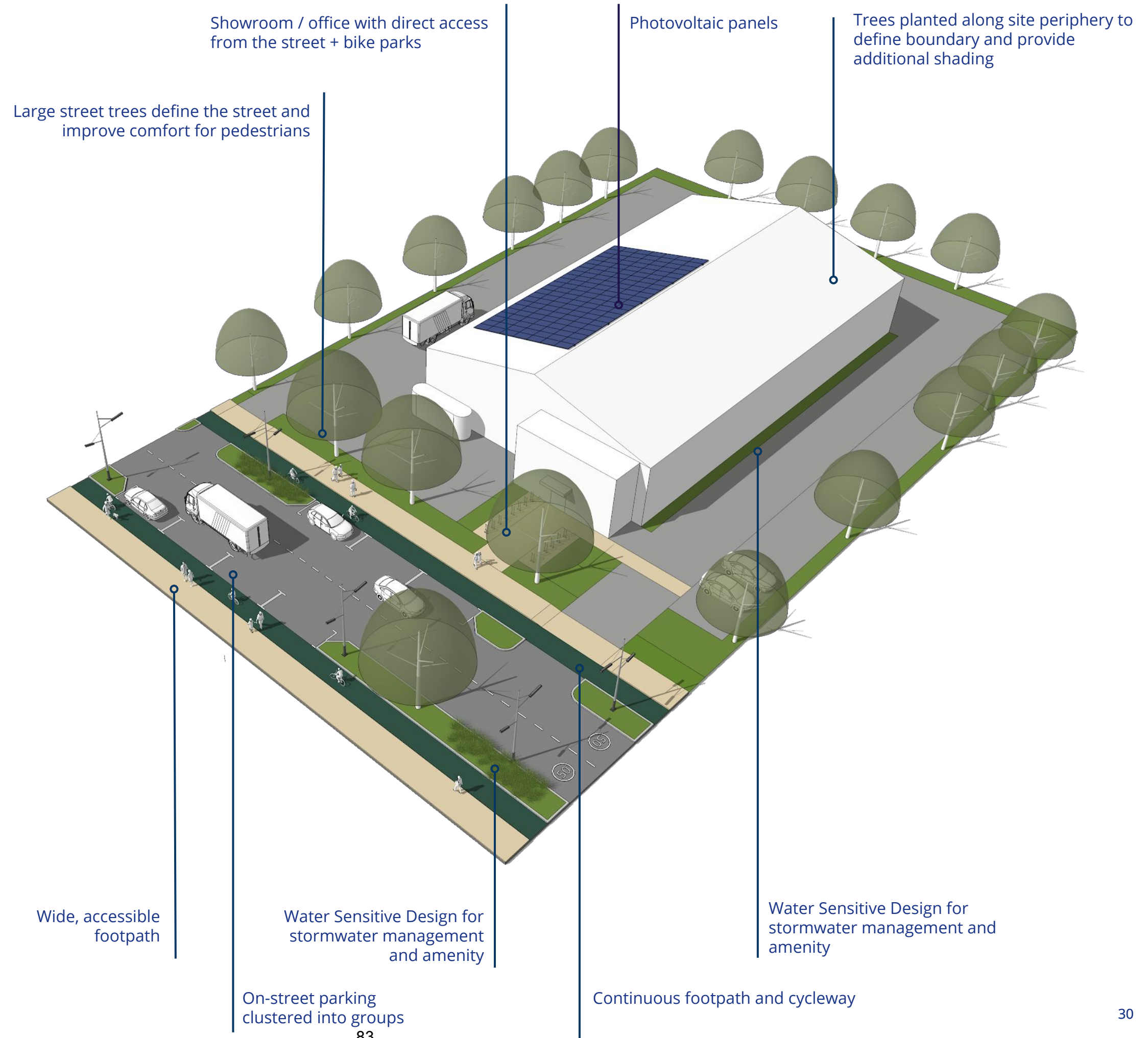
Industrial zones provide for either heavy or light industrial activity. Heavy industry primarily contains sites large enough to accommodate large-scale industrial activities and may produce objectionable odour, dust and noise emissions. The zone is typically located within proximity of key freight routes, provides onsite parking and separate trade vehicle access.

Desired Outcomes

- Efficient site planning that effectively handles visitor (if appropriate) and trade vehicle access and circulation.
- Clear relationship to the street with any office or showroom element clearly visible and directly accessible.
- Mitigate the negative impacts of large, hard surface areas through the use of landscape elements and permeable surfaces.
- Consider boundary treatments to lessen visual and potentially acoustic nuisance to neighbours.
- Energy saving infrastructure is utilised.
- Polluted stormwater runoff is treated through water sensitive design.

Supporting Infrastructure

- Fully serviced through reticulated infrastructure - water supply, wastewater, and stormwater
- Public roads must meet council urban road standards, with heavy vehicles needs balanced with traffic calming design solutions as a focus.



LIGHT INDUSTRY

Mixed size footprint buildings, service yard areas, heavy vehicle access, includes warehousing and office spaces (serviced)

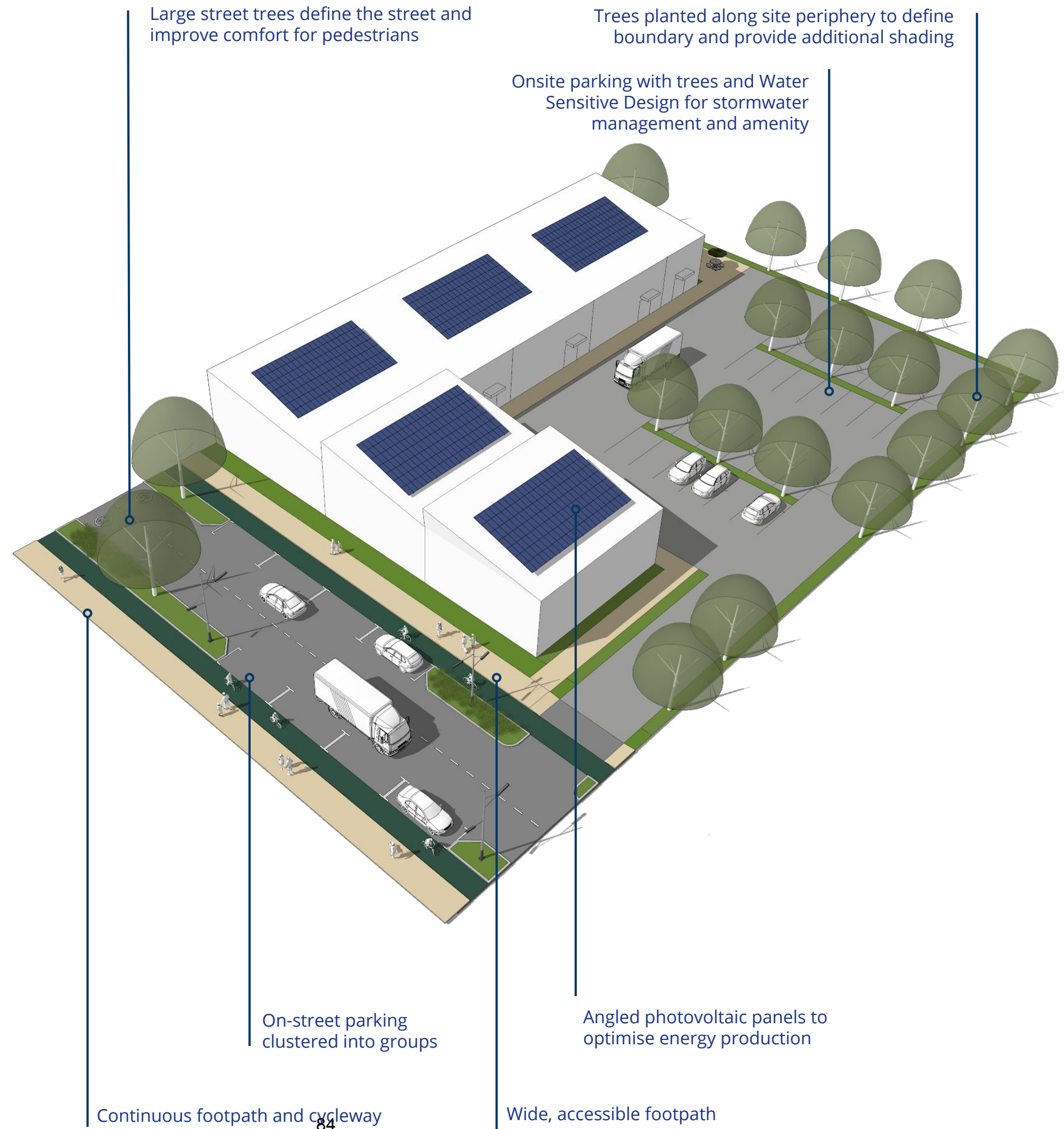
Light industry activities include production, manufacturing, logistics, storage, transport and distribution activities. The zone is typically located within proximity of key freight routes and provides onsite parking and combined visitor and trade vehicle access.

Desired Outcomes

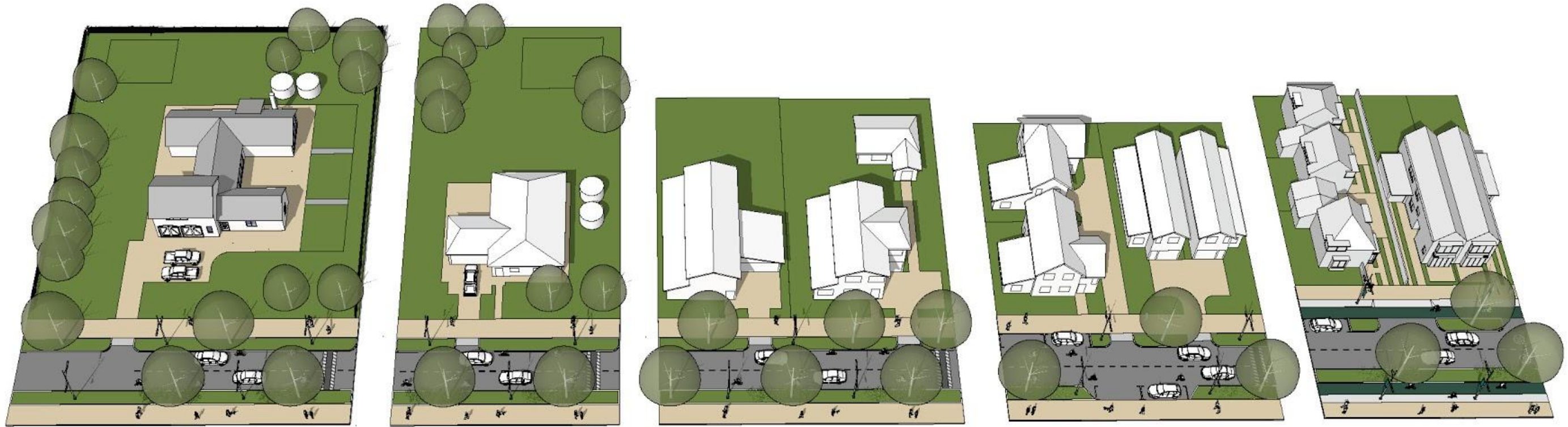
- Efficient site planning that effectively handles visitor access, parking and circulation.
- Clear relationship to the street with any office or showroom element clearly visible and directly accessible.
- Mitigate the negative impacts of large hard surface areas through the use of landscape elements and permeable surfaces.
- Consider boundary treatments to lessen visual and potentially acoustic nuisance to neighbours.
- Energy saving infrastructure is utilised.
- Polluted stormwater runoff is treated through water sensitive design.

Supporting Infrastructure

- Fully serviced through reticulated infrastructure - water supply, wastewater, and stormwater
- Public roads must meet council urban road standards, with heavy vehicles needs balanced with traffic calming design solutions as a focus.



RESIDENTIAL / HOUSING TYPOLOGIES



Rural & Rural Residential - consists of sparsely settled lands in open or a cultivated state. In these areas it is important to respect the character of the landscape and plan to harmonise with the established character. This can be achieved by considerably positioning or clustering development and promoting planting that is enhancing and restorative.

Low Density Residential - consists of low density residential areas that are not serviced by water supply. Planting is naturalistic and setbacks are relatively deep. Blocks may be large and the roads irregular to accommodate natural conditions.

Low Density Residential Urban - consists of low density residential areas on serviced sites. More typically suburban in character, these sites may also feature the development of minor units.

Medium Density Residential - consists of sites where further subdivision or more intensive development is contemplated. Building types will remain predominantly detached or duplex housing, maintaining a strong relationship to the street.

High Density Residential - consists of multi-unit sites that may have a wide range of building types including detached, duplex, and rowhouses. Low rise, walk-up apartment developments may also occur.

RURAL LIVING

Standalone sites - rural production activities present (self-serviced)

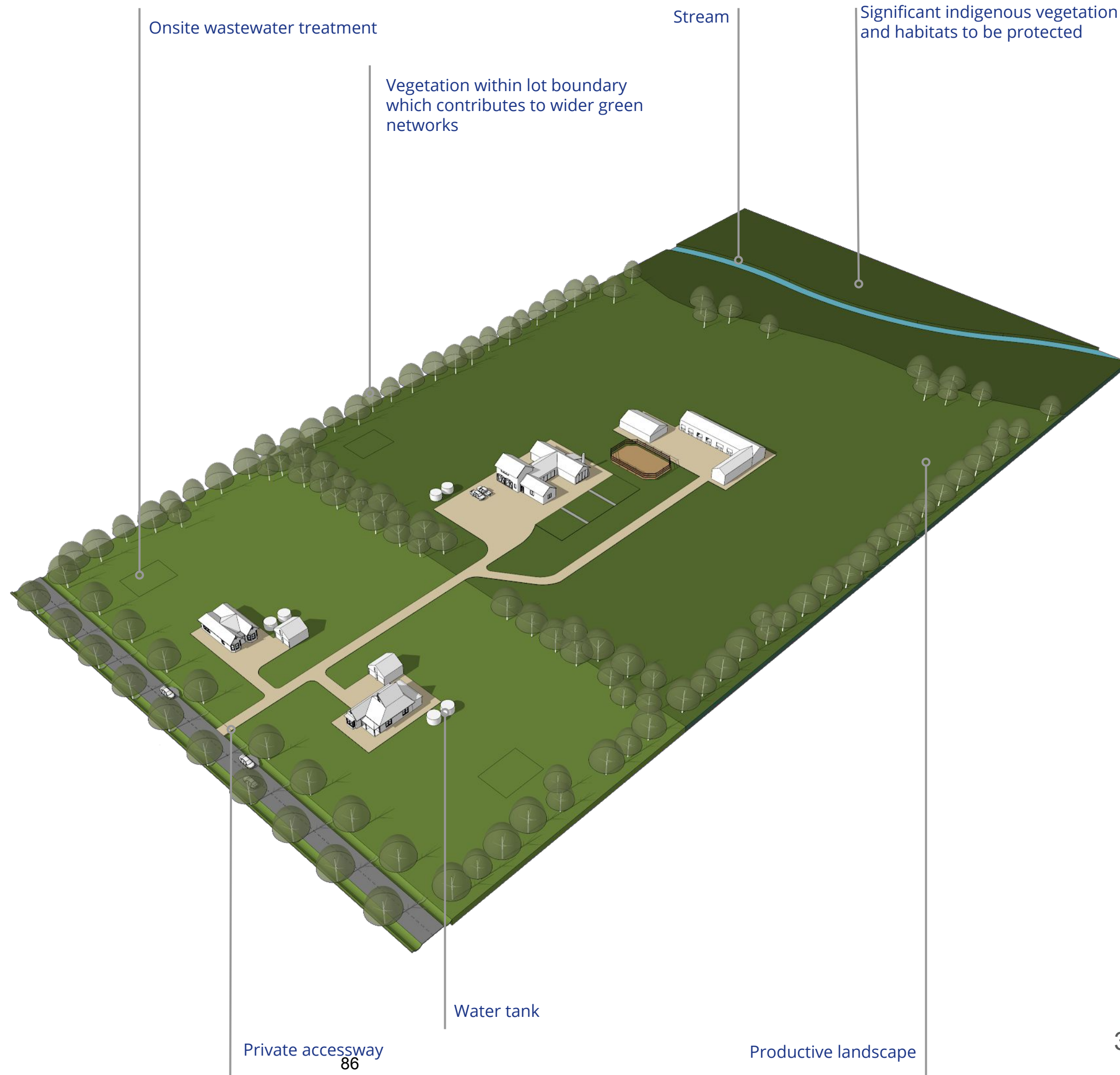
The Rural Living Zone applies to rural and coastal landscapes. The zone limits lot sizes and/or development to avoid adverse effects on water and land and to maintain rural and coastal character. Non-residential uses of a scale and intensity that serve the local population are provided for.

Desired Outcomes

- Rural character and amenity is maintained.
- Areas of significant indigenous vegetation and significant habitats of indigenous fauna are protected.
- Transportation corridors are planned and reserved in coordination with land use.
- A range of appropriate allotment sizes in character with the surrounding rural environment are provided.
- More innovative development and integrated management approaches resulting in better environmental outcomes.

Supporting Infrastructure

- Generally self-serviced through onsite septic tanks (wastewater) and water tank supply (potable water and firefighting).
- Private roads are narrow and should be limited in extent and visual appearance.
- Public roads created through subdivision must meet council's rural road standards. Generally no footpaths available, narrow carriageway and ideally, sealed roads (not gravel) where servicing rural production and post-harvest activities.



RURAL RESIDENTIAL

Standalone lots or clustered rural-residential sites (self-serviced)

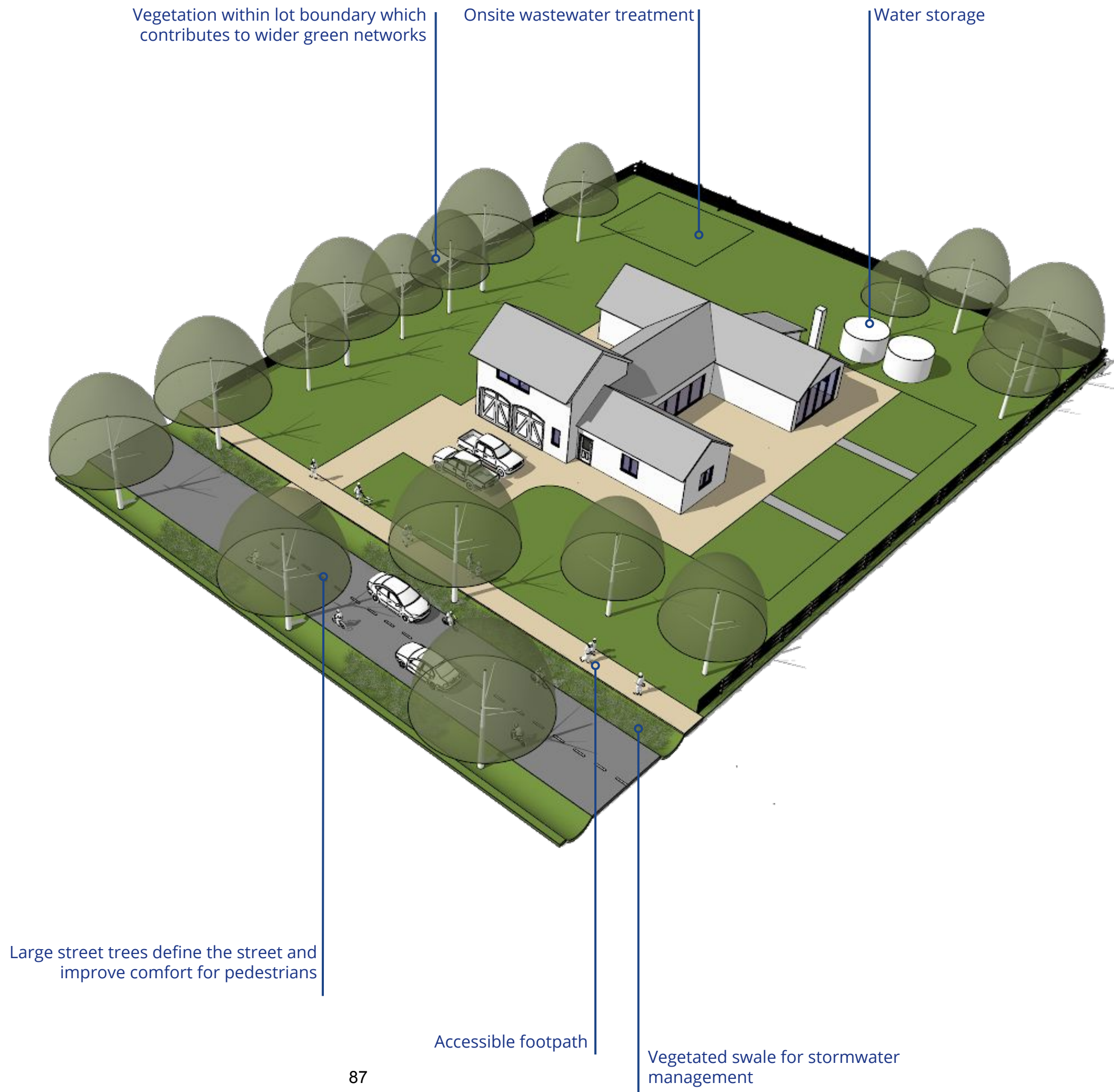
Rural Residential Zone refers to small rural and coastal settlements. Variable lots sizes are permitted to provide diversity and design flexibility. Includes commercial and social infrastructure to support and service residents.

Desired Outcomes

- The characteristic modest scale of rural buildings and ancillary structures are maintained.
- Extra potable and firefighting water storage tanks are installed to help mitigate unforeseen emergencies.
- Dwellings are oriented to the sun and sited to provide shelter from prevailing winds.
- Activities of daily living are within walking distance of most dwellings.
- Public gathering spaces are safe, equitable and support community identity.

Supporting Infrastructure

- Generally self-serviced through onsite septic tanks (wastewater) and water tank supply (potable water and firefighting).
- Private roads are narrow and should be limited in extent and visual appearance.
- Public roads created through subdivision must meet council's rural road standards. Generally no footpaths available, narrow carriageway and ideally, sealed roads (not gravel) due to higher levels of traffic in these areas.



LOW DENSITY

Large lots or settlements (self-serviced)

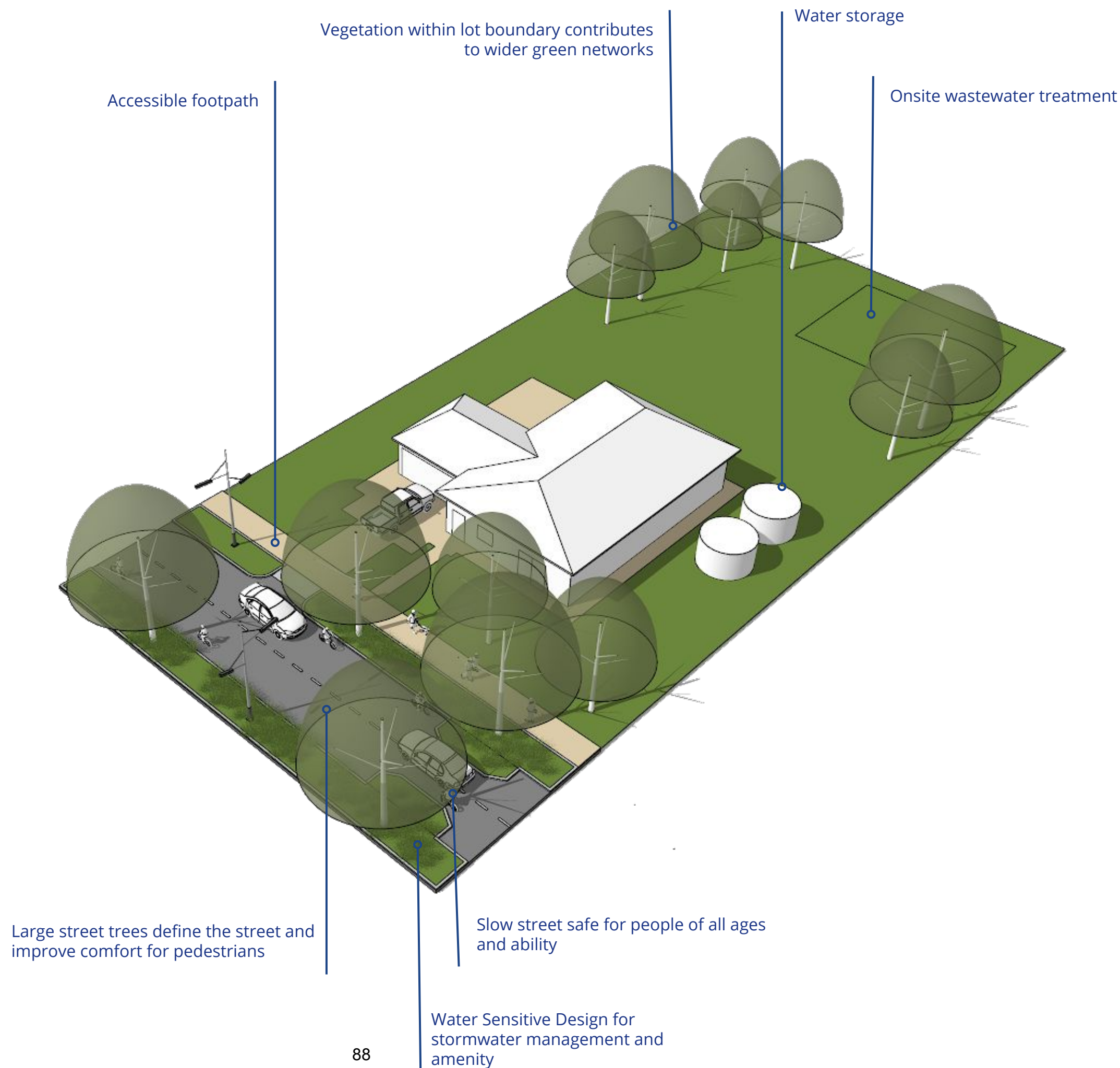
Purpose of low density housing is to provide residential development while maintaining and enhancing the amenity values of established residential neighbourhoods. Dwellings will typically be detached and sites clustered to contain development, preserve open space and protect productive soils.

Desired Outcomes

- Enable a form of low density development that contributes to a connected movement network.
- Contributes to the landscape character of the area.
- Positions buildings to maintain a relationship to the public realm, albeit set further back on the Lot.
- Encourage a built form that is relative to the lot size and consists of primary and secondary building masses.
- Position water tanks and outbuildings in a sympathetic manner to avoid adverse visual effects.

Supporting Infrastructure

- Untreated site detention tanks possible, a fully serviced site is preferred. Extra water tank supply (potable water and firefighting) recommended.
- Public roads are slow speed environments.



LOW DENSITY

Residential urban (serviced)

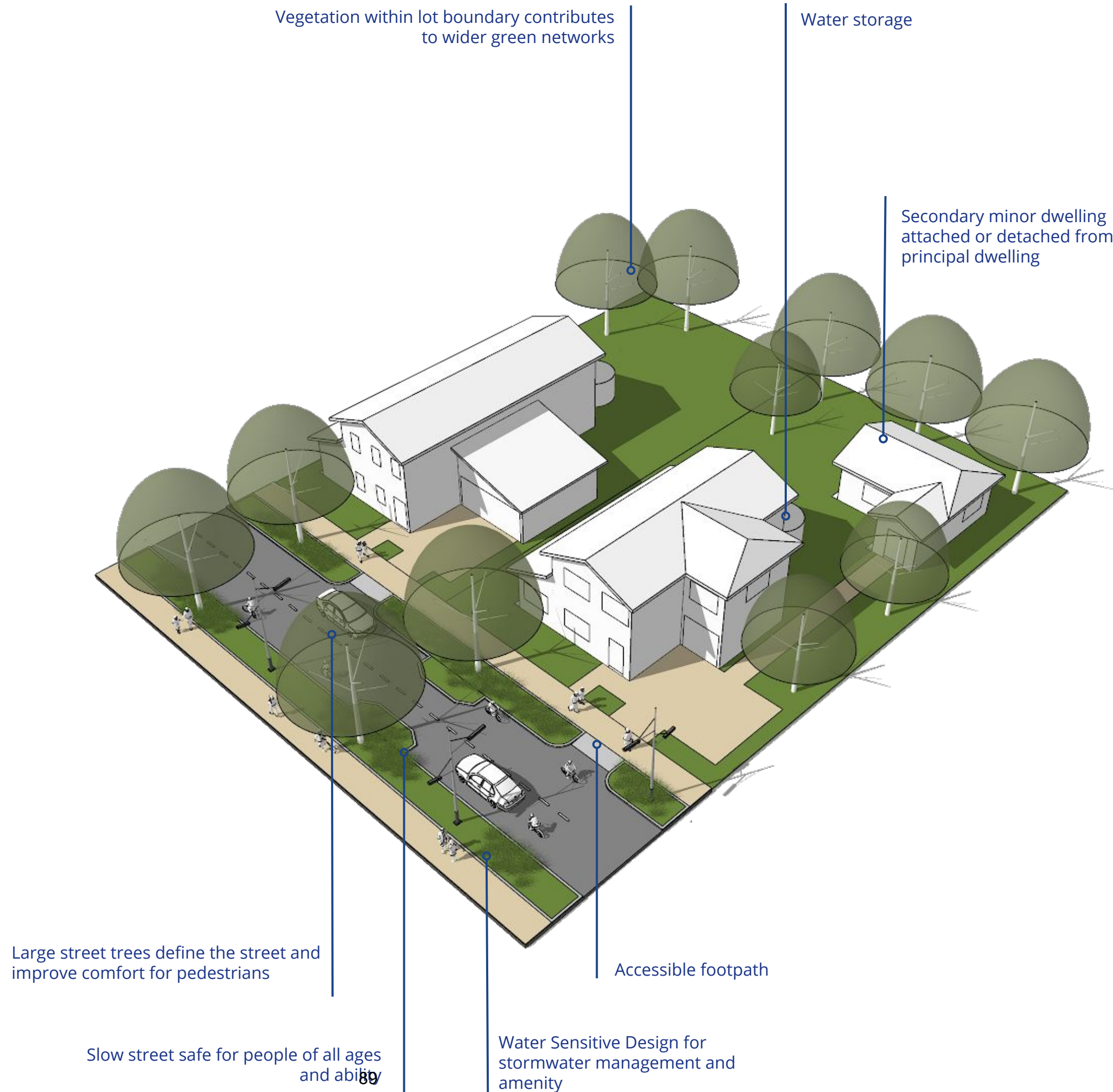
The zone consists of existing large lot residential and enables residential intensification through site redevelopment, accommodating larger dwellings or the addition of a minor dwelling.

Desired Outcomes

- Encourage more intensive development of one and two storey buildings that maintain a good relationship to the street.
- Manage the effects of building massing and provide for well positioned and private outdoor living areas.
- Enable some more intensive use of the site through the development of minor dwellings if appropriately planned.
- Positively manage and design for on-site car parking, including the potential visual effects of garages to the streetscape.

Supporting Infrastructure

- Untreated site detention tank possible, fully serviced site is preferred. Extra water tank supply (potable water and firefighting) possible.
- Public roads are slow speed environments, providing high amenity and safety conditions.



MEDIUM DENSITY

Residential Urban (serviced)

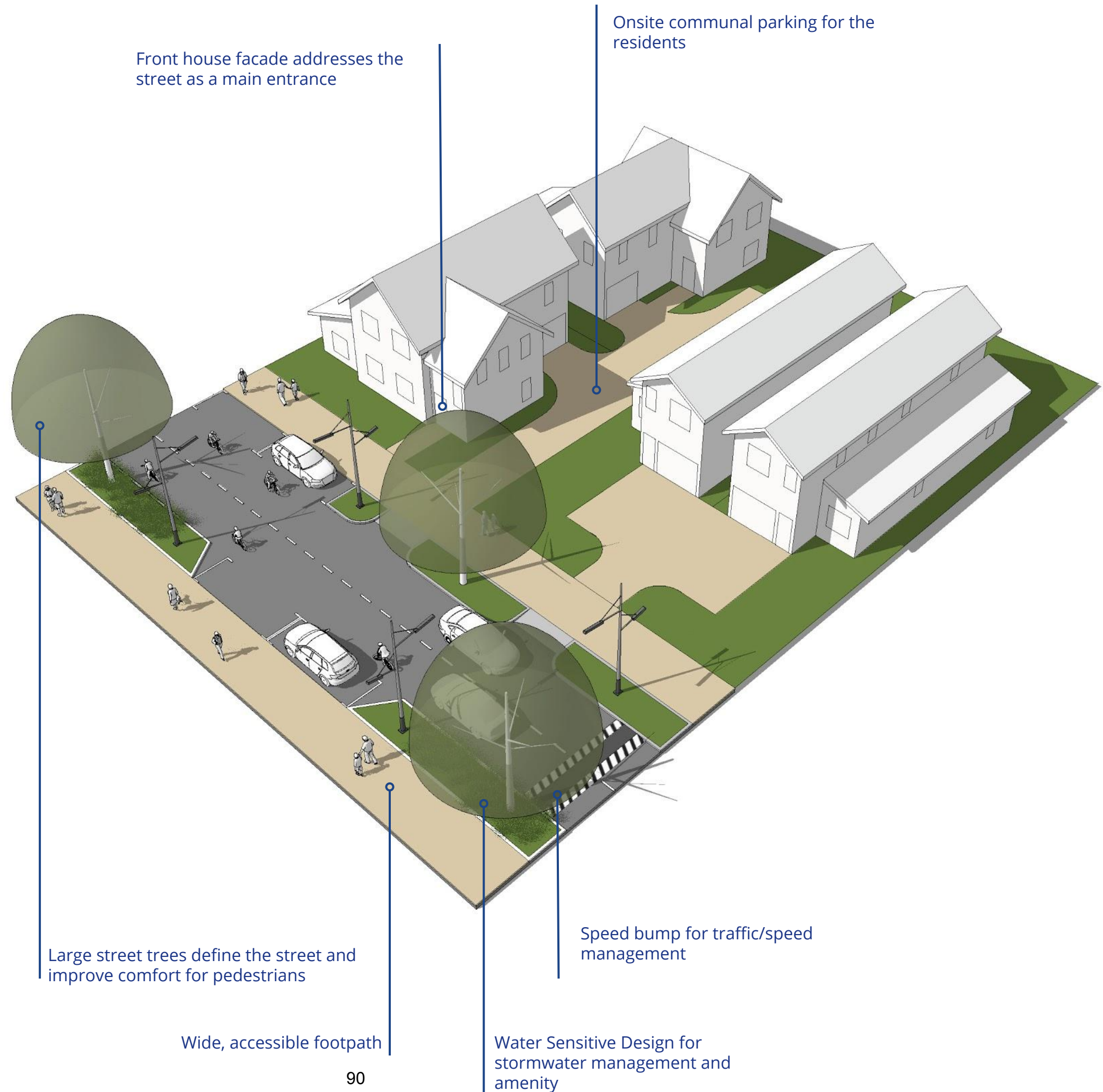
This zone removes restrictions on density to enable housing supply and choice. It plays a key role in minimising urban sprawl and increasing housing supply. The zone supports limited non-residential activities to enhance residential amenity.

Desired Outcomes

- Allow for more intensive development of sites comprising detached and duplex building types.
- Manage the effects of building massing and provide for well-positioned and private outdoor living areas.
- Positively manage and design for on-site car parking, including the potential visual effects of garages to the streetscape.
- Maintain a good relationship with the street including good quality boundary treatments.

Supporting Infrastructure

- Generally fully serviced.
- Public roads are slow speed environments, providing high amenity and safety conditions.
- Enables 'walkable communities' with the focus being on locating land-use in close proximity to destinations - schools, village centres, and play spaces.



HIGH DENSITY

Residential (serviced)

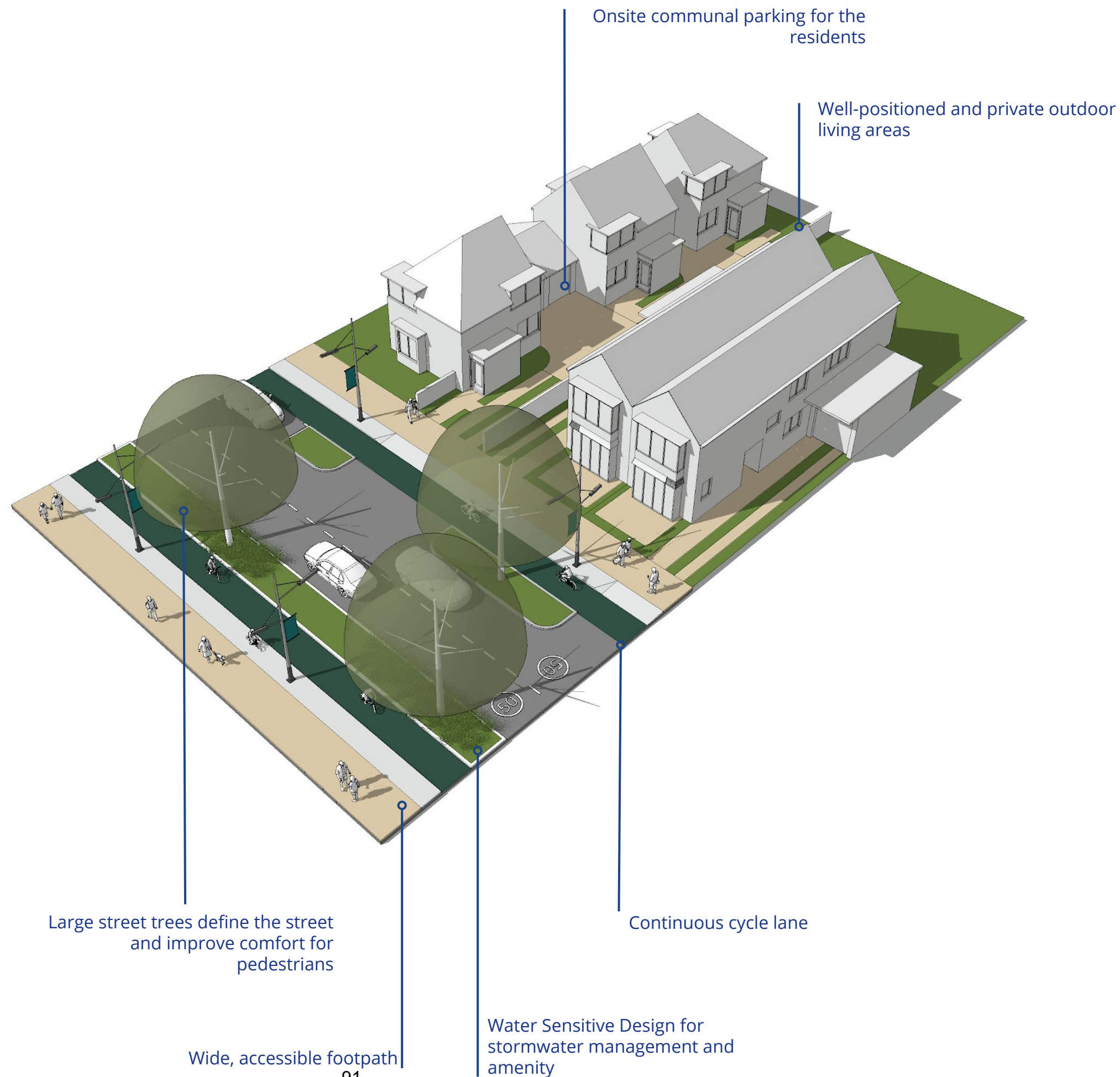
High-density zones act as transitional areas within proximity to town centres with accessible public transport, cycle and walkways. This zone ensures greater diversity of housing supply, supports the function of town centres and diverts residents from the use of private transport.

Desired Outcomes

- Allow for more intensive development of sites comprising detached, duplex, terraced housing and low-rise apartment building types.
- Manage the effects of building massing and provide for well-positioned and private outdoor living areas.
- Positively manage and design for onsite car parking, including the potential visual effects of garages to the streetscape.
- Maintain a good relationship with the street including good quality boundary treatments.

Supporting Infrastructure

- Generally fully serviced.
- Public roads are slow speed environments providing high amenity and safety conditions, plus addition of dedicated cycleways.
- Enables 'walkable communities' with the focus being on locating land-use in close proximity to destinations - schools, village centres, and play spaces.



2.4 SUSTAINABLE BUILDING PRACTICES

Sustainable Building Practices outlines the key factors that need to be considered when designing, constructing, operating and deconstructing buildings.

DESIGN PRINCIPLES

Passive Design - Design buildings and spaces that are responsive to the prevailing climatic conditions with consideration of orientation, access to sun, glazing, thermal mass, natural ventilation and installation.

Responsible Water Use - The intent of this principle is to encourage projects to treat water like a precious resource, minimising waste and the use of potable water, while avoiding downstream impacts and pollution.

Energy and Carbon Reduction - The intent of this principle is to treat energy as a precious resource and minimise energy-related carbon emissions that contribute to climate change.

Healthy Interior Environment - The intent of this principle is to promote good indoor air quality and a healthy interior environment for all occupants.

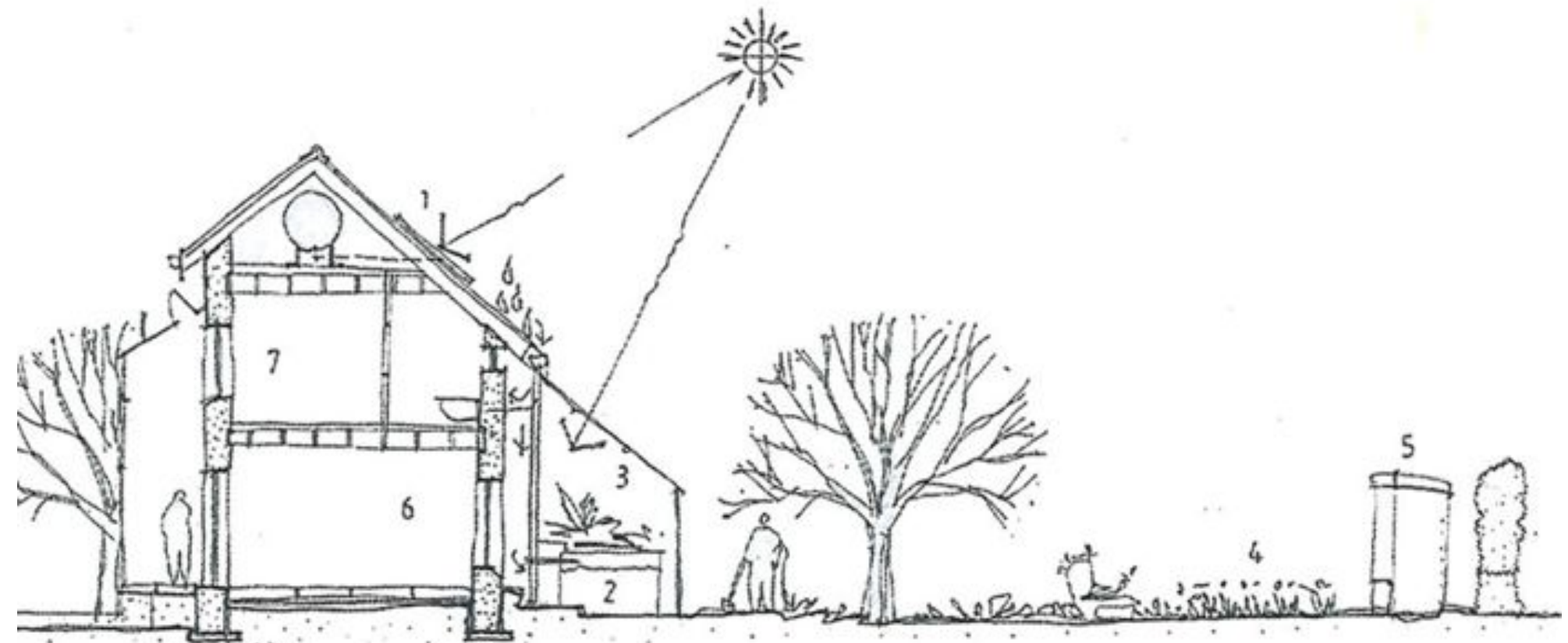
Responsible Materials - The intent of this principle is to set a baseline for transparency, sustainable extraction, support of local industry and waste diversion for all projects.

Universal Access - The intent of this principle is to allow equitable access by creating barrier-free environments that enhance social interaction. This includes access to fresh air, sunlight and natural waterways, while providing protection from any negative impacts resulting from development.

Flexibility in Design - Design buildings and spaces that are flexible and allow for a range of uses to occur over time.

PASSIVE DESIGN

Passive design describes design strategies that allow a building to respond to local climate and site conditions to maximise building users' comfort and health while minimising energy use.



TYPICAL DWELLING SECTION.

- 1 solar panels for domestic hot water
- 2 rain water collection
- 3 greenhouses
- 4 vegetables
- 5 compost
- 6 adobe walls
- 7 double glazing to windows

For more information, see:

<https://www.nzgbc.org.nz/GreenStar>

<http://www.level.org.nz/passive-design>

<https://living-future.org/lbc/>

<https://www.smarterhomes.org.nz/>

Source: James Lunday TBC

PASSIVE DESIGN

Building Orientation

Buildings should be oriented north and/or designed in a way that captures light and warmth from the sun. Consideration should be made to seasonal variations of the sun's path, as well as prevailing winds, for shelter and natural ventilation.

Glazing

Glazing is required to allow light and heat into a building. Glazing and glazing units (frames) should be designed to admit light while controlling heat gain and heat loss. The Window Energy Efficiency Rating System (WEERS) is a useful 6-star rating programme that compares the thermal performance of windows in buildings.

In order to balance solar gain with insulation, on average, no more than 40% of a building should be glazed.

Thermal Mass

Thermal mass works by absorbing heat and reradiating it as temperatures drop. By utilising the thermal mass of a heavyweight material, temperature fluctuations can be reduced, resulting in a more constant indoor temperature.

The ideal material is:

- Dense and heavy, so it can absorb and store significant amounts of heat.
- A reasonably good heat conductor (heat has to be able to flow in and out).
- Has a dark surface, a textured surface or both (helping it absorb and reradiate heat).

Insulation

Inadequate insulation and air leakage are the main causes of heat loss in homes. Insulating the ceiling, under the floor, walls and windows creates a secure thermal envelope and forms the barrier between heated and unheated spaces.

Check for brands that have the Environmental Choice N.Z licence.

Environmental Choice New Zealand (ECNZ) is an environmental labelling programme which has been created to help businesses and consumers find products and services that ease the burden on the environment.

Natural Ventilation

Effective ventilation is necessary for temperature control and air quality. Creating an indoor environment where there is no damp or mould requires an effective combination of ventilation and heating.

Natural ventilation is driven by pressure differences between one part of a building and another, or pressure differences between the inside and outside.

Natural ventilation is generally achieved through:

- Wind-driven (or wind-induced) cross ventilation

or

- Buoyancy-driven stack ventilation

https://www.designingbuildings.co.uk/wiki/Natural_ventilation_of_buildings

WATER

Water in sustainable building practices refers to the conservation and efficient management of all water resources. This can be achieved by re- using alternative sources of water, such as untreated / filtered water that does not need to be up to drinking standards i.e for toilet flushing.

For Māori, water is the essence of all life, akin to the blood of Papatuanuku (Earth mother) who supports all people, plants and wildlife.

Design should acknowledge water as a taonga and outwardly celebrate and respect it as a life-affirming and precious natural resource.

Drinking Water_

Drinking water, also known as potable water, is water that is safe to drink and for use in food preparation. All potable water in Aotearoa must meet the Drinking Water Standards of New Zealand 2005. Typically supplied by Local Authorities through a reticulated service, it can also be managed onsite through rainwater collection or piped from other sources - such as onsite streams or bores.

Rainwater and Greywater Harvesting_

Rural areas commonly harvest rainwater for all water needs. Stored rainwater can be filtered and used as drinking water. To conserve this fresh water it is also useful to harvest greywater which comes from baths, sinks and showers. This water can be recycled and reused for watering the garden or flushing toilets. Reusing greywater for flushing toilets can save up to 50% of domestic water use.

Stormwater_

Stormwater is water that originates from rain, snow or ice melt. Stormwater can soak into the soil (infiltrate), be stored on the land surface in ponds and puddles, evaporate, or runoff. Most runoff is conveyed directly to nearby streams, rivers, or other water bodies (surface water) without treatment.

Wastewater_

Any used water that goes down sinks and drains is considered wastewater. Because the waste component contains many bacteria and viruses that could be harmful to human health, it is important that it is kept separate from the drinking water network. This is in accordance with the Health Act 1956.

WATER

Drinking Water_

Rainwater can be collected and stored in a variety of tanks, then filtered and UV disinfected before supplying potable water that meet the Drinking Water Standards of New Zealand 2005, to all water fixtures.

Reducing drinking water footprint can be achieved through changes of behaviour and the installation of water saving taps, fixtures and appliances.

Rainwater and Greywater Harvesting_

Using rainwater can:

- Reduce costs for users on a metered water supply.
- Reduce demand on mains water supplies.
- Provide an emergency supply.
- Provide an independent supply for watering the garden in times of drought.
- Reduce demand on stormwater disposal systems.

Various tank options are available to suit building and site conditions.

Accessibility to the tank and optimal rainwater harvesting capacity are two equally important considerations when selecting a site location for tanks.

Stormwater_

Water Sensitive Design (WSD) is an interdisciplinary design approach, which considers stormwater management in parallel with the ecology of a site, best practice in urban design, and community values.

Stormwater runoff can be reduced and filtered by:

- Using permeable paving stones for hard surface areas.
- Considering the locations of all existing below-ground and above-ground services.
- Planting rain gardens and utilising plants appropriate to treat contaminated stormwater.
- Installing a green roof as part of a new building design.
- Monitoring and evaluating WSD practices early in the design process for continual improvement.

Wastewater_

From a traditional Māori perspective, polluted water needs to pass through the earth to be purified and to have its mauri, or essence, restored.

Options for onsite disposal can be used when there is no mains sewerage available or if an eco-solution is preferred. The Living Machine process system is a self-sufficient water treatment system. It relies on a phyto-purification system that mimics the natural purification method seen alongside river banks and wetlands.

Additionally, consider various styles of sustainable home plumbing services and appliances to minimise waste water.

<https://www.mfe.govt.nz/sites/default/files/wastewater-mgmt-jun03%20%28full%29.pdf>

MATERIALS

Building materials have an environmental impact at every step of the building process.

Appropriate selection of materials can ensure efficient use, low environmental impact and minimising of waste generated. This will result in improvements to the cost-effectiveness, energy efficiency and, ultimately, the comfort of a building.

Embodied Energy

Embodied energy is the total energy required for the extraction, processing, manufacture and delivery of building materials to the building site.

Buildings should be designed, and materials selected, to balance embodied energy with factors such as climate, availability of materials and transport costs.

The Durability of Building Materials

Durability and maintenance requirements of building materials should be considered together across the expected service life of a building.

Materials that require more maintenance may turn out to be preferable if their original manufacturing produces very few greenhouse gases, such as timber.

Examples - recycled steel, bamboo, precast concrete, reclaimed or recycled wood and earth.

Use of Locally Sourced Materials

The source of materials needs to be considered to keep transport costs and resultant CO2 emissions to a minimum. In particular, heavy and bulky materials should be sourced locally where possible.

Choosing local materials not only reduces the building's energy footprint, it can lead to a more vernacular architectural design style that reflects the uniqueness of the Kaipara District.

Use of Recycled / Upcycled Materials_

Sourcing recycled materials can influence the design of the building, creating unique qualities they may not have been achieved through standard purchasing behavior. It is also a good way to avoid the Materials Petal Red List, which contains the worst materials prevalent in the building industry.

Toxicity_

The Living Building Challenge 'Materials Petal Red List' of materials and chemicals provides a comprehensive list of products that should be avoided. <https://living-future.org/declare/declare-about/red-list/>

Avoiding Waste_

Reducing or eliminating the production of waste during design, construction, operation, and end of life is vital to conserve natural resources and minimise waste sent to landfills.

Explore ways to integrate waste back into either an industrial loop or a natural nutrient loop, such as donating clean materials to organisations like 'Habitat for Humanity' or using excavated soils on site.

ENERGY

Consider energy in a holistic manner_ use less energy and reduce consumption.

There are many different ways to reduce your household and neighbourhood energy use, ranging from simple behavioural adjustments to extensive home improvements. The two major motives for conserving energy are to save on utility bills and protect the environment.

Conservation

Energy conservation is important and beneficial for many reasons. It can save money, increase property value, and protect the environment, all through simple energy-saving measures.

Following sustainable building practice with scrupulous attention to the siting of buildings, choices of building materials, insulation/thermal mass and renewable energy sources for electricity production, will all assist in the long-term reduction of energy use.

- Install energy-efficient windows
- Weatherise buildings by sealing air leaks
- Insulation of attics, ceilings, floors and walls
- Low energy appliances
- Replace light bulbs - LED Lights use 25% - 80% less electricity and last longer than traditional bulbs

Production_

Remote area power systems can be used to meet the electricity needs of an individual property or group of properties, by generating electricity close to where it will be used and using sustainable energy sources such as sun, water, wind and biowaste. The low density rural and coastal nature of the Kaipara District offers a number of renewable energy opportunities. For example:

- **Solar Panels**
The three main types of solar panels are; monocrystalline, polycrystalline and thin film. Choice of panel depends on the size of roof available. Panels with higher efficiency produce more power per m².
- **Micro-Hydro**
Hydroelectricity systems use the force of running water to turn turbine blades, which spin a shaft connected to a generator. If there is access to a stream or waterway, micro-hydro can be a reliable and economic way to generate off-grid electricity.
- **Micro Digester**
Micro digesters produce biogas using own biomass resources (waste) from farms, where livestock manure is the main substrate. The gas can be used to run machinery directly to replace mineral diesel or can be used to generate heat and electricity.

ADAPTIVE REUSE / SHARED USES

Adaptive reuse refers to the alteration, upgrade and renovation of an existing building for a new mix of uses.

Adaptive reuse projects provide an excellent opportunity for mixing retail, commercial, and residential spaces, as many older buildings are built of high quality materials and have generous floor-to-ceiling heights.

Retrofitting Existing Structures

Renovation, retrofit, and refurbishment of existing buildings represent an opportunity to upgrade the energy performance of any buildings assets for its ongoing life.

Adaptability

The design of any building and the materials selection should consider the future use or reuse of the building and use materials that facilitate adaptation or future replacement.

Designing for Reuse and Disassembly

The concept surrounding design for ‘disassembly, reuse, and recycling’ is when buildings and products are designed intentionally for material recovery, value retention, and meaningful and flexible next use.

Creative Infill

Infill development encourages a more efficient investment in infrastructure because it encourages growth in designated growth areas where there is existing infrastructure already in place.

Residential infill development can expand homeownership, mixed-use development, and increase property tax revenue and property values.

Shared Use Facilities

Buildings designed for specific uses/single purpose are often latent spaces sitting idle for much of the buildings life. Office and school buildings are typically only occupied between nine and ten hours per day, five days a week. Considering a flexible approach to a buildings use during its design is an effective strategy to future-proof its lifespan.

ADAPTIVE REUSE / SHARED USES

Retrofitting Existing Structures

- Retrofit involves modifications and taking advantage of the situation to improve energy efficiency or decrease energy demand.
- Energy-efficiency retrofits can reduce the operational costs, particularly in older buildings, as well as help to attract tenants and gain a market edge.

Adaptability

Simple Strategies

- Flexibility, or enabling minor shifts in space planning;
- Convertibility, or allowing for changes in use within the building; and
- Expandability (alternatively shrinkability), or facilitating additions to the quantity of space in a building.

Designing for Reuse and Disassembly

- Design Strategy_ Before finalising design, document data outlining what products are proposed in the building, what they are made of and how they can be safely reintegrated into a supply chain for reuse.
- Structural Strategy_ Consider building systems that combine the ceiling, hollow installation, and subfloor into one prefabricated panelised system. This will help in the future if the building needs to be relocated or changed as the panels can be pulled apart and reconfigured, or disassembled for reuse.
- Careful Material Choice - When specifying materials, consider their toxic legacy—are they high quality? Robust? Easily reusable or recyclable? For example glues should be avoided.

- Construction Strategy_ The two most important things for architects to bear in mind when they are designing is both component disassembly and material disassembly. Component logistics need to be a driving part of the design to create a truly sustainable building.

A New Zealand example of Designing for Disassembly' has been developed by Victoria University of Wellington PhD candidate Ged Finch. He has been developing an X-Frame structural frame solution for waste-free buildings. The X-frame is a self-braced, interlocking wood design for building structures, which clips together, eliminating the need for single-use fixings. <https://www.wgtn.ac.nz/architecture/research/current-phd-research/ged-finch>

ADAPTIVE REUSE / SHARED USES

Creative Infill

When planning an infill development, consider:

- Moving an existing house forward or back to create a better relationship to a newly created site and adjacent houses.
- After subdivision of the site and construction, the existing house should meet the same design standards of the neighbouring new housing.
- Historic preservation can also be implemented as a form of infill development to provide usable and attractive buildings on existing developed land.

- Adaptive reuse of historically important buildings and sites can offer economic development opportunities and cultivate the growth of heritage/cultural tourism.

Shared Use Facilities

Applying a shared use model to the occupation and use of buildings / facilities provides opportunities to:

- Develop communal resources;
- Increase social cohesion;
- Improve community gains; and
- Reactivate built environments to promote the growth of healthy and vibrant neighbourhoods.

This model reduces the need for urban expansion into productive greenfield areas and may well be the first phase in a larger movement toward a sharing economy, boosting sustainability and a greater commitment to improving overall quality of life.

Using local schools for community night classes is an example of an easily accessible shared use facility.

SITE DESIGN

Ecology in the context of sustainable buildings practices refers to the landscape in and around a building.

The planting and vegetation of a site should draw on and reflect the ecological history of the area.

Habitat

Ensure the design and layout of the building protects and enhances the rich ecology and habitat of the natural environment, by;

- Identifying any natural habitats on the site
- Where possible, avoid building on important habitat sites
- Protect and use existing mature trees or bush, particularly natives, as features for the development (see Part 2.2: Landscape Planning Framework)
- Planting deciduous tree species are useful during summer months for shade and winter to allow light into dwellings.

Productive Landscapes_

Food_ Use yard space more efficiently by diversifying the structure, layout and contents of garden areas - horizontal and vertical edible gardens can help to save on space. Planting fruit trees, vegetable gardens and even introducing beehives will provide a sustainable food source while improving biodiversity within the neighbourhood.

Recycling food scraps through composting is a simple and sustainable way to reduce waste and return nutrients to the garden.

Forest Gardens_ Are planted gardens in strata to mimic a woodland ecosystem. Strata growing maximises space, encourages moisture and nitrogen retention, and provides shade, shelter and bee habitats. The basic design is made up of seven layers: canopy trees, shrubs, perennial vegetables and herbs, root crops, ground covers and vines/climbers.

The practice emphasises perennial, low-maintenance crops that leverage natural nutrient inputs, drainage patterns and climate to achieve a self-sustaining, food-producing ecosystem.

Forest gardens can be planted in small urban backyards or larger communal garden areas.

Rongoā Māori / Medicine_

Planting rongoa species which are endemic to the area is a way to restore and enhance the taiao back into the natural environment and provide an holistic and sustainable resource back into the landscape. Acknowledgement of Māori values and cultural practices will add benefit for the whole community.

PART 3 - MONITORING AND EVALUATION

MONITORING AND
EVALUATING SUCCESS

*Monitoring of performance
measures during early
implementation.*

*Review and monitoring based on the
“policy review cycle”*

Policy review cycle approach based on ‘problem identification’ and ‘consideration of options’ for on-going policy improvements.

Timeframes for review - it will take some time to get the guidelines adopted and used so that learnings can be drawn from how council and developers are applying the guidelines.

Monitoring the design outcomes of completed developments will give the council opportunity to assess the effectiveness of the urban design guidelines and reassess the appropriateness and effectiveness of the urban design controls.

Evaluation of the design outcomes will show council if there is need to make changes and/or improvements to the urban design guideline process. Further work on the way in which outcomes are measures is required during the consultation phase for the Design Guide. Measures could focus, for example, on what performance standards (or indicators) could be identified early on in the guidelines to guide this future monitoring and performance evaluation?

A shortfall with urban design guides, generally, is that they are often not monitored and evaluated once they are incorporated into council processes. It is important that the council recognises the need to reflect on ‘lessons learned’ and feed into on-going improvements and refinements that arise overtime to ensure the guidelines are achieving their purpose and are improving design outcomes in Kaipara.

Mangawhai Community Plan - Funding Approval 2020/21

Meeting: Council Briefing
Date of meeting: 1 July 2020
Reporting officer: Jim Sephton, GM Infrastructure Services

Purpose/Ngā whāinga

To seek funding approval to proceed with the Mangawhai Community Plan (MCP) in the 2020/21 financial year – specifically the next stage of the Village to Heads Shared Path, Wood Street Streetscape and Insley Street intersections.

Executive summary/Whakarāpopototanga

Three components of the MCP have been developed in 2019/20

- Village to Heads Shared Path - a Business Case has now been submitted to NZTA with signals that this is likely to be supported and will enable access to the National Land Transport Fund (NLTF). Priority sections have been confirmed and the alignment through Mangawhai Community Park confirmed with stakeholders.
- Wood Street – Following the successful trial, the second stage has been developed and a funding application to NZTA under the Innovative Streets fund (90%) contribution has been made.
- Insley Street Intersections – The detailed design has been completed following extensive engagement with landowners and incorporation of the shared path within this section. The increased costs are primarily due to the incorporation of the shared path and this approach has been agreed with NZTA.

A significant increase in subsidy from the National Land Transport Fund (NLTF) is expected. From \$2.5m to \$4.7m.

There is a gap of \$390k in local funding to complete the pre-implementation (consenting & design) and implementation (construction) of the priority sections. This paper recommends that this gap is addressed through allocation of Reserve Contribution and a reduction in loan/depreciation.

It is noted that there are sufficient funds to continue pre-implementation, however approval to proceed up to and including implementation (subject to NZTA approval) will allow procurement of Contractors which allow works to commence within this financial year (likely November).

Context/Horopaki

The MCP was adopted by the Council in June 2017 following substantive public engagement. The projects identified in the MCP were included in the 2018 Long Term Plan.

Elected Members were updated on progress of the MCP in November 2019. This report noted that “The expectations of the MCP exceed that which is affordable within the current LTP. Although this gap can be reduced by maximising subsidy, there will be a need to reduce the pace at which projects are rolled out and reduce scope in some areas”.

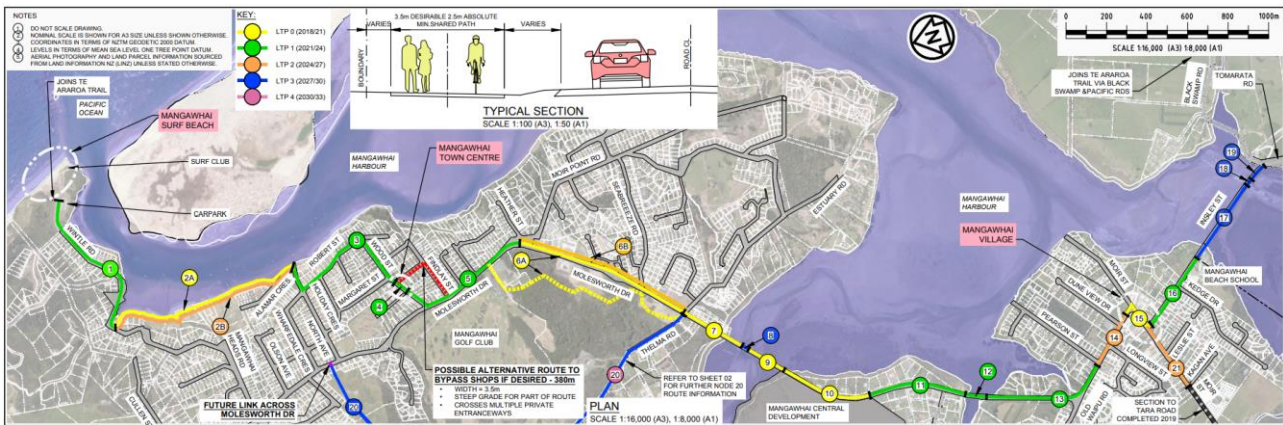


Further work has now been undertaken which provides clearer understanding of likely costs, subsidies and resulting prioritisation.

The 'Procurement Plan for Accelerated Projects' was approved by Elected Members in May 2020. This included the MCP and it was clarified that the award of any contract would be subject to approval of funding.

Discussion/Ngā kōrerorero

The Mangawhai Heads to Village Shared Path Business Case has been developed in collaboration with NZTA and the final application submitted in June. The application includes some sections which were formally part of the 'Coastal Walkway', Thelma Road connections and also incorporates the section south of the Village which will connect to the Wellsford to Mangawhai section which Auckland Council are developing.



The total cost of the complete shared path is \$16.8m. This is proposed to be allocated across the current and future LTPs.

Investment levels over the 3-year funding periods		
3-year LTP period	Years	Investment
0	2018/21	\$4,465,200
1	2021/24	\$6,630,900
2	2024/27	\$3,366,050
3	2027/30	\$2,345,900
Total		\$16,808,050

The funding for the MCP in the current LTP only allowed for circa \$2m of shared paths, including Moir Street West has been completed (\$550k).

The estimated cost of the sections proposed to be commenced in this LTP (excluding Wood Street streetscape and Intersections in Section 15) is \$3.8m

The Insley Street Intersections have also been developed to incorporate shared paths. This has increased the cost from the approved \$2.1m to \$3.2m

The expectation for Wood Street is that this will be more of a shared environment and therefore there is no specific shared path in the central section which is being considered as part of the streetscape improvement project. \$800k was approved in the LTP however it is proposed that only 500k is invested at this time as part of an NZTA funded (90%) Innovative Street.

The sections proposed for implementation as part of the current LTP are

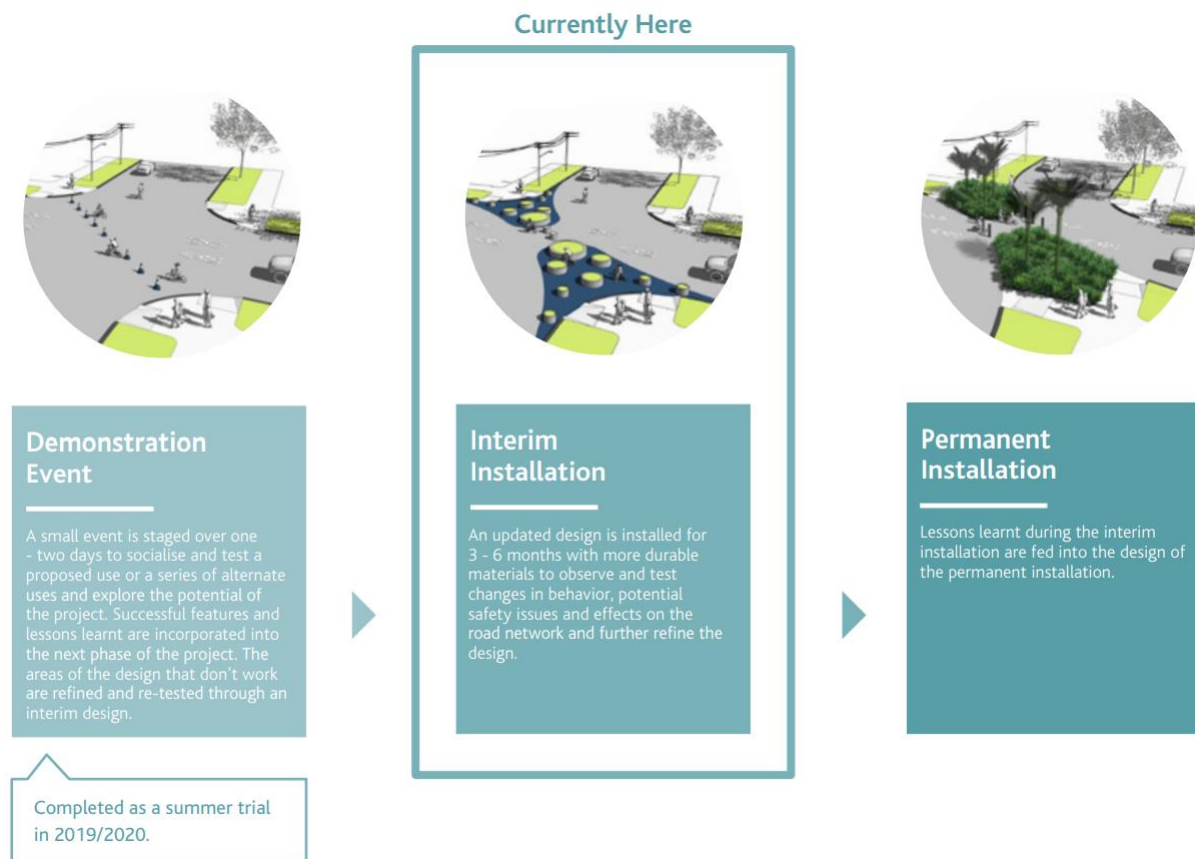
- Section 2a Beach access #10 to North Ave \$ 345k
- Section 4 Wood Street Streetscape \$ 500k (streetscape)
- Section 6a Moirs Pt Rd to Estuary Drive \$1,637k
- Section 7 Estuary Drive to Molesworth Bridge \$ 873k

- Section 9 Bridge to Mangawhai Central \$ 555k
- Section 10 Mangawhai Central \$ 195k
- Section 15 Mangawhai Village \$ 3,200k (Intersection + paths)

Section 2 – 2a will be developed as part of KDC coastal walkway project as an unformed path. It has been included because there is an urgency to increase parking at the boat ramp and there is an opportunity ahead of next summer to incorporate this as part of a project to provide toilets and other amenity improvements.

Further work in this section will be included as part of LTP2.

Section 4 – Wood Street is being developed as an innovative street space. There is likely to be a greater focus on mixed use and higher amenity value in this space. A funding application for the interim stages of improvements at Wood Street has been submitted to NZTA.



The \$500k investment in the interim installation will achieve many of the objectives of the MCP. Permanent installations will be included as part of the next LTP.





Section 6 – Section 6a will primarily be developed through Mangawhai Community Park with connections across Molesworth Drive connecting to the east side. This will include a new shared path on the eastern side, connecting with existing footpaths, from ITM through to the bridge.



Sections 7 & 9 will incorporate the design of section 8 (the bridge) as these sections are likely to include board walks and due to works being in the Coastal Marine Area, will require additional consents. Sections 7 & 9 will tie into the existing arrangement with the boardwalks developed to align with the future widened structure alongside the bridge.

Section 10 has been designed by Viranda and will be constructed by MCL Civil as part of the construction of the roundabouts on Molesworth Drive. The costs of this construction will be off set against development contributions.

Section 15 includes the Insley Street Intersections which have been developed to incorporate the shared path and land acquisition is in progress. The current estimate is \$3.2m



Funding

The estimate for works are \$7.5m which is an increase of \$2.6m over what is currently budgeted in the LTP.

The majority will be addressed through increased NLTF subsidy of \$2.2m. Business cases had not been developed prior to the creation of the last LTP and there had been no alignment with NZTA. We now have three Business Cases which are close to being approved by NZTA

- Mangawhai Heads to Village Shared Path (61% funding)
- Wood Street Innovative Streets (90%) funding
- Insley Street Intersections and shared path (61% funding)

The additional local share is proposed to made up of \$654k from reserve contribution. This is acceptable under current policy as shared paths are a recreational activity and are providing access to the coast. The finance team have confirmed that there is sufficient headroom to accommodate this in Mangawhai. It does not meet the significance criteria of \$3m.

Depreciation has been reduced as the works on Wood Street will not structurally effect the pavement.

There is no impact on development contributions for this LTP. The Development Contribution Policy will be updated to reflect the remaining sections of the Shared Path programme which will allow a reasonable DC to be collected going forward.

The Table A below, illustrates the current and proposed funding.

Section	Current							Local Contribution
	Total	DC	Depn	FC	Loan	Rates	Subsidy	
	\$ -							
Shared paths	\$ 1,969,700	\$ -	\$ -	\$ 192,046	\$ 576,137	\$ -	\$ 1,201,517	
4 (Wood Street)	\$ 800,000	\$ -	\$ 264,000	\$ 264,000	\$ 272,000	\$ -	\$ -	
15 (Intersections only)	\$ 2,100,000	\$ 511,875	\$ -		\$ 307,125		\$ 1,281,000	
Total	\$ 4,869,700	\$ 511,875	\$ 264,000	\$ 456,046	\$1,155,262	\$ -	\$ 2,482,517	\$ 2,387,183
Spent								
	Proposed							
	Total	DC	Depn	FC	Loan	Rates	Subsidy	
Shared paths	\$ 3,793,850	\$ -	\$ -	\$ 903,465	\$ 576,137	\$ -	\$ 2,314,249	
4 (Wood Street)	\$ 500,000			-\$ 222,000	\$ 272,000		\$ 450,000	
15 (+ shared paths)	\$ 3,200,000	\$ 511,875		\$ 429,000	\$ 307,125		\$ 1,952,000	
Total	\$ 7,493,850	\$ 511,875	\$ -	\$1,110,465	\$1,155,262	\$ -	\$ 4,716,249	\$ 2,777,602
Difference	\$ 2,624,150	\$ -	-\$ 264,000	\$ 654,419	\$ -	\$ -	\$ 2,233,732	\$ 390,419

Other MCP projects

There are three projects which are still expected to be implemented in this LTP

- Mangawhai Coastal Tracks - Construction
- Eveline Street Stormwater - Construction
- Wood Street Stormwater - Design

A separate paper will be brought to Council on these to confirm scope, programme and budget prior to construction.

Implementation

It is intended that these projects will be substantially complete within this LTP period, however some construction work will be completed in the later half of 2021. The focus of procurement is to support local businesses and time is less important than good value and social outcomes (inc minimising disruption).

Section	Jul – Sep	Oct – Dec	Jan – Mar	Apr – Jun	Jul – Sep	Oct - Dec
2						
4						
6						
7&9						
10						
15						

Wood Street will be implemented through the O&M Contract using Broadspectrum.

The Shared Paths and Intersections will be tendered as a package.

Options

Option 1 is to approve the recommendation as presented by Officers allowing the procurement of pre-implementation and implementation to continue within this LTP. It is noted that approval to award the contract for shared paths and intersections will still be required to come back to Council to approve award. The benefit of this option is that it provides an attractive package of work (\$7m), capitalises on available subsidy and creates more immediate job opportunities within Kaipara from a construction perspective. It also demonstrates to our community significant progress on the Mangawhai Community Plan.

Option 2 is to proceed with pre-implementation only and request Officers to request approval for Implementation funding separately. The implications of this are that construction start could be delayed and additional work will be required by Officers.

The recommended option is **option 1**.

Policy and planning implications

None. The allocation of Reserve Funds from Financial Contributions is appropriate for a Shared Path facility.

Financial implications

There are currently circa \$4m of RC available for the Mangawhai area. Allocating \$2m would increase net debt however FCs are intended to be utilised on infrastructure which improves community outcomes.

No impact on rates

Risks and mitigations

There is a risk that we do not get NZTA funding. If this is the case then the project will not progress.

There is a risk that we have a number of active projects in Managwhai which creates disruption and safety risk. This is being mitigated through the procurement of a Head Contractor for a package of work which will allow for works to be coordinated.

Significance and engagement/Hirahira me ngā whakapāpā

The decisions or matters of this report do not trigger the significance criteria outlined in Council's Significance and Engagement Policy, and the public will be informed via agenda on the website.

Although there is an increase in local share, this is less than the \$3m which would trigger significance policy. There is no fundamental change to the intent of the Mangawhai Community Plan or the LTP.

The Wood Street project will be developed through engagement with businesses and stakeholders. This will build on the momentum created through the trial.

Engagement with the community on the shared path will be undertaken. This will focus on explaining the logic of the route, refining the design to accommodate localised feedback and keeping the community informed.

Land acquisition for Wood Street will be completed and the public and affected parties informed on programme.

Next steps/E whaiake nei

Subject to Council and NZTA approval, funds will be allocated against the projects.

A consultant from the KDC Professional Services Panel will be appointed to undertake the detailed design of the shared path. Stellar Consultants are proposed as they are already appointed for the coastal walkway (as subconsultants to Resilio) and have developed the shared path concept through the Mangawhai Community Park.

Tender documents will be developed with a Registration of Interest (ROI) issued in July, First stage (quality assessment) in August and second stage (for shortlisted) in September.

Physical works are expected to commence in November. Some enabling works, such as tree clearance and utility works, may start earlier.

Documents available in the Elected Member Portal

- Village to Heads Shared Path Business Case
- Wood Street Innovative Street Application

Regional Economic Development – Joint Delivery Model

Meeting: Council Briefing
Date of meeting: 1 July 2020
Reporting officer: Jason Marris, General Manager Transformation and Engagement

Purpose/Ngā whāinga

To discuss a joint delivery model for economic development in Northland to be in place from the 2021/22 financial year.

Context/Horopaki

In 2017, MartinJenkins completed a review of economic development activities carried out jointly by the four Northland local authorities.

A key recommendation of this review was that Northland Inc (NInc), currently a council-controlled organisation (CCO) that is 100% owned by the Northland Regional Council (NRC), transition to become a CCO jointly owned and governed by all four Northland local authorities. The full report and summary of the MartinJenkins review is available online at <https://www.nrc.govt.nz/your-council/economic-development/northland-inc/>.

The Northland Mayoral Forum and Chief Executives have subsequently been developing the most appropriate form and structure of a possible joint ownership model, considering factors such as the current and potential levels of funding able to be provided. This process has also included feedback sought from respective councils' governance through the Northland Forward Together forum.

At its meeting on 24 February 2020, the Mayoral Forum endorsed the proposed regional economic development service delivery model set out in detail in **Attachment One**, which was prepared as a standard agenda paper to be used by each council for endorsement. A high-level summary of the proposal is also provided in **Attachment Two**.

Discussion/Ngā kōrerorero

The proposal recommends that NInc becomes a Joint Regional CCO and the economic development delivery arm of all of the Northland councils. The attachments cover the rationale for joint ownership, the key costs and risks. They also set out a two-stage process: an initial enhanced model in 2020/21 that then moves to joint ownership from 2021/22 onwards after a process of public consultation as part of the 2021/2031 Long Term Plan (LTP).

Stage 1 – 20/21 Annual Plan

The Mayoral Forum recommended that increased funding for NInc from all of Northland's councils should be provided for in the 20/21 financial year, in return for an opportunity to have input into the development of NInc's Statement of Intent for 2021-2024 and the appointment of Directors.

Kaipara District Council's (KDC) suggested funding level of \$25k for NInc has been included in the 20/21 Annual Plan, adopted at the June council meeting.

KDC will need to appoint a representative to a formal appointment board for the next financial year to provide the desired input.

Stage 2 – Regional Joint CCO

What is a CCO?

A CCO is a separate organisation that council(s) can set up to undertake particular activities on their behalf. For the organisation to be a CCO, council(s) must control 50 per cent or more of the voting rights or appoint 50 per cent or more of the directors.

Under the CCO model, each CCO;

- operates at arm's length from the council(s)
- must implement the strategic direction set by the council(s) as its shareholder
- has an independent board that is accountable to the council(s) for the CCO's performance
- is a separate legal entity, with directors being responsible for overseeing the management of the business.

The role of the Council(s) in this model are typically:

- developing plans and strategies that CCOs must give effect to
- appointing and removing directors (including chairs)
- determining board member remuneration
- commenting on the content of draft statements of intent
- approving final statements of intent
- monitoring the performance of CCOs (including board performance)
- taking decisions as shareholder (e.g. approving a major transaction under the Companies Act or the council's Significance and Engagement Policy)

The ability to set up a CCO is provided for by the Local Government Act (2002). A Special Consultative Procedure is required to create a CCO to ensure that the community has input into the process. The LTP provides an opportunity to enable this consultation and decision-making.

The proposal

Attachment One provides the detail and rationale to the proposal to create a Regional Joint CCO.

In summary:

- a six-year transitional funding period is being proposed for affordability
- The transitional period aims to achieve a funding split of 60% from NRC and 40% from District Councils by year six
- District Councils will be responsible for 40% of the funding needed over that transitional six-year period
- Funding contribution is proportional based on district population reviewed every LTP cycle. During the transitional period, KDC's contribution would move from 1% in 2021/22 to 5% in 2026/27. It is estimated that contributions would be as follows:

Financial year	KDC contribution*
2021/22	\$29k
2022/23	\$61k
2023/24	\$89k
2024/25	\$121k
2025/26	\$149k
2026/27	\$180k

*2% inflationary adjustment included

- Each council would have equal shareholding
- A formal joint committee of the councils would be created to oversee the CCO. Decision-making would be by consensus and if consensus could not be reached, voting would be weighted proportional to funding provided. When approving the proposal, the NRC suggested that each council provides two appointed representatives instead of the proposed one
- A Shareholders agreement between the four councils is proposed to govern the relationship and develop a joint Statement of Intent as well as any service agreements.

Next steps/E whaiake nei

At its 16 June council meeting, the NRC endorsed the recommendations from the Mayoral forum. Far North District Council (FNDC) will address the paper at their 25 June Council meeting and Whangarei District Council (WDC) at its 15 July meeting. It is also planned to be an item at the 28 July Northland Forward Together Strategic Workshop.

For KDC, following discussion today it is anticipated that a decision item will be brought to the 29 July Council meeting. This report will also include the appointment of a representative to the Appointment Board for the next financial year.

If approved at that meeting, staff will then incorporate consultation with the community on the Joint CCO in the consultation document and financials, as part of the LTP.

A region-wide staff project team has also been formed and if all Council's approve the proposal, will work together to ensure consistency of message, timing and delivery of the work required.

Attachments/Ngā tapiritanga

	Title
A	Standard agenda item: Regional Economic Development
B	Regional Economic Development: Plan on a page

TITLE: **Standard Agenda Paper - Proposal for Future Regional Economic Development Service Delivery for Northland**

ID: {Objective ID}

To: Council Meeting of Individual Councils

From:

Date: 20th May 2020

Executive Summary

This purpose of this report is to propose a Regional Economic Development service delivery model, governance arrangements and indicative funding model to the Northland Regional Council, Whangarei District Council, Kaipara District Council and Far North District Council following endorsement by the Mayoral Forum at their meeting on the 24th February 2020.

The Mayoral Forum tasked the Chief Executives of Northland's four Council's to develop an appropriate business model for consideration by Northlands' Councils following the formal S17A Service Delivery Review completed by Marin Jenkins Consultants in XXX.

Over the course of 2019 to February 2020, the Chief Executives proposed a two staged approach for the future delivery of regional economic development services:

1. An enhanced Northland Inc. with the District Councils having input into Northland Inc's Statement of Expectations and input in the appointment of directors in return for a modest investment that is aligned to the 2020 – 2021 Annual Plan year.
2. A joint regional CCO, with equal shareholding, governance via a joint committee, with 60% of funding from Northland Regional Council and 40% from the three District Councils, that is aligned to the 2021-2031 Long Term Plan Cycle.

The proposal considers the level funding by the Northland and District Councils, the timing of public consultation and the consideration of the development of a regional economic development strategy be completed under Northland|Forward Together.

The proposed regional economic development service delivery model considers:

- a. The structure of each service delivery model.
- b. The governance features of each model.
- c. The proposed funding from Northland Regional Council targeting 60% contribution over six years, whilst targeting a 40% funding contribution from the District Councils over six years.
- d. The advantages, disadvantages and overall benefits.

- e. An indicative timeline for implementing both stages and the alignment to the 2020-2021 Annual Plan Cycle and the 2021-2031 Long Term Plan Cycle which will incorporate the special consultation process required to establish a joint CCO.

The Mayoral Forum endorsed their support of the proposal at the Mayoral Forum on the 24th February 2020.

The proposed recommendation for the future delivery of regional economic development services is for Northland Regional Council and Whangarei, Kaipara and Far North District Councils' consideration and approval for inclusion and community consultation in the 2021-2031 Long Term Plan.

Recommendation

That Council approve the recommendations listed below for the future delivery of regional economic development services:

1. That Council approve the proposal that recommends Northland Regional Council share the appointment of directors and input to the Statement of Intent process with Whangarei, Far North and Kaipara District Councils, in return for agreed funding for the 2020-2021 Annual Plan Year. The agreed funding for the 2020-2021 Annual Plan is:
 - a. Northland Regional Council – Continue to fund Northland Inc. and the IGR per their current Long-Term Plan
 - b. Whangarei District Council – One hundred and five thousand dollars (\$105K) plus the contribution of up to one FTE to Northland Inc.
 - c. Kaipara District Council – Twenty-five thousand dollars (\$25K)
 - d. Far North District Council – Eighty-two thousand dollars (\$82K)
2. And support the proposal that recommends Northland Inc. be modified to become a joint regional CCO;
 - a. with a formal joint committee to provide oversight,
 - b. a funding arrangement that Northland Regional Council contribute 60% and Whangarei, Far North and Kaipara District Councils contribute 40% and
 - c. this is achieved over a six-year time frame aligned to the 2021-2031 Long Term Plan Cycle and
 - d. public consultation to establish Northland Inc. as a joint regional CCO is included and aligned to the 2021-2031 Long Term Plan consultation process of each Northland Council.
3. And support, in principle, the development of a Regional Economic Development Strategy for inclusion in the 2021-2031 Long Term Plan Cycle, subject to scope, resources and funding.

Background

Martin Jenkins Consultants undertook the review of Northland Council economic development functions and activities in 2017. The subsequent report highlighted:

- There are no major gaps in the types of economic development activities provided by Northland Councils and Northland Inc.
- There is little overlap of economic development activities
- There are five key opportunities for the Councils to work more efficiently and effectively together to increase the collective impact.
 - A regional economic development strategy, goals and priorities that would provide clear guidance on the activities that should be delivered in the region.
 - Regional destination marketing
 - Regional events promotion guided by a regional visitor and events strategy
 - Maori/Iwi economic development
 - Greater reach of services into the Far North and Kaipara through a hub and spoke delivery model

The Martin Jenkins report recommended that Northland Inc. currently a Council Controlled Organisation (CCO) of Northland Regional Council, become a jointly owned CCO, with a joint shareholding across the four Councils and a Joint Committee to provide direction and oversee Northland Inc.'s performance and resourcing.

The Martin Jenkins report highlighted the key benefits of the recommendation are:

- Greater alignment of economic development priorities and outcomes across Councils and Northland Inc.
- Better opportunity to leverage the resources of all to achieve common goals and objectives
- Minimal disruption to Northland Inc, or Council operations and delivery as a result of the changes.
- Opportunity to implement a hub and spoke business model with presence in the Far North and Kaipara.
- Increased flexibility / agility to being able to make decisions about changes to activities across Councils and Northland Inc. through a joint committee structure.
- Ability for individual Councils to have input into the Expectation of Purpose and Statement of Intent process.
- Ability for individual Councils to have input into the programme of work and projects being delivered by Northland Inc, via the Statement of Intent process.
- Increased opportunity to identify efficiencies in the delivering activities across all Councils and Northland Inc. as a result of increased engagement.

There are key costs and risks associated with the implementation of a jointly owned CCO.

- Time and costs associated with public consultation on the changes to the existing CCO arrangements.
- The legal re-arrangement
- An increase in staff and elected members time required to develop and agree on: priorities with Northland Inc., the Shareholders Agreement, the Joint Committee role and structure, out-put and out-come framework and the performance and reporting framework.

- An increase in Northland Inc. staff to work with individual Councils to achieve the outcomes and outputs determined by the formal Joint Committee.
- Costs with extending Northland Inc's services into the districts (set-up and co-ordination costs), although some costs could be minimised by sharing with others.

To date Northland Regional Council and Northland Inc. have implemented recommendations from the Martin Jenkins review regarding the operations of the Investment and Growth Fund, the process for developing the statement of intent, improved reporting and connection with the District Councils. Minimal progress has been made on the five opportunities for Councils to work together.

The Mayoral Forum tasked the Chief Executives to develop an appropriate business model for consideration by all Councils. For clarification, this proposal has not been presented to the Northland Regional Council or Northland Inc. for consideration.

The Chief Executives and senior management held a workshop on the 23rd January 2019 and took a fresh approach to developing a regional delivery model, building on the success of Northland Inc. and incorporating the recommendations of the Martin Jenkins Review. The Chief Executives agreed:

- The principles for the development of a model and subsequent report
- The key drivers and priorities for economic development in Northland
- The report will recommend a preferred service delivery option to the Mayoral Forum prior to the October Local Body election.
- The new Councils and Mayoral Forum will make any decisions to implement or otherwise, post the October Local Body elections.

A cross- council team has been brought together to propose a service delivery model for consideration by all Councils and build on the strengths of Northland Inc. and the recommendations of the Martin Jenkins Review.

The cross-council team undertook a short study of three regional economic entities and arrived at the same conclusions as the Martin Jenkins study, that a joint regional CCO is the most suitable vehicle to deliver a regional service.

The first draft of the Regional Economic Development Service Delivery Options Report was presented to the CEs Forum May 2019 and the Mayoral Forum May 2019. However, the recommendations of the report were left on the table and further work was required.

Several workshops and discussions with the CEs Forum and the Mayoral Forum post October 2019 elections discussed support for regional economic development and the development of a regional economic development strategy.

Key points are:

- The final entity must be stable for performance not to be compromised
- The CEs to propose a long-term vision regarding funding and representation
- Commitment from all four Councils to be actively participating and contributing for regional economic development to be successful

- Commitment to one economic development services agency in Northland

Discussion

At present, the main economic development services being delivered by Northland Inc. and Northland Councils are:

Delivered by Northland Inc. for the Region	Delivered by Councils for respective districts
Business development, business start-up advisory	Event and tourism promotion - WDC
Promotion of innovation, including the digital enablement plan and broadband extension	Business attraction – industry, developers, regulatory advice
Investment attraction and facilitation including investment in Northland focused events, Provincial Growth Fund infrastructure and district and regional projects	Community Development – Community and district focused support, funding and facilitation
Skills support, provision of support for IGR applications and funding	I-Sites (WDC and FNDC)
Destination marketing and management re international trade and tourism	Provincial Growth Fund initiatives and applications
Industry development and support to major projects and TTNEAP projects	

At this point in time, further work would be required to determine what functions and services would be undertaken by the joint CCO and the District Councils.

I.e. whether (any) district focused development, event and tourism promotions, PGF and funding applications would be better being a function of the joint CCO.

Northland Inc. have recently commissioned two studies to be completed regarding:

- Feasibility of increasing the level of delivery of Northland Inc. to the Far North and West Coast
- Maori Economic Development

A new Board is in place chaired by Sarah Peterson and Murray Reade joined Northland Inc. as Chief Executive in 2019, with a wealth of leadership experience, tourism sector experience and a strong history of working with community and stakeholders.

Given the combination of the newly appointed Northland Inc. Board of Directors and a recently appointed Chief Executive for Northland Inc. coupled with new Councils and elected members, it's time to consider what the future delivery of regional economic development services has the potential to be over the next three to four months in order to meet the 2021/2031 Long Term Plan timeframes.

Post the 2019 local government elections, progress has focused on:

- The equitability and affordability of financial contributions from the District Councils.
- Shareholding and Voting Rights
- Timeframes and 2021-2031 Long Term Plan consultation
- Risks, obstacles and issues from preventing progress

The proposal builds on the Martin Jenkins recommendation that a joint regional CCO is the most suitable business model to deliver economic development services to Northland. Not only does this follow best practice, but would also likely gain support from Central Government, where government would be communicating at a regional level and Northland effectively harnessing available central government funding and support.

Funding of Northland Inc.

Currently Northland Regional Council fund Northland Inc. and the Investment Growth Reserve Fund (IGR) through their commercial activities and Whangarei District Council fund a cash contribution of circa \$105,000 per annum plus up to one FTE that is seconded to Northland Inc. Far North and Kaipara District Council currently do not make any contribution but have done in the past.

The proposal recommends Northland Regional Council continue to fund Northland Inc. and the IGR in line with the level of funding committed in the 2018-2028 Long Term Plan. From the commencement of the 2021-2031 Long Term Plan Cycle the District Councils will progressively build up their contribution until it represents 40% of the total funding allocation made to these two functions.

The IGR was established in 2011-2012 to help fund economic projects that will increase jobs and economic performance in Northland. The reserve is financed by income from Northland Regional Council's various investments and potential projects are scoped and assessed by Northland Inc.

The objective of the IGR is to provide a fund that enables Northland Regional Council make strategic investments that lift the long-term growth of Northland. Allocations from the fund must be one of the following:

- Operational expenditure for Northland Inc.
- Project development
- Enabling investment

The option of the District Councils building their contribution to 40% over a three-year time period was deemed unaffordable in such a short timeframe, despite their being less risk if the transition is completed in one Long Term Plan cycle. To ease the impact of economic development expenditure on the District Councils a six-year transition is recommended.

Joint Regional CCO – Aligned to the 2021-2031 LTP and a transition period of six years

- Target Funding: NRC funding 60% of Northland Inc. and the IGR from commercial activity and the balance of 40% would be funded by the District Councils

- The methodology for the proportion of funds that will be funded from each Council was also given further thought. The proposed funding ratio for the District Councils is based on population numbers in each district.

Council	Current Population	Percentage of Contribution
Whangarei District Council	91,400	51%
Far North District Council	64,400	36%
Kaipara District Council	23,200	13%

These proportions will be reviewed at each Long-Term Plan Cycle. Based on the above table the proposed contribution required from each Council over a six-year period would be:

51% 36% 13%

Year	NRC	WDC	FNDC	KDC	Total
Population		91400	64400	23200	179000
2021/22	89%	6%	4%	1%	100%
2022/23	80%	10%	7%	3%	100%
2023/24	74%	13%	9%	3%	100%
2024/25	68%	16%	12%	4%	100%
2025/26	64%	18%	13%	5%	100%
2026/27	60%	20%	14%	5%	100%

Whilst Northland Regional Council maintain funding Northland Inc. per their current Long-Term Plan commitments, it's proposed the three District Councils contribute a further 40% over the six-year transition period. The indicative share of financial contribution would be:

Year	NRC	WDC	FNDC	KDC	Total
2021/22	\$1.811M	\$117K	\$82K	\$29K	\$2,082M
2022/23	\$1.852M	\$241K	\$169K	\$61K	\$2,357M
2023/24	\$1.937M	\$349K	\$246K	\$89K	\$2,632M
2024/25	\$1.984M	\$475K	\$335K	\$121K	\$2,910M
2025/26	\$2.033M	\$587K	\$413K	\$149K	\$3,191M
2026/27	\$2.084M	\$709K	\$500K	\$180K	\$3,473M

The six-year transition period represents two LTP cycles and two election cycles. Maintaining political support through this transition period, whilst progressively increasing financial

contributions, may be challenging and does represent a risk to the longevity of the model. However, a three-year transition period was deemed unaffordable by the District Councils.

The allocation of the total level of funding provided from the District Councils and Northland Regional Council between Northland Inc. operations and the IGR will be determined by requirements of the Northland Inc's Statement of Intent and supporting budgets, with the differences being transferred to the IGR and available to support the priorities and projects agreed by the four Councils.

Shareholding and Governance Arrangements

The Martin Jenkins report recommends establishing a formal joint committee across the four Councils to provide direction to Northland Inc. and jointly recommend Northland Inc's Board appointments. The report also recommends establishing a Shareholders Agreement between the four Councils to govern the relationship and developing a joint Statement of Intent and service agreements with individual Councils. Further consideration has been given to options for shareholding and voting rights based on:

- **Weighted Rights Model Based on the level of financial contribution from each Council**

This is where a formal joint committee is established, and the representation and votes are based on the level of financial contribution.

	Formal Joint Committee Membership	NRC	FNDC	WDC	KDC
Years 1 - 3	7 members	4	1	1	1
Years 4 - 6	11 members	6	2	2	1

With this model Northland Regional Council retains the deciding vote as the District Councils contribute 40% of the financial contribution and Northland Regional Council 60%.

Or in the alternative

- **Consensus Model: Based on equal shareholding across the four Councils**

This is based on the shareholding being equal i.e. each Council having an equal shareholding in Northland Inc. and the formal joint committee membership is made up of one representative from each Council (one vote).

Decision making is to be consensus building. In the event that consensus cannot be reached then a vote would be taken with votes weighted proportional to the funds provided in that particular year.

The proposed governance model features are:

Equal shareholding by Northland Regional Council selling twenty-five shares at one dollar each to Whangarei, Far North and Kaipara District Councils. This will provide the four Councils with an equal shareholding of 25 shares each.

Governance would be via a formal Joint Committee
The Formal Joint Committee would appoint the commercial focused Northland Inc. Board of Directors on merit.
All Councils to contribute and have input through setting the Statement of Expectations regarding, the objectives, priorities, deliverables, performance and reporting framework and outcomes for the region
Allocation of Investment Growth Reserve delegated to the formal Joint Committee. This would enable the District Councils input into the decision making around the allocation of the IGR from the outset.

Consultation

Establishing Northland Inc. as a joint regional CCO will require public consultation, therefore this is proposed to be aligned with the 2021-2031 Long Term Plan process across the region provided the four Northland Councils give agreement to do so.

Obstacles and Sensitivities Preventing Progress

An assessment has been completed regarding the obstacles and sensitivities preventing progress at an individual Council level.

The main issues are:

- The new entity must have stability to last a decade or more and the need for a secure financial baseline
- Political buy-in, Councils must agree to the “new” Northland Inc. being the provider of economic development services in Northland
- The lack of a regional economic development strategy
- Building trust and stability, monitoring effort and distribution of benefit
- Equitability by medium term equitable distribution in proportion to contribution

The proposal addresses each of these issues, either through the business model being proposed, the long-term funding contributions from NRC and the District Councils, the commitment from Northland Councils that the ‘new’ Northland Inc will be the one organisation that delivers economic development services for the region.

The Councils also have input to the Statement of Intent process via the formal Joint Committee, and the Consensus Voting model promotes building trust. The out-put out-come framework together with the performance and reporting framework enable the monitoring of effort and measurement of the distribution of benefit.

Regional Economic Development Strategy

The Martin Jenkins report highlighted the lack of an overarching regional economic development plan that brings together TTNEAP, NorthlandForward Together, He Tangata, Northland Councils Plans and Northland Inc. priorities. The aim should be for the strategy

and plan to be more aspirational about the future of the region and to provide greater direction about how economic development activities will support the future vision.

The development of a regional strategy is estimated to be a two-year process, that will require external consultants together with funding and resources from Northland Councils. The development of the strategy should be led by Northland Councils, rather than Northland Inc. and be completed under Northland Forward Together. A scope of work, together with funding and resourcing requirements will need to be completed to inform the 2021-2031 Long Term Plan process.

The Future

The proposed regional joint CCO together with the proposed governance and funding model provides a greater level of stability, where the individual Councils are actively engaged via a joint committee and coupled with the development of a regional economic development strategy that would underpin the objectives, priorities, funding requirements and outcomes to be delivered by Northland Inc.

By converting Northland Inc. into a regional joint CCO it should enable:

- Greater reach of services into the Far North and Kaipara via a hub and spoke model in accordance with contribution, where economic investment is most needed to lift the economy and standard of living for the community.
- Greater engagement and participation of Maori/Iwi. This is a priority for all four Northland Councils.
- Central Government will be communicating with one agency for Northland, and this would likely gain support from Central Government, where government would be communicating at a regional level and Northland Inc. effectively harnessing available central government funding and support.
- The District Councils would have greater control and insight into the monitoring of performance and the distribution of benefit throughout the region. This could be done by: regular meetings between Northland Inc. and the formal Joint Committee, Annual strategy sessions with individual Councils, regular meetings between CEs of Councils and CE of Northland Inc., and overall reporting of progress to Northland Councils.
- There should be greater alignment of economic development priorities and outcomes across Councils and Northland Inc. even more so with the development of the regional economic development strategy.
- Specialisation/centre of excellence approach regional economic development that could potentially be more attractive.
- Support the Covid-19 state of emergency economic recovery

Some examples of specific tangible benefits associated with increased economic development funding are:

- Greater ability to help councils develop funding applications for projects
- Development of a regional destination marketing and event strategy

- Resourcing to champion and improve digital (broadband and mobile phone) connectivity
- Increased funds in the IGR to be able to allocate as Project Investment co-funding for new initiatives

The proposal means that there will be a call on resources and funding:

- The conversion of the existing Northland Inc. to a regional joint CCO, would require public consultation, but it should have little disruption to Northland Inc. and Council operations. The implementation will require increased resources regarding the governance arrangements i.e.
 - Shareholders Agreement
 - Joint Committee role
 - Performance and reporting framework
 - Output and Outcome framework
- The time and costs associated with public consultation via the 2021-2031 Long Term Plan
- The costs associated with extending Northland Inc's services into the Far North and Kaipara

The Martin Jenkins report discusses that the costs and risks are manageable and will not outweigh the benefits of the proposal.

Recommendation

1. Stage One – Aligned to the 2020/2021 Annual Plan

The proposal recommends Northland Inc. should increase its governance participation with the District Councils, in return for a commitment to funding and resourcing.

The proposal recommends:

- Shared appointment of directors by a formal Appointment Board made up of four representatives from NRC and one representative each from WDC, FNDC and KDC.
- Each representative to the Appointment Board will have one vote, thus the majority vote is with NRC.
- Each Council would appoint their representative to the Appointment Board for a term of one year, commencing 1 July 2020.
- WDC, FNDC and KDC would have input into the Statement of Intent process.
- Contribution of funding:
 - Whangarei District Council \$105K p.a.
 - Far North District Council \$82K p.a.
 - Kaipara District Council \$25K p.a.
 - WDC will continue to contribute up to one FTE to Northland Inc.
 - NRC will continue to fund Northland Inc. and the IGR Fund per their current Long-Term Plan

2. Stage Two – Regional Joint CCO – Aligned to the 2021/2022 LTP Cycle

The proposal recommends that Northland Inc. be converted to a jointly owned CCO, overseen by a Formal Joint Committee of council representatives.

The proposal recommends:

- Equal shareholding by NRC selling 25 shares at one dollar each to WDC, FNDC and KDC, providing the four Northland Council with an equal shareholding of 25 shares each.
- Governance via a formal Joint Committee with representation from each of the four Councils, by each Council having one representative.
- Formal Joint Committee to appoint Directors to Northland Inc. based on merit.
- Retainment of the current policy of rotation for appointment of directors.
- Northland Councils all have input into the Statement of Intent process via the Joint Committee.
- Allocation of the Investment Growth Reserve delegated to the Joint Committee
- Decision making on the Joint Committee to be made by consensus and failing that by vote proportionally weighted to the funds provided in that particular year.

The proposal recommends funding the regional joint CCO over a transition period of six years, whereby Northland Regional Council maintain funding levels per their 2018-2028 Long Term Plan, and the District Councils increase their funding contributions to a total combined value of 40% over the same period.

The development of a regional economic strategy would better inform the priorities, deliverables and outcomes to be achieved by Northland Inc. The proposal recommends the strategy is developed under Northland Forward Together and to develop a brief including resources, funding and timeframes for consideration.

The proposal recommends that total funding of Northland Inc. and IGR progresses to \$3.473M by 2026/2027.

Year	NRC	WDC	FNDC	KDC	Total
2021/22	\$1.811M	\$117K	\$82K	\$29K	\$2,082M
2022/23	\$1.852M	\$241K	\$169K	\$61K	\$2,357M
2023/24	\$1.937M	\$349K	\$246K	\$89K	\$2,632M
2024/25	\$1.984M	\$475K	\$335K	\$121K	\$2,910M
2025/26	\$2.033M	\$587K	\$413K	\$149K	\$3,191M
2026/27	\$2.084M	\$709K	\$500K	\$180K	\$3,473M

Note: 2% inflationary adjustment has been applied.

Timeframes

An indicative timeline is included in Attachment One, page 2. There are key timeframes that would need to be met regarding:

- Individual Council approval for Stage One funding to be included in the 2020/21 Annual Plans
- Individual Council approval to support Stage Two, the development of a regional economic development strategy and the required funding go to each Council for their approval to be included in the 2021-2031 Long Term Plan consultation process.
- The 2021-2031 Long Term Plan consultation process
- Planning for the transition and have all preparation in plans to implement prior to July 2021 (Subject to consultation and individual Council adoption)

Next Steps

Should the recommendations be supported by the Mayoral Forum at their meeting on the 24th February 2020, then discussion with Northland Inc. and Northland Regional Council in the first instance, followed by a standard agenda paper will be prepared for each Council. This is to consider the merits of the proposed service delivery model and the development of a regional economic development strategy, funding and resourcing for inclusion in the 2021-2031 Long Term Plan process.

Authorised by: (Each Northland Council)

Attachment One	Summary on a page of proposed Northland Regional Economic Development Delivery
-----------------------	--

Stages	Proposed Regional Economic Development Service Delivery Models	Governance Features	Proposed Funding Requirements	Advantages/Dis-advantages																																																						
<div>Stage One</div> <div>1 July 2020 to 30 June 2021</div>	<div>Enhancing the governance participation with the existing Northland Inc.</div> <div></div>	<div>*Shared Appointment of Directors, by a formal Appointment Board made up of four NRC representatives and one representative each from WDC, KDC and FNDC.</div> <div>*Each representative will have one vote</div> <div>*Each Council would appoint their representative to the Appointment Board for a term of one year commencing 1.07.20</div> <div>*WDC, KDC and FNDC would have input into the Statement of Intent process</div>	<div>Financial commitment required from all Councils. NRC would continue to fund Northland Inc. per the 2018/19 to 2021 Statement of Intent.</div> <div>The proposed funding is highly discretionary, and individual Councils may need to make a greater financial commitment subject to the specific projects that the being delivered by Northland Inc.</div> <div><table><tr><td>WDC</td><td>\$105,000</td></tr><tr><td>FNDC</td><td>\$82,000</td></tr><tr><td>KDC</td><td>\$25,000</td></tr><tr><td>NRC</td><td>\$1,935,000</td></tr></table></div> <div>WDC also contribute up to 1 FTE seconded to Northland Inc.</div>	WDC	\$105,000	FNDC	\$82,000	KDC	\$25,000	NRC	\$1,935,000	<div>Advantages</div> <div>*First step to continuum of change, easy to implement at minimal cost and minimal change to Northland Inc. structure.</div> <div>*No disruption to existing services</div> <div>*District Councils have input and voting rights re appointment of directors. *NRC have the controlling vote</div> <div>*District Councils have input into Statement of Intent process</div> <div>*NRC agree and approve the Statement of Intent</div> <div>*District Councils can put forward specific projects relative to their specific priorities</div> <div>*Opportunity to extend reach in return for a relatively small investment</div> <div>Dis-advantages</div> <div>*Lack of sustained commitment from District Councils – Opt-in Opt-out a short-term option</div> <div>*Benefits of projects may not be visible</div> <div>*May be a higher cost for Northland Inc.</div>																																														
WDC	\$105,000																																																									
FNDC	\$82,000																																																									
KDC	\$25,000																																																									
NRC	\$1,935,000																																																									
<div>Stage Two</div> <div>Six-year transition</div> <div>1 July 2021 to 30 June 2024</div> <div>And</div> <div>1 July 2014 to 30 June 2027</div>	<div>Extending Northland Inc. to a Joint Regional CCO</div> <div></div>	<div>*Equal shareholding by NRC selling 25 shares, at one dollar each to WDC, FNDC and KDC thus providing the district Councils with a 25% shareholding each in Northland Inc.</div> <div>*Governance via a formal joint committee with representation from the four Northland Councils, each Council having one representative.</div> <div>*Formal Joint Committee to appoint Board of Directors on merit.</div> <div>*Retention of current policy of rotation to appoint directors.</div> <div>* Individual Councils input into the statement of intent process via the Formal Joint Committee</div> <div>*Allocation of the Investment Growth Reserve delegated to the Formal Joint Committee</div>	<div>*NRC propose to maintain its current 2018-2028 LTP contribution, which over a six-year period will be 60% of the total Northland Inc/IGR funding.</div> <div>*WDC, FNDC and KDC would contribute the remaining 40% that is apportioned by population statistics.</div> <div>*A six-year transition period for WDC, FNDC and KDC to fully fund the 40% share.</div> <div>Below sets out the targeted financial contributions over a six-year transition period for the proposed funding requirements of Northland Inc and the IGR.</div> <div>Indicative Share of Contribution</div> <table><tr><td></td><td></td><td>51%</td><td>36%</td><td>13%</td><td></td></tr><tr><td>Year</td><td>NRC</td><td>WDC</td><td>FNDC</td><td>KDC</td><td>Total</td></tr><tr><td>Population</td><td></td><td>91400</td><td>64400</td><td>23200</td><td>179000</td></tr><tr><td>2021/22</td><td>89%</td><td>6%</td><td>4%</td><td>1%</td><td>100%</td></tr><tr><td>2022/23</td><td>80%</td><td>10%</td><td>7%</td><td>3%</td><td>100%</td></tr><tr><td>2023/24</td><td>74%</td><td>13%</td><td>9%</td><td>3%</td><td>100%</td></tr><tr><td>2024/25</td><td>68%</td><td>16%</td><td>12%</td><td>4%</td><td>100%</td></tr><tr><td>2025/26</td><td>64%</td><td>18%</td><td>13%</td><td>5%</td><td>100%</td></tr><tr><td>2026/27</td><td>60%</td><td>20%</td><td>14%</td><td>5%</td><td>100%</td></tr></table>			51%	36%	13%		Year	NRC	WDC	FNDC	KDC	Total	Population		91400	64400	23200	179000	2021/22	89%	6%	4%	1%	100%	2022/23	80%	10%	7%	3%	100%	2023/24	74%	13%	9%	3%	100%	2024/25	68%	16%	12%	4%	100%	2025/26	64%	18%	13%	5%	100%	2026/27	60%	20%	14%	5%	100%	<div>Advantages</div> <div>*True arms-length with individual Council influence via Formal Joint Committee, the appointment of directors and input into the development of the statement of intent.</div> <div>*Governance by Formal Joint Committee</div> <div>*Regional decision making re Investment Growth Reserve via the Formal Joint Committee.</div> <div>*Best model practice – Martin Jenkins Reviews and other regional initiatives in NZ</div> <div>Dis-advantages</div> <div>*Commitment required from all Northland Councils</div> <div>*Substantially less opportunity to opt in and out - affordability</div> <div>*Subject to public consultation aligned with the 2021-31 LTP cycle</div> <div>*Lack of political appetite</div> <div>*Ease and cost of</div>
		51%	36%	13%																																																						
Year	NRC	WDC	FNDC	KDC	Total																																																					
Population		91400	64400	23200	179000																																																					
2021/22	89%	6%	4%	1%	100%																																																					
2022/23	80%	10%	7%	3%	100%																																																					
2023/24	74%	13%	9%	3%	100%																																																					
2024/25	68%	16%	12%	4%	100%																																																					
2025/26	64%	18%	13%	5%	100%																																																					
2026/27	60%	20%	14%	5%	100%																																																					

	Benefits of Northland Inc. moving to a Joint Regional CCO <ul style="list-style-type: none"> Provides a greater level of stability, formal governance, individual councils actively engaged via a formal joint committee Formal Joint Committee appoints the directors, allocates the IGR Fund, negotiates the Statement of Intent, monitors performance and is the key communication link between individual Councils and Northland Inc. Enables a reach of services into the Far North and Kaipara Undertakes all economic development services on behalf of the Northland Councils Attractive model to central government – dealing with a region Regional engagement with Maori/Iwi Greater alignment of priorities The District Council would have greater insight into performance, outcomes and spread of benefit Specialisation/centre of excellence being more attractive to potential employees Delivery of a regional economic development strategy 		Indicative Target Share of Financial Contribution						implementation, * Staff re-location *Affordability for District Councils regarding funding
			Year	NRC	WDC	FNDC	KDC	Total	
			2021/22	\$1.811M	\$117K	\$82K	\$29K	\$2,082M	
			2022/23	\$1.852M	\$241K	\$169K	\$61K	\$2,357M	
			2023/24	\$1.937M	\$349K	\$246K	\$89K	\$2,632M	
			2024/25	\$1.984M	\$475K	\$335K	\$121K	\$2,910M	
			2025/26	\$2.033M	\$587K	\$413K	\$149K	\$3,191M	
			2026/27	\$2.084M	\$709K	\$500K	\$180K	\$3,473M	

Timeline for the Implementation of Stages One and Two – Taking Northland Inc. from their current governance and funding model structure to a full joint regional CCO and proportional funding over a transitional six-year period

Date	Action	Forum			Date	Action	Forum
3 February 2020	Agreement of recommendations, funding, shareholding and timeline	CEs Forum			June 2020	Adoption of each Council Annual Plans re: Stage Two – Joint Regional CCO for public consultation in 2021-2031 LTP and the development of a regional economic development strategy and associated funding	
25 February 2020	Agreement from Mayors and Chair for Stage One inclusion in draft Annual Plans and support for Stage Two to be included in the 2021-2031 LTP Process	Mayoral Forum			July 2020 – August 2020	Agreed message/wording and information for regional consultation Funding requirements for each Council to be included in the draft 2021-2031 LTP	
March/April 2020	Discussion with NRC and Northland Inc.	Northland Inc Board and NRC Council Meeting			September 2020 to March 2021	Consultation period	
March/April 2020	Draft TOR, project brief for the development of a Regional Economic Development Strategy	CEs Forum Mayoral Forum			By November 2020 By March 2021	Transition Plan for moving Northland Inc to Joint Regional CCO All transition preparation completed ready to put in place for 1 July 2021.	CEs Forum
April 2020	Discussion and approval by individual Councils for Stage 1, Stage 2, and ED Strategy and inclusion in the 2021-2031 LTP	Each Council			April 2021 - May 2021	Feedback from consultation	CEs Forum
April May 2020	Transition Plan Developed Stage One including Northland Inc. involvement *Appointment Board *Expectations of Purpose input	Northland Forward Together Team			June 2021	Adoption of 2021-2031 LTP by Councils Joint Regional CCO and Development of a Regional Economic Development Strategy	Individual Councils
June 2020	Annual Plan adoption for WDC, KDC and FNDC re funding	KDC and FNDC Council meetings			July 2021	Joint CCO be established, Transition and Engagement of Consultants re regional strategy	
July	Transition	Northland Inc. NRC					

Kaipara KickStart Programme Update

Meeting: Council Briefing
Date of meeting: 01 July 2020
Reporting officer: Diane Bussey, Kaipara KickStart Programme Manager

Purpose/Ngā whāinga

To provide an update on progress and performance of the Kaipara KickStart Programme as of 17 June 2020.

Discussion/Ngā kōrerorero

The Kaipara KickStart programme remains on track to meet all contractual obligations and is being delivered largely to plan. Recovering some minor schedule slippage, as a result of shutting sites for COVID19 lockdown, continues to be a focus of the team on physical work within the roading and wharves projects.

The Kaipara Kai funding agreement will expire on 30 June 2020, and the last significant deliverable being the final Kai Activation Plan, is currently being revised and will be provided to elected members prior to submission to MBIE.

With a renewed focus on accelerating the completion of the programme, and the majority of incomplete deliverables representing physical works projects, the delivery approaches have been re-tested to confirm these approaches remain the most appropriate to KDC and to MBIE and Provincial Development Unit (PDU). Plans for transitioning these remaining deliverables to an operational delivery mode has been developed. After approval by the Programme Steering Group, the team will commence the transition activities over the next few weeks to ensure a smooth handover. The Kaipara Kickstart Programme Steering Group will continue to provide support and direction for the completion of programme deliverables.

The significant risk relating to the unsealed network funding of \$8.06m, as advised at the previous Council Briefing on 3 June 2020, remains unresolved. Several meetings have confirmed the NZTA position that KDC are required to complete a 'Point of Entry' paper, which will then be reviewed by an NZTA Committee to determine whether KDC should proceed with a detailed business case. NZTA having additional funds is also an uncertainty due to the impact of COVID19 on NZTA income streams.

An updated communications and engagement plan has been completed and this is attached (**Attachment A**).

Key Deliverables – Progress Update

Kaipara Wharves

- Final Feasibility Study and Programme Business Case – submitted to MBIE and subsequently approved. This enables KDC to utilise up to \$4.0m on physical work on Dargaville Pontoon, Pahi Upgrade, new infrastructure at Pouto and complete investigations for tipuna marae beach landings. Ruawai was confirmed as the next project to be initiated, should funding allow.
- Three implementation projects being established.
- Jody Kelly appointed and induction underway for all Wharves physical projects.
- Dargaville Pontoon – Appointment of Head Contractor awaiting final signatures.
- Wharves physical works schedule and latest estimate to be completed in next month.

Kaipara Kai

- Draft Activation Plan submitted to MBIE

- Final Activation Plan presented to PSG, feedback received, document will be revised and resubmitted prior to Kaipara Kai Funding Agreement expiring 30 June. Submission to MBIE to utilise unspent funding to extend the Northland Inc. operational management contract of the Kai Hub, awaiting MBIE decision.

Kaipara Kai Water

- Progressing with evaluation process to determine two demonstration sites.
- Working closely with Kai Hub to align demonstration sites with ongoing support for landowners

Roading Package

- Pavement testing for Waipoua River Road has been completed, enabling detailed design to commence.
- Detailed design has restarted post COVID19, Pouto Road Phase 1.
- Procurement management plans have been completed for construction phases for Waipoua River Road and Pouto Road Phase 1.
- Pouto Stage 2 – Strategic business case has been drafted, post completion of engagement process. Submitted to MBIE, awaiting decision.

Next steps/E whaiake nei

1. Kaipara KickStart programme will continue to work on the programme deliverables as scheduled, focusing on reducing the schedule performance gap.
2. Ongoing focus on a satisfactory resolution to securing the funding for Unsealed network programme.
3. Transition actions will be completed to ensure quality handover is completed and the implementation projects are well supported.

Attachments/Ngā tapiritanga

	Title
A	Communications and Engagement Plan – Quarter 4 Revised

Communications plan – Quarter 4

May				June				July			
4	11	18	25	1	8	15	22	6	13	20	27
3 May Stakeholder newsletter	15 May Promote Kai online talk • Press release	21 May Direct email stakeholders	25 May Update Wharves Advisory Group	3 Jun Elected Member Briefing	16 Jun Programme Steering Group	19 Jun Roads Advisory Group	Early July Stakeholder newsletter	July TBC PGF media releases	21 July Programme Steering Group		
5 May Kai water • Lifestyler • Facebook • Website	18 May • Facebook • Lifestyler • Other Northland Councils • Intranet story • Email community ldrs • Kai hub Facebook	Programme Steering Group	Kai talk promo Mangawhai Focus	4 Jun Coriolis presents Kai research, online talk	Email to unsuccessful landowners	End of June Pōuto 1 driveover with community Driveover photos in Lifestyler • Website • Facebook	2/9 July • NIWA/Manaaki Whenua/Plant &Food presents Topo-climate online talk	Roads Advisory Group			
6 May Elected Member briefing			28 May Pōuto 2 Business Case meeting	10 Jun Wharves Advisory Group meeting Phase 2 Strategic Case community engagement meetings		Promote Topo-climate research • Summary report • NIWA video • Topo-climate online talk					
Kai research shared with stakeholders and Kai Advisory Group			TBC Pōuto 1 Design input from residents	Wharves outcome • Media release • Website • Lifestyler/Focus • Stakeholder newsletter • Facebook							
			Wharves outcome to: • Otamatea marae • Arapaoa marae • Oruawharo marae • Waikaretu marae • Pōuto community • Pahi boat club								
		</									

Add a footer

Kaipara Kai Final Activation Plan

Meeting: Council Briefing
Date of meeting: 01 July 2020
Reporting officer: Diane Miller, Kaipara Kai Project Manager

Purpose/Ngā whāinga

To provide information and the process followed to develop the final Kai Activation Plan.

Context/Horopaki

This report outlines changes to the Activation Plan (AP) since elected members had an opportunity to review it and provide feedback at the April council briefing, and it introduces a complementary report that is KDC's Action Plan that has been developed internally using information from the AP.

The Kai Activation Plan's audience and purpose is to support the Kai Hub, KDC, Northland Inc and other agencies by providing specific, actionable steps to support regional farmers and growers in their diversification efforts to deliver the change Kaipara is seeking. The report captures connections with dependent projects. The Activation Plan should be read in conjunction with the report 'Kaipara Kai Growing Larger' (The Kai Feasibility Study).

Discussion/Ngā kōrerorero

The Kai Feasibility Study and Activation Plan (AP) have been delivered by Coriolis Research in partnership with Giblin Group. Coriolis are a leading Australasian management consulting firm specialising in the wider food value chain. Coriolis work on projects in agriculture, food and beverages, consumer packaged goods, retailing & foodservice. Giblin Group are economic development experts that specialise in supporting regions to succeed.

This report outlines changes to the AP that have occurred after the draft was submitted to MBIE. These include a change in tone of the report to a more active voice, e.g. KDC 'will' instead of KDC 'should'.

The current PSG for the Kaipara Kick Start programme remains in place to provide programme governance. There are a number of factors that need to be taken into account to understand future governance needs, therefore, the governance of Kaipara Kai post the project cycle is not determined in the AP. A placeholder slide for this projects' governance has been included.

The role of the hub and prioritisation of services and activities has been introduced to clearly show the connection of activities to the recommendations from the AP - this includes a table that shows who and how this will be delivered.

There is a stronger connection to complementary projects like Kaipara's large water storage project and the Kaipara Water project that includes setting up two water horticulture demonstration sites.

An additional KDC Action Plan has been developed that translates the advice from the Activation Plan into specific actions and ways of working for KDC. The Activation Plan's audience is KDC, Northland Inc, Kai Hub, MBIE, MPI and agencies related to the work of Kaipara Kai.

The final Activation Plan and Action Plan is currently being reviewed prior to the deadline of 30 June to MBIE. It will be provided to elected members separately electronically on June 29th.

Reviews of the draft AP during its development included:

KDC Senior Managers	Hayley Worthington - Project Management Office Manager Jason Marris - GM Engagement & Transformation Jim Sephton - GM, Infrastructure
KDC Elected Members	Mayor, Deputy Mayor and Councillors

KDC Policy Team	All – with specific interest in how District Plan can support horticulture and measuring positive environmental outcomes
Kai Advisory Group	All members, include representation from Federated Farmers, Kumara growers (2), IKHMG, Northland Inc, KDC Policy
Ministry for Primary Industries	Kim Brown – Senior Advisor and member of Advisory Group
Ministry for Business Innovation & Employment	Mark Jacobs – Director Regional Development, Provincial Development Unit Vibeke Wright – Senior Regional Advisor, Provincial Development Unit
Williamson Water & Land Advisory	Chris Frost – lead consultant for NRC Water Storage pre-feasibility and lead for Kaipara Water Demonstration Sites
Kai Hub	Matt Punter – Kai Hub Manager Lana Kennett – Kai Hub Coordinator
Northland Inc	Joseph Stuart – GM, Business, Innovation & Growth Vaughan Cooper – GM, Investment and Infrastructure Tammy Fromont – Corporate Services Manager
Northland Regional Council	Andrew Carvell - Project Manager for Water Storage Darryl Jones - Economist

At their May meeting, the PSG approved the draft AP for submission to MBIE, subject to a few changes. The following changes have been incorporated:

Who	Feedback	Change
PSG Feedback	<p>Governance query in light of KDC still confirming governance structure post project.</p> <p>AP currently leaves gap in how the project conveys Kaipara Kai's plans to the community. Tonal difference between recommendation and a KDC owned plan KDC intends to act on. AP missing 'how' the Kai hub is going to deliver the work, priority activities.</p> <p>Removal of term 'Kaipara Inc' as new term not familiar to Kaipara.</p>	<p><i>Placeholder slide included to make clear governance importance is recognised and is not yet confirmed</i></p> <p><i>KDC Action Plan document developed to fill this gap. Tone changed to more active voice.</i></p> <p><i>Info introduced to AP and KDC's Action Plan that shows how AP's six key areas identified for action translate into activities for the Kai hub.</i></p> <p><i>Replaced with Kaipara</i></p>
Mark J/Vibeke W - MBIE	Increase the connection to phase 1b of the Kai project, e.g. Kaipara Water.	<i>Reference to the project has been included in a number of sections throughout the document.</i>

Next steps/E whaiake nei

The Final Activation Plan will be submitted to MBIE on 30th June to comply with the funding agreement requirement, and the KDC Action Plan will be finalised, published and maintained by KDC.

Attachments/Ngā tapiritanga

	Title
A	Kaipara Kai Activation Plan
B	Kaipara District Council Kai Action Plan

Nb: The final Activation Plan and Action Plan will be provided to elected members electronically on June 29th, post reviews.