



Kaipara te Oranganui

**Kaipara**  
**DISTRICT**

Two Oceans Two Harbours

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## Kaipara District Council Briefing Agenda

**Date:** Wednesday 22 April 2020  
**Time:** 9.30am  
**Location:** Broadcast live on Facebook

**Elected Members:** His Worship the 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, 22 April, 2020

9:30 am

Broadcast live on Facebook

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# **Kaipara Kickstart Programme: Kaipara Wharves Preferred Investment Option**

**Meeting:** Council Briefing  
**Date of meeting:** 22 April 2020  
**Reporting officer:** Diane Bussey, Kaipara KickStart Programme Manager

## **Purpose/Ngā whāinga**

To provide an update on the development of the wharves feasibility study and resulting preferred investment option, prior to completing wider consultation within the community.

## **Context/Horopaki**

The contracted deliverables for the Kaipara Wharves Investigation funding of \$950,000 include the development of a feasibility study and associated programme business case. The programme business case will provide the investment options for the allocation of the capital funding of \$4 million.

An elected member briefing was conducted on 19th February, with AR & Associates presenting the Kaipara Harbour feasibility study approach. The presentation slides from that briefing have been made available.

With further research, engagement and analysis having subsequently been completed, this briefing will provide an update of the specific locations for the initial capital investment.

## **Discussion/Ngā kōrerorero**

The draft feasibility study has identified a preferred investment option for the \$4 million capital funds provided by Provincial Growth Fund. This preferred investment option includes both capital items and non-capital items.

The capital works included in the draft preferred option are:

- Dargaville Wharf upgrade
- Pahi Wharf Upgrade
- Pouto Wharf Infrastructure
- Beach landing focus – minor upgrades to enable expand charter /taxi services (potential sites include Otamatea, Arapaoa, Kelly's Bay)

High level estimates to complete the capital works required will be presented at the briefing. The funding limit to complete the first stage of development is \$4 million.

The non-capital items included in the draft preferred option, which would be integral to activating the capital projects include:

- Development of a destination marketing strategy and tourism website
- Development of level of service agreements and operating framework for marine facilities across the district
- Development of targeted slow-tourism experiences
- Developing a local skills base to resource and support development of tourism products/experiences
- Establishing connections between marae to encourage social and cultural connections
- The funding sources for these non-capital items is being investigated.

The proposed delivery mechanism for the capital and non-capital items is as a programme within the Kaipara KickStart programme.

The draft feasibility study includes a staged approach for further investment, activating and improving further transport nodes as activity grows, including Tinopai, Te Kopuru, Oneriri, Batley and Kelly's Bay.

The draft feasibility study has been approved by the Programme Steering Group for submission to MBIE to meet a contracted funding deliverable.

A revised engagement plan will be presented at the briefing. This plan is currently being updated with the postponement of the River Festival and the inability to engage with larger groups whilst the COVID-19 situation evolves.

### **Next steps/E whaiake nei**

- 1 The programme team, with AR & Associates, will complete community engagement and encourage feedback, potentially with an online survey
- 2 The feedback received, along with additional research will be used to develop the final feasibility study and programme business case, expected to be completed late April
- 3 The next Council briefing on the overall Kaipara Kickstart programme has been scheduled for the May Council Briefing.

# Kaipara Kai Activation Plan

**Meeting:** Council Briefing  
**Date of meeting:** 22 April 2020  
**Reporting officer:** Diane Miller, Project Manager, Kaipara Kai

## Purpose/Ngā whāinga

To provide information about the Activation Plan created from the Kaipara Kai Feasibility Study which is part of the Kaipara KickStart programme.

## Context/Horopaki

The Kaipara Kai project has created a number of resources that will support landowners in making informed land decisions regarding a range of agriculture options. The resources include a Topo-climate study that provides detailed information on Kaipara's land and climate specific to the areas across the district. The Topo-climate also assesses a number of crops relevant to the identified land and climate opportunities. A water options report has also been created to support the Topo-climate study in assessing where in Kaipara there is relatively easy access water.

A Kaipara Kai feasibility study complements the work lead by NIWA and Williamson Water & Land Advisory above. The feasibility study looks at the big picture opportunity for the district, it highlights Kaipara's unique opportunity in the New Zealand food production landscape, its strong base of food production that exists which can be built upon and provides informed options for Kaipara to reach its food production potential.

The Activation Plan (**Attachment A**) is a recommended approach for Kaipara to realise the opportunities identified through the Feasibility Study. It provides specific actionable steps for its users (Council and others) to support farmers and growers in land diversification, along with aquaculture and animal opportunities. The Activation Plan should support the objectives under the Kaipara KickStart programme that ensure positive commercial, social, cultural and environmental outcomes.

## Discussion/Ngā kōrerorero

The Kaipara Kai Feasibility Study and Activation Plan are due to be finalised by the end of April. Both of the documents are at a final draft stage and are going through a stakeholder engagement process prior to finalisation - the elected member briefing is part of this process.

The Activation Plan is the pathway to realising Kaipara's potential and is a tool that the Kaipara Kai hub will use to build its Business Plan to focus the delivery of its services. The Hub Manager together with Northland Inc can meet the needs of the landowner on the ground, while also driving the economic development agenda through the hub's business plan – this may include identifying opportunities for business owner collaboration or facilitating commercial level discussions that open up opportunities for landowners.

The draft Feasibility Study that informs this Activation Plan has been approved by the Programme Steering Group (PSG), and the Activation Plan will be shared at the PSG meeting in April. The Final Feasibility Study and Activation Plan will be submitted to the Ministry of Business Innovation and Employment (MBIE) (project funder, the Provincial Growth Fund) before the end of April to support a deliverable in the Kaipara Kai funding agreement with MBIE.

This report is being shared with elected members as an update on an important milestone in the Kaipara Kai project, and to provide confidence to elected members in being advocates for the project in the community.

## Next steps/E whaiake nei

The Activation Plan will be submitted to MBIE by 30 April 2020.

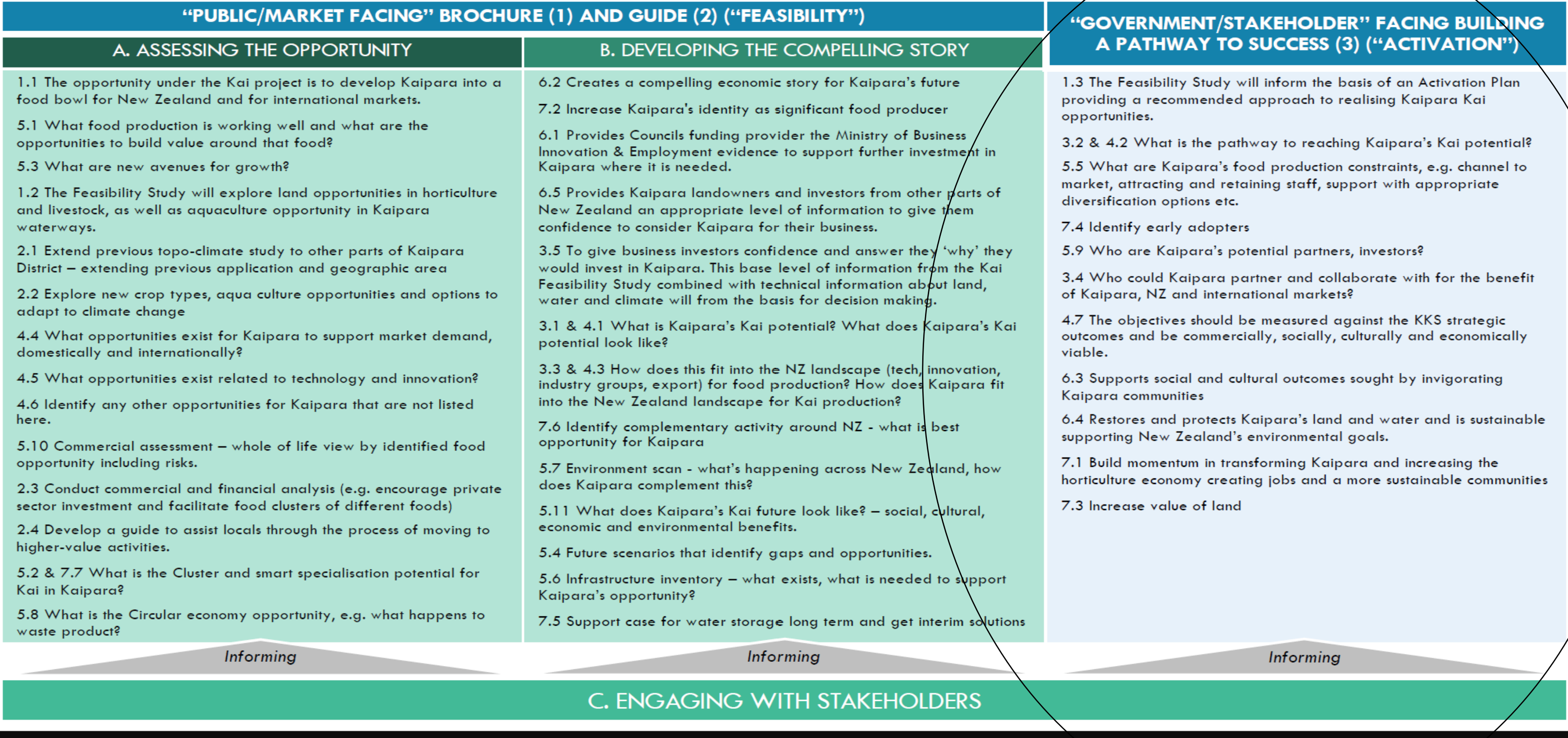
## Attachments/Ngā tapiritanga

	Title
A	Draft Activation Plan

Approach and deliverables were designed around Kaipara’s specifications

Our proposed workstreams and outputs are designed to deliver your specifications

Our proposal:  
3 key elements





*This report delivers on the proposed Activation Plan - a recommended approach to realising Kaipara Kai*

*The activation plan will build a pathway to success*



ACTIVATION PLAN BUILDING A PATHWAY TO SUCCESS	
KEY CLIENT SPECIFICATIONS DELIVERED UNDER THIS WORKSTREAM	DETAILED TASKS, METHODOLOGIES & TOOLS
<p>1.3 The Feasibility Study will inform the basis of an Activation Plan providing a <b>recommended approach</b> to realising Kaipara Kai opportunities.</p> <p>3.2 &amp; 4.2 What is the <b>pathway to reaching Kaipara’s Kai potential?</b></p> <p><b>CONSTRAINTS (CHALLENGES/GAPS &amp; SOLUTIONS)</b></p> <p>5.5 What are Kaipara’s food production constraints, e.g. channel to market, attracting and retaining staff, support with appropriate diversification options etc.</p> <p><b>PARTNERS</b></p> <p>7.4 Identify early adopters</p> <p>5.9 Who are Kaipara’s potential partners, investors?</p> <p>3.4 Who could Kaipara partner and collaborate with for the benefit of Kaipara, NZ and international markets?</p> <p><b>DESIRED OUTCOMES</b></p> <p>4.7 The objectives should be measured against the KKS strategic outcomes and be commercially, socially, culturally and economically viable.</p> <p>6.3 Supports social and cultural outcomes sought by invigorating Kaipara communities</p> <p>6.4 Restores and protects Kaipara’s land and water and is sustainable supporting New Zealand’s environmental goals.</p> <p>7.1 Build momentum in transforming Kaipara and increasing the horticulture economy creating jobs and a more sustainable communities</p> <p>7.3 Increase value of land</p>	<ul style="list-style-type: none"><li>- Work closely with Kaipara District team to ensure recommended approach is feasible and can be delivered in practice “on the ground”</li><li>- Seek ideas and inputs from stakeholder engagement (Workstream C)</li><li>- Analyse all available regional data (land use, production, employment, value, etc.)</li><li>- Review both previous work and other Kai, Wharves &amp; Roads work</li><li>- Engage closely and continuously with other Kaipara projects</li><li>- Evaluate synergies (e.g. cluster, smart specialisation, circular economy)</li><li>- Identify and evaluate available government funding streams suited to addressing regional constraints (beyond wharves and roads)</li></ul>
OUTPUTS	
<ol style="list-style-type: none"><li>1. “Building A Pathway” (Activation Plan) containing a recommended approach to realising the identified opportunities</li><li>2. Meetings, discussions and workshops with Kaipara District team (and others)</li></ol>	

*There were two main options for the Activation Plan. The Advisory Group decided to focus the Activation Plan on Option 1 and embed Option 2 in the work of the Kai Hub.*

OPTION  
01

Audience: For Kai Hub, KDC, Northland Inc and other agencies

Purpose: To provide specific, actionable steps for users of the plan to support regional farmers & growers in diversification efforts

- Pros:
- Focussed on those who will play a key role in supporting regional farmers and growers
  - Provides an opportunity to prioritise areas of activity so that support is focussed in the right areas
- Cons:
- Farmers and growers are likely to need more specific information

OPTION  
02

Audience: For Kaipara farmers and growers

Purpose: To provide a guide for farmers and/or growers to use in planning their diversification efforts

- Pros:
- Focussed on those who are making the investment decisions
- Cons:
- Would not have been able to cover the range of areas and products the Advisory Group wanted investigated (e.g. plant-based; animal systems; and aquaculture) in the detail that would be needed to be useful (for the project budget available)

# Delivering on requirements for Activation Plan: Checklist

Kaipara’s key specifications	Reference	Where we have delivered this
Feasibility Study will inform basis of an Activation Plan providing a recommended approach to realising Kai opportunities	1.3	All sections
What is the pathway to reaching Kaipara Kai’s potential?	3.2 and 4.2	Sections 1 & 6
What are Kaipara’s food production constraints?	5.5	Section 4
Identify early adopters	7.4	Section 5
Who are Kaipara’s potential partners and investors?	5.9	Section 5 See also Feasibility Study
Who could Kaipara partner and collaborate with for the benefit of Kaipara, NZ and international markets?	3.4	Section 5 See also Feasibility Study
The objectives should be measured against the KKS strategic outcomes and be commercially, socially, culturally and economically viable	4.7	Section 1
Supports social and cultural outcomes sought by invigorating Kaipara communities	6.3	Section 1
Restores and protects Kaipara’s land and water and is sustainably supporting NZ’s environmental goals	6.4	Section 1
Build momentum in transforming Kaipara and increasing the horticulture economy creating jobs and more sustainable communities	7.1	Section 1
Increase value of land	7.3	Section 1
Review of previous work and Kai, Wharves and Roads		See Introduction
Evaluate synergies e.g. clusters, smart specialisation and circular		See Feasibility Study





# KAIPARA KAI: ACTIVATION PLAN

Activating the opportunities for Kaipara

DRAFT REPORT: March 2020



*“We want to help the people of Kaipara use their fertile land and bountiful water to its best potential”*

*Kaipara Kickstart, 2019*

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# Content Overview



# Introduction and purpose of the Activation Plan

- The Kaipara Kickstart project is focussed on enabling sustainable, long-term growth for the region. The three interlinked projects – **Kai, Wharves and Roads** – are like the three legs of a stool. The step-change effect of the combination of these three projects is greater than the sum of its parts e.g. the roads and wharves legs of the stool will be critical in better enabling access to consumers, markets and the talent that will be needed to support a range of kai opportunities.
- The purpose of the **Kaipara Kai** part of the stool is to build off previous work to identify and help activate food opportunities for, and with, Kaipara farmers/landowners and investors. It has a number of key elements:
  1. Extending climate and soil analysis for use by those interested in diversifying land use and to help inform the associated water storage project;
  2. The establishment of a Kai Hub in Ruawai;
  3. The report (or “Feasibility Study”) titled ‘Kaipara Kai Growing Larger’ which investigates new opportunities to increase food production in the Kaipara region; and
  4. An “Activation Plan” to support the change Kaipara is seeking in relation to the kai opportunities.
- Coriolis Research and Giblin Group partnered to deliver 3. and 4. above. This work was supported by a stakeholder engagement process. The first phase of the Feasibility Study also fed into the NIWA/Plant & Food climate/soil extension study (1. above) by identifying two additional crops to analyse.
- This report is the **Activation Plan**. It’s purpose is to support the Kai Hub, Kaipara District Council (KDC), Northland Inc and other agencies by providing specific, actionable steps to support regional farmers and growers in their diversification efforts and to deliver the change Kaipara is seeking. The Activation Plan should be read in conjunction with the report ‘Kaipara Kai Growing Larger’ (the Feasibility Study).
- The Kaipara Kai Advisory Group agreed at project initiation that the key users of the Activation Plan would be: Kaipara District Council Employees; Kai Hub Staff; Northland Inc; Mayor and Councillors
- The Kaipara Kai Advisory Group also agreed at project initiation that the Activation Plan would not be:
  - Directly targeted at farmers
  - A ‘guide’ for farmers to use in planning their diversification
  - A business case to support actual investment decisions
- This work would come later and could form key components of the support that the Kai Hub would provide to farmers/landowners.





# Introduction: Kaipara and previous work related to kai/food potential

Kaipara has a long history of being a food producing/giving region through its harbour, seas, lakes, forests and more recently livestock farming and vegetable growing.

According to local iwi Kaipara was historically seen a “Garden of Eden”.

*“Maori came from the islands in search of food and found an area of plenty. The whenua and what it could provide supported trading and hapu connections from west to east” (Iwi leader, 2019)*

The total area of the Kaipara region is 3,117.09 km<sup>2</sup> and the Kaipara harbour is the largest enclosed harbour and estuarine system in NZ. The land surrounding the harbour is diverse with sand dunes, river valleys, rolling hills, steep ranges and some unmodified native forest. Current modified land use centres on agriculture (dairy and sheep & beef); kumara production; and forestry.

The district stretches from the Northland Peninsula south of Kaiwaka and Mangawhai in the southeast to the Waipoua Forest in the northwest. The District's western boundary is defined by Ripiro Beach which stretches down Northland's west coast from Maunganui Bluff and the Waipoua Forest in the North, to Pouto at the entrance to the Kaipara Harbour.

Kaipara has a relatively large land area but relatively few people. Around 23,600 people (as at June 2018) usually live in Kaipara District; around 23% identify as Maori and around 84% identify as European (note, some identify as both). This makes Kaipara the 43rd largest district out of the 67 districts across NZ. But the eastern side of Kaipara around Maungawhai Heads in particular is growing rapidly (as growth in Auckland spills up the eastern coast (which is more accessible from Auckland)). This is creating opportunities relating to rising local demand, the rating base etc but also challenges relating to infrastructure provision and demands on land availability (for housing and other productive uses).

Previous economic development reports have found that while the Kaipara area is rich in natural capital (natural assets/resources), it is relatively under-resourced in physical capital (plant and machinery) and secondary industry; human capital; and financial capital (Wilson, Fargher and Hanna, 2006).

In 2003 NIWA, Landcare, Crop and Food, and HortResearch partnered to produce the report ‘Use of Climate, Soil, and Crop Information for Identifying Potential Land Use Change in the Hokianga and Western Kaipara Region’. This work selected ten crops for specific analysis - kumara, manuka (for oil), bananas, mate tea, avocados, cherimoya, figs, blueberries, hydrangeas.

The crops were chosen following workshops held with the community where there was clear desire for information about crops suitable to be grown on smaller blocks of land, with lower capital investment and lower labour skill requirement. Overall the analysis suggested considerable diversification potential and highlighted specific areas across the Kaipara region that would provide suitable growing conditions for the various products.

More recently KDC commissioned NIWA and Plant&Food Research to extend this previous work to cover an updated range of products – hemp, hops, avocados, olives, peanuts, sorghum and soybeans. This work indicates that the climate and soil conditions in various areas of the Kaipara could support the range of opportunities identified.

The key takeaway from all of this work is that there are a range of opportunities available to Kaipara. Kaipara has the underlying resource base; it's climate, soils and waters are critical enablers.

This was the backdrop for the overall Kaipara Kai project and the decision to establish a physical service (called the “Kai Hub”) situated in Ruawai that would work closely with landowners seeking to transform their land use to higher value activities, and to access sector knowledge and opportunities relevant to the Kaipara District.

In essence the Kai Hub is intended to be a facilitator of information, connecting people while supporting landowners and growers through some of the common challenges they face e.g. accessing critical information to support decision making, workforce planning, regulatory uncertainty related to climate change.

This Activation Plan and the accompanying Feasibility Study are intended to be key resources for the Kai Hub. While the Feasibility Study is focussed on the opportunities available to Kaipara and its landowners, this Activation Plan provides key information and guidance to assist Kaipara agencies to support landowners as they seek to transform their land use to higher value activities.

# Executive Summary

This Activation Plan provides key information and guidance to assist Kaipara agencies to support landowners as they seek to transform their land use to higher value activities.

The accompanying Kaipara Kai Feasibility Study ('Kaipara Kai Growing Larger') found that Kaipara can produce more food; has a strong base on which to build; has a mix of sectors currently with the majority of value created from globally sectors at scale; is well-supported, but more investment (particularly in water storage) is required to unlock growth; and the growth of Kaipara Kai will drive regional transformation.

This Activation Plan aims to assist Kaipara agencies to take the next steps in planning for, and implementing, support for the transformation landowners, farmers and growers across Kaipara will lead.

**Transformation will take time. The Activation Plan suggests a staged development to reaching Kaipara's Kai potential**

Horizon 1 (1-3 years): Focuses on support for local iwi and existing farmers and growers to meet changing regulatory requirements; to overcome critical challenges and roadblocks; and to implement more sustainable farming/growing systems and/or to diversify into new products (e.g. through supporting local trials and the work on building supporting infrastructure - water, roads, wharves).

Horizon 2 (3-5 years): Focuses on support for emerging projects and products and a slow broadening of focus to include farmers and growers from outside the Kaipara region who are attracted to the Kaipara offering (relatively affordable land, access to water (in time), proven growing models etc).

The Horizon 2 phase of work would include support for the development of more sophisticated supply chains which in turn encourage the growth of the cluster activities and industries that support supply chain services (and the well-paying jobs that go with them).

Horizon 3 (5-10 years): Focuses on discovery and the development of a greater range of options which provide farmers and growers with choice, and the ability to attract premium prices while delivering superior environmental outcomes (e.g. lower input requirements and either minimal or enhancing impact on the natural environment). While continuing to work with farmers and growers the work in this phase could include a focus on commercial processing and supply chain operators/investors that are attracted to Kaipara to cater to the growing supply of diversified products.

**There are some important ingredients to think about when supporting successful activation and implementation**

The Activation Plan notes the importance of:

- Defining success: Having a compelling vision (with performance targets)
- Planning for change: Knowing which capabilities and resources are critical
- Execution: Establishing a defined set of (aligned) initiatives/actions to deliver on the vision
- Aligning, supporting and communicating: Having a fit-for-purpose structure and process with the right people and systems to drive and embed change; ensuring that the initiatives/actions work in support of each other (and this requires constant checking/pivoting over time); and ongoing communication with the industry and the community.

This Plan considers these ingredients for each of the main existing food producer groups across the Kaipara District.

**A focussed implementation team supported by effective governance is needed to bring the critical pieces of the puzzle together and deliver for Kaipara**

The Activation Plan suggests a fit-for-purpose governance structure that provides effective support, guidance and monitoring for the broader implementation team (the Kai Hub, Northland Inc and other support agencies, organisations and people).

**Success will require a number of barriers and constraints to be addressed**

Engagement with local farmers and growers indicated the biggest challenges for current business were competitiveness/cost of doing business (in the face of changing regulatory requirements); water/environment-related regulatory changes; and maintaining a workforce.

The biggest challenges when thinking about future opportunities were related to capital needs; access to water; access to supply chain/markets, know-how and people.

The Activation Plan suggests that a focus on these issues should form the basis of a work programme for the Kai Hub and be supported by the Kaipara Kai implementation team and governance group. The specific actions which form the core of the suggested work programme in this Plan are focussed on these critical issues.

# Executive Summary (2)

## The Kai Hub has a critical role in activating the opportunities

Kaipara has said it wants to focus initial support around existing landowners, farmers and growers seeking to diversify. Early local adopters will therefore drive the initial transformation Kaipara is seeking. The Activation Plan provides guidance on how the Kai Hub could support the range of growers and producers across the Kaipara district.

The suggested work programme is focused around:

- Connecting farmers and growers to people and organisations for knowledge and funding;
- Providing information to, or commissioning information for, growers/farmers so that they can make informed decisions based on accurate and trusted information; and
- Acting as an interface between growers/farmers and support agencies.

**Kaipara will need to work closely with a range of organisations to draw on the knowledge, and motivate the funding, to activate the opportunities**

To help with this the Kaipara Kai project should have a stakeholder engagement strategy which is clear about the nature of the engagement and how it will support Kaipara Kai objectives. Kaipara will also want a plan to engage with funders given how critical future funds will be in supporting the Kai work and the capital needs of farmers and growers. The Activation Plan suggests a number of elements that would underpin a successful funding strategy and work programme.

## Next steps

To take the next step Kaipara will need to work with key stakeholders (Kaipara farmers and growers in particular) to:

- Prioritise areas of focus depending on what success looks like for Kaipara
- Support the work of the Kai Hub by providing effective governance and programme management support
- Help to focus the Kai Hub's work programme on the critical barriers that will constrain the uptake of opportunities
- Partner with a range of organisations to draw on the knowledge, and motivate the funding, that will be required to activate the opportunities.

# *THE OPPORTUNITIES*

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*03*

- + Recap from Feasibility Study**
- + Kaipara has choices**
- + Framework for thinking about pathways**



*The Feasibility Study found that Kaipara has 3 distinct types of food producer*

*Kaipara District has three distinct types of food producer*

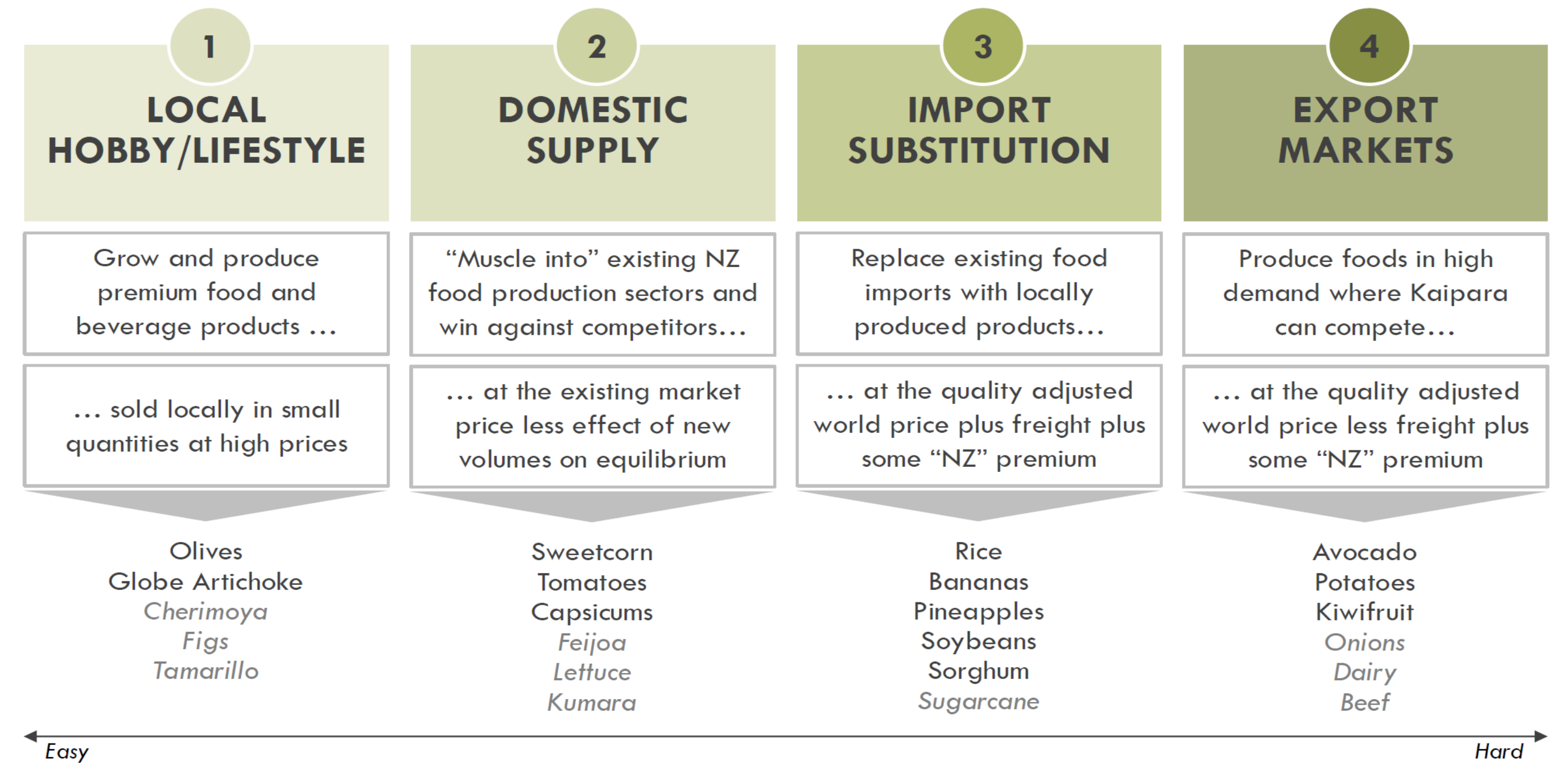




## And the products that Kaipara can produce fall into four broad groups

- The Feasibility Study evaluated a wide range of products and farming/growing systems – plant systems; animal systems; and aquaculture
- For plant systems the Feasibility Study compared Kaipara with North Carolina in the US. North Carolina has similar climatic conditions to Kaipara and is the centre of the US sweet potato industry. It produces many of its crops in rotation with sweet potato (kumara). North Carolina produces a range of products which could provide inspiration for Kaipara

### The products that Kaipara can produce fall into four broad groups



*The Activation Plan uses the key groups of producers to consider what is getting in the way of further success for each group. This forms the basis of activation and support needs.*



# But Kaipara has choices about where to direct effort given the resources available

**Assumption:** Landowners/farmers/growers will either require guidance and/or support to activate the opportunities and they will not be able to get this without some sort of public intervention e.g. Kai Hub

Where to direct support depends on what success looks like for Kaipara.

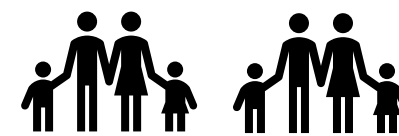
Kaipara has outlined what success looks like across 4 dimensions:

1. **Social:** Invigorated community; Reduced dependency; Financially viable / sustainable Council
2. **Cultural:** Maori leading change (build on the history); Catalyse Iwi priorities
3. **Environmental:** Investing to restore and protect whenua and wai; Developing sustainable food practice; Releasing pressure in other regions
4. **Economic:** Jobs (950); Enterprise Revenue (\$300m); GDP +20%; Lift value of land

\$



\$



\$



Lifestyle / Hobby

National scale

Globally competitive

Moving to the right gets you better economic outcomes (but this is just one dimension of success)



*The choice will depend on how Kaipara weighs the dimensions of success and the degree of change the community is willing to support*

*Multi-criteria analysis to assist activation choices*

Dimension	Weighting	Lifestyle/Hobby	Nationally competitive	Globally Competitive
<b>Social</b> <ul style="list-style-type: none"> <li>Invigorated community</li> <li>Reduced dependency</li> <li>Financially viable / sustainable Council</li> </ul>	25%	Has <b>less impact</b> on reinvigorating community, reducing dependency and improving the rating base to help support community objectives	Has <b>greater impact</b> on reinvigorating community, reducing dependency and improving the rating base to help support community objectives	Has <b>most impact</b> on reinvigorating community, reducing dependency and improving the rating base to help support community objectives
<b>Cultural</b> <ul style="list-style-type: none"> <li>Maori leading change (build on the history)</li> <li>Catalyse Iwi priorities</li> </ul>	25%	Iwi will have a range of opportunities they would like to pursue. Some will be better suited for smaller scale growers (perhaps aligned with Marae/community initiatives)	Iwi already have significant investments in livestock farming and forestry and they could lead new opportunities focussed on the national market	Iwi will be able to leverage increasingly important demand drivers such as authenticity, being ethically and sustainably grown on ancestral lands, employing/empowering iwi members etc. This could offer niche opportunities in the global market
<b>Environmental</b> <ul style="list-style-type: none"> <li>Investing to restore and protect whenua and wai</li> <li>Developing sustainable food practice</li> <li>Releasing pressure in other regions</li> </ul>	25%	All options offer an opportunity to restore and protect whenua and wai through developing world leading sustainable food practice i.e. the how you do these things is more important than the what	All options offer an opportunity to restore and protect whenua and wai through developing world leading sustainable food practice i.e. the how you do these things is more important than the what	All options offer an opportunity to restore and protect whenua and wai through developing world leading sustainable food practice i.e. the how you do these things is more important than the what
<b>Economic</b> <ul style="list-style-type: none"> <li>Jobs (950)</li> <li>Enterprise Revenue (\$300m)</li> <li>GDP +20%</li> <li>Lift value of land</li> </ul>	25%	These opportunities would be <b>less likely</b> to deliver the jobs, revenue, GDP and land value outcomes Kaipara is seeking	These opportunities <b>would help Kaipara achieve</b> some of the jobs, revenue, GDP and land value outcomes Kaipara is seeking	These opportunities <b>would deliver more</b> jobs, more revenue, higher regional GDP and higher land prices

*But whatever the choice on where to direct effort it's useful to think about staged development when thinking about the pathway/s to reaching Kaipara Kai's potential. This is explored further in Section 8.*

Coriolis Model; 2017

## HORIZON 1

- Support existing farmers and growers to meet changing regulatory requirements, implement more sustainable farming/growing systems and/or diversify into new products (i.e. work of Kai Hub)
- Leverage existing skills and systems
- Support local trials
- Build supporting infrastructure (water, roads, wharves)

## HORIZON 2

- Support emerging projects & products
- Support the development of more sophisticated supply chains which in turn encourage the growth of the cluster activities/industries that support supply chain services. This will also provide opportunities to better consider circular economy opportunities

## HORIZON 3

- Discover and develop new options which provide farmer/grower choice, and the ability to attract premium prices while delivering superior environmental outcomes (e.g. lower input requirements and either minimal or enhancing impact on natural environment)

# *PLANNING FOR ACTIVATION*

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*04*

- + The key ingredients of successful activation
- + Hobby/lifestyle – mapping against key ingredients
- + Nationally competitive - mapping against key ingredients
- + Globally competitive - mapping against key ingredients

## *At a general level four key things are required to activate opportunities*

### **1. DEFINE SUCCESS:**

- *A compelling vision (with performance targets) is required*

### **2. PLAN FOR CHANGE:**

- *You need to know which capabilities and resources are critical*

### **3. EXECUTE:**

- *You need a defined set of (aligned) initiatives/actions to deliver on the vision*

### **4. ALIGN, SUPPORT & COMMUNICATE:**

- *You need a fit-for-purpose structure and process with the right people and systems to:*
  - *drive and embed change*
  - *ensure that the initiatives/actions work in support of each other (and this requires constant checking/pivoting over time)*
  - *communicate with the industry and the community e.g. on progress, celebrating success etc*



*We consider what this could look like for the 3 main Kaipara food producers*

- 
1. **DEFINE SUCCESS**
  2. **PLAN FOR CHANGE**
  3. **EXECUTE**
  4. **ALIGN, SUPPORT & COMMUNICATE**

## **HOBBY / LIFESTYLE**

Current state:  
Niche production and  
processing primarily targeting  
local consumers and tourists  
visiting region  
e.g. olives

## **NATIONALLY COMPETITIVE**

Current state:  
Market leader in Kumara with  
a strong share of crop sold  
almost exclusively in the NZ  
market

## **GLOBALLY COMPETITIVE**

Current state:  
Global scale production of  
commodities where NZ has a  
strong competitive advantage  
e.g. dairy; sheep & beef

## HOBBY / LIFESTYLE

Current state:  
Niche production and  
processing primarily targeting  
local consumers and tourists  
visiting region  
e.g. olives

1

### DEFINE SUCCESS (VISION)

- There is an expanding network of local producers who earn income from their land and supply local values-based produce for local and national consumers
- Kaipara produced products are chosen over imports and other NZ regions
- Kaipara Kai Activation Team could set a broad target e.g. grow from 20+ to 30+ in 5 years

2

### PREPARE FOR CHANGE

- Growers/small scale producers have the information and resources they need to consider new investments and/or expand current activity
- Consider the capabilities required and ensure training and support is available
- Test and build buy-in and commitment to the vision

3

### EXECUTE

- See detailed actions and responsibility for taking forward in Action Plan in Section 6
- Critical actions relate to:
  - Providing information support for small growers/producers
  - Providing support for small producers to test and scale up production
  - Building a strong brand image for Kaipara Kai; one that is capable of securing out of region consumer recognition and growing sales

4

### ALIGN, SUPPORT & COMMUNICATE

- There is buy-in and commitment to the vision by all system participants/actors
- An effective governance structure (a 'Kaipara Kai Activation Team') supports and drives the agreed work programme
- Kai Hub activities are focused on the interventions and activities that will most effectively support change



1

## DEFINE SUCCESS (VISION)

- Set domestic Kumara market growth targets – X% by Y
- Grow Kumara export market opportunities, with a possible focus on Asia
- Rotation crops are used to replenish land and provide a diversified source of income
- Set target for new opportunities being trialed

2

## PREPARE FOR CHANGE

- Major Kumara producers and processors are willing to collaborate on marketing and meeting export-related challenges (e.g. pesticide use)
- A structure is in place to support collaboration
- Growers have the information and resources they need to consider and trial rotation crops
- Consider the capabilities required and ensure training and support is available
- Test and build buy-in and commitment to the vision

3

## EXECUTE

- See detailed actions and responsibility for taking forward in Action Plan in Section 6
- Critical actions relate to connecting farmers and growers to people and organisations for knowledge and funding; providing information to, or commissioning information for, growers/farmers so that they can make informed decisions based on accurate and trusted information; and acting as an interface between growers/farmers and support agencies.

4

## ALIGN, SUPPORT & COMMUNICATE

- There is buy-in and commitment to the vision by all system participants/actors
- An effective governance structure supports and drives the agreed work programme
- Kai Hub activities are focused on the interventions and activities that will most effectively support change



# *GOVERNANCE*

*05*

- 
- + Elements essential for effective governance
  - + An effective governance framework for Kaipara

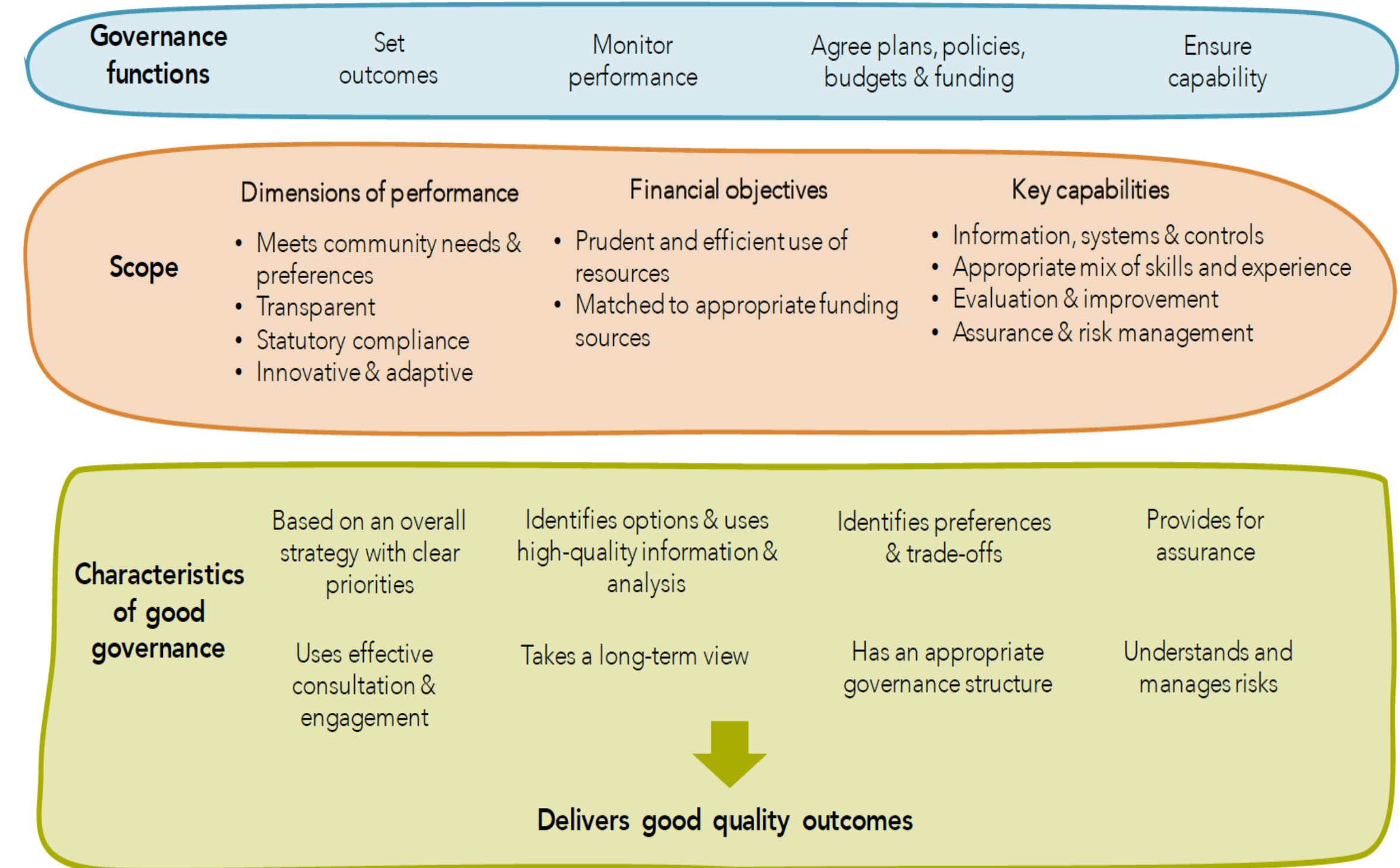


# *Kaipara will need effective governance to support the Kaipara Kai work and secure the outcomes it is seeking*

The Office of the Auditor General (2016) has set out eight generic elements essential for effective governance:

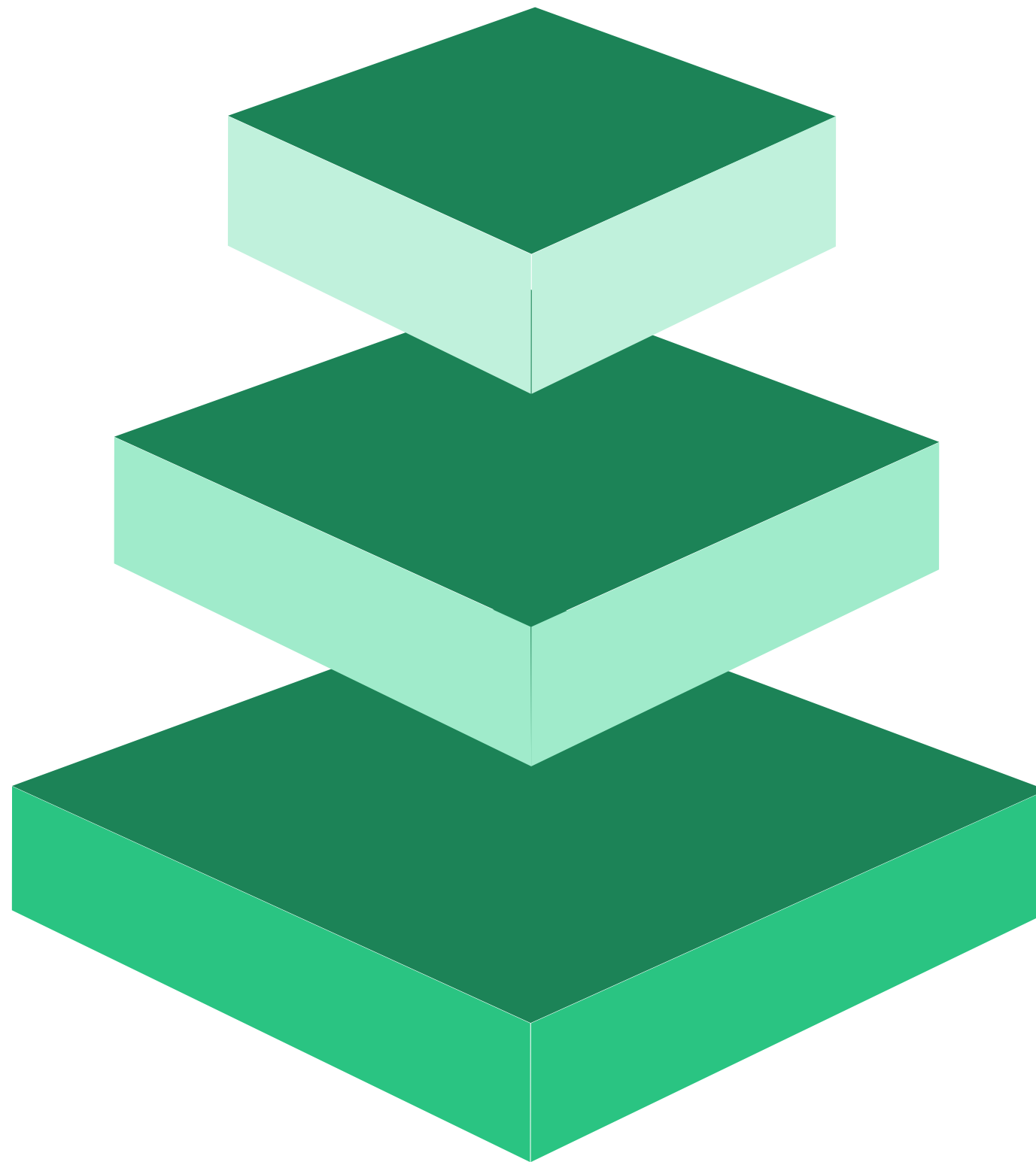
1. Set a clear purpose and stay focused on it
2. Have clear roles and responsibilities that separate governance and management
3. Lead by setting a constructive tone
4. Involve the right people
5. Invest in effective relationships built on trust and respect
6. Be clear about accountabilities and transparent about performance against them
7. Manage risks effectively
8. Ensure that you have good information, systems and controls

## Framework for effective governance



Source: NZ Productivity Commission Report on Local Government Funding and Financing. Adapted from MartinJenkins (2017).

# *What an effective governance framework could look like for Kaipara Kai*



## **KAIPARA KAI: GOVERNANCE GROUP**

### **Role:**

- Set the overall strategy and outcomes
- Monitor performance and evaluate progress against the strategy
- Approve plans, policies, budgets and funding (including external funding requests e.g. PGF, SFFF)
- Ensure resources and capability are made available

## **KAIPARA KAI: STEERING/ADVISORY GROUP**

### **Role:**

- To provide the management and programme support for the Kai Hub (including reporting to the Governance Group)
- To ensure the Kai work remains integrated with the wider Kaipara Kickstart programme
- To integrate the Kaipara Kai objectives into Kaipara/Northland's wider economic work e.g. investment promotion and people attraction

## **KAI HUB**

### **Role:**

- Focussed on the 'doing' and execution of strategy
- Be the facilitator of information and connector of people
- Support landowners and growers through some of the common challenges they face e.g. workforce planning, regulatory uncertainty etc

# What an effective governance framework could look like for Kaipara Kai



## KAIPARA KAI: GOVERNANCE GROUP

### Suggested membership:

- Mayor or Deputy Mayor of Kaipara
- Iwi representative/s
- Northland Inc representative
- Farmer/Grower representatives x 2
- Community representative

## KAIPARA KAI: STEERING/ADVISORY GROUP

### Suggested membership:

- Northland Inc (Chair/convenor of group)
- Kai Hub
- Kaipara District Council representative (who can link the work back to the Kaipara Kickstart programme)
- Iwi representative/s
- Farmer/Grower representatives x 2
- Community representative
- Central Government agency reps – MPI/MBIE

## KAI HUB

### Resourcing:

- 1 x Project Lead focussed on face-to-face support for landowners/farmers/growers
- 1 x Project Support administrative support, reporting, event management and support for relationship building activities



# *CONSTRAINTS, CHALLENGES, GAPS*      *06*

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- + Kaipara's food production challenges
- + The focus of an Activation Team
- + The role of the Kai Hub

# Kaipara faces a range of food production challenges

The Feasibility Study found that competitiveness related challenges will constrain broader export success for Kaipara

Engagement with local farmers and growers indicated:

1. The biggest challenges for current business were:
  - competitiveness/cost of doing business (in the face of changing regulatory requirements)
  - water/environment-related regulatory changes
  - maintaining a workforce
2. The biggest challenges when thinking about future opportunities were related to capital needs, access to water, access to supply chain/markets, know-how, and people. These are discussed over page

*Kaipara will face all the same challenges in many of the other proposed crops, that hold it back in Kumara exporting*

**WHY ISN'T KAIPARA  
A SUCCESS IN EXPORT  
KUMARA MARKETS?**

*Relative to global export regions  
Kaipara has...*

Small Farms/Small Fields  
Low Yields  
High Labour Requirements  
Low Mechanisation  
Lack of Latest/Largest Equipment  
Fragmented Production

**THESE ARE EXACTLY THE SAME  
CHALLENGES KAIPARA WILL FACE IN  
OTHER MAJOR COMMERCIAL CROPS**

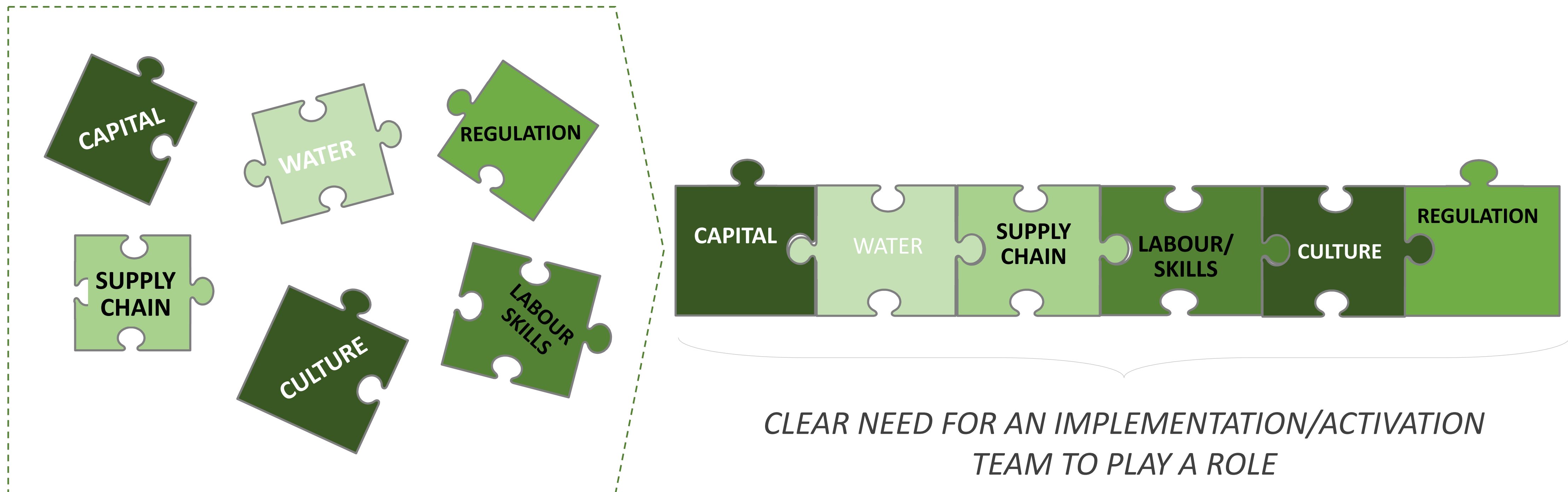
*To succeed in global exports as a  
developed country you need...*

Large Farms  
High Yields  
High Labour Productivity  
Mechanised Production  
Large Packhouses at Scale  
Large Processors at Scale

*Success will require a number of barriers and constraints to be addressed. This should form the basis of a work programme for the Kai Hub and be supported by a Kaipara Kai implementation ‘team’ and governance group.*

Barrier/constraint facing Kaipara farmers/growers	Impact
<b>Capital short (mainly)</b>	<ul style="list-style-type: none"> <li>• This limits the exploration of options, including the development of business cases to attract investor support where needed</li> <li>• Lack of capital constrains the diversification options to those that have smaller upfront capital outlays e.g. cropping over permanent tree crops</li> </ul>
<b>Lack access to (enough) water for some opportunities (e.g. horticulture), or clean enough water for some others (e.g. aquaculture)</b>	<ul style="list-style-type: none"> <li>• Similar to lack of capital</li> <li>• Access to water will be critical in unlocking a broader range of diversification options</li> </ul>
<b>Regulatory uncertainty – water use, run-off limits etc.</b>	<ul style="list-style-type: none"> <li>• This is currently affecting confidence to invest</li> <li>• Farmers and growers are concerned that future regulatory limits will constrain their option space so are holding back until the regulatory situation is clearer</li> </ul>
<b>Limited to no access to supply chains for non-traditional products</b>	<ul style="list-style-type: none"> <li>• This will constrain investment and is a common feature of undeveloped markets and does create a chicken and egg situation</li> <li>• There is growing recognition that in some cases the government can play a role in underwriting investment in a range of infrastructure (e.g. processing facilities) in order to provide the confidence to farmers, growers and investors to pursue diversification</li> <li>• A critical investment for Kaipara will be the upgrading of roads to lower the time and cost of getting product to market. In time the investment in wharves could provide a viable alternative to road transport and help support people movement across the Kaipara district and from further afield e.g. Auckland.</li> </ul>
<b>Recognition that moving to something different requires new/different skills and often requires a culture change</b>	<ul style="list-style-type: none"> <li>• This will constrain the success of any activation activities unless it is recognised and supported. Farmers and growers will require support to develop new skills and, importantly, learn from what fellow farmer/growers are doing and learning along the way</li> </ul>
<b>Appreciation of the need to consider workforce and pipeline issues to avoid the labour issues that other areas have faced</b>	<ul style="list-style-type: none"> <li>• This will constrain investment unless farmers and growers have confidence there is either a ready workforce or a pipeline of skills and talent that is being supported to take up new opportunities</li> </ul>

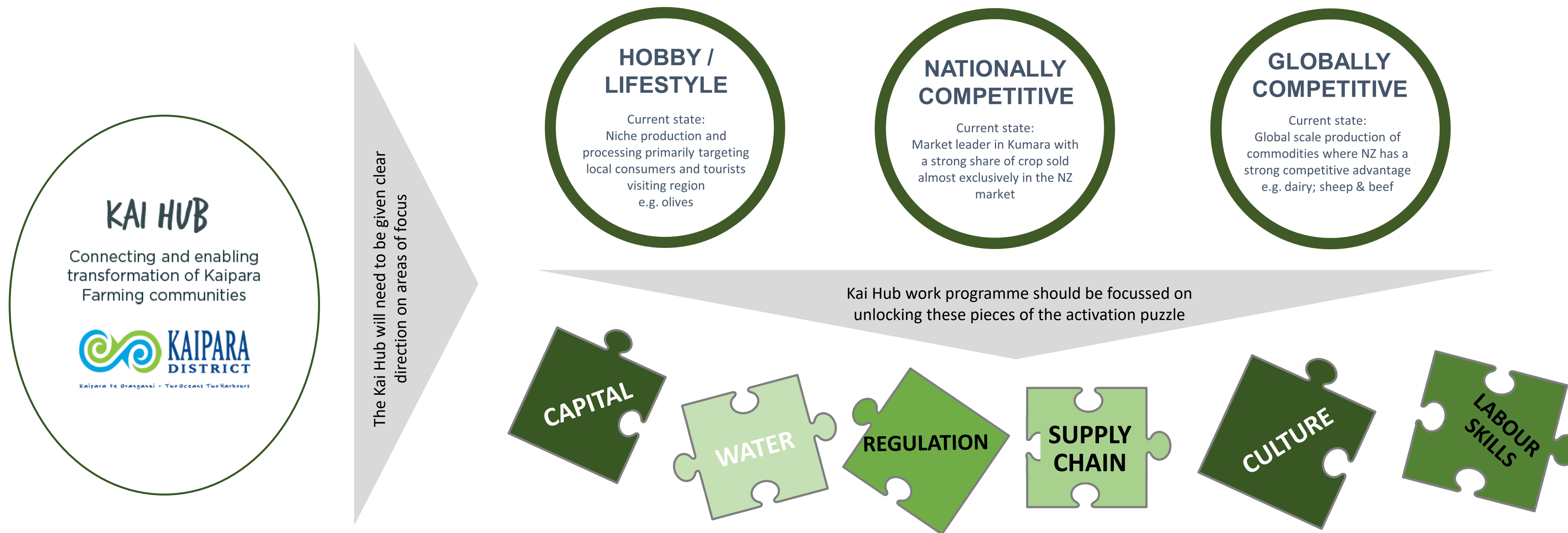
*A focussed implementation team is needed to bring the critical pieces of the puzzle together and deliver on the Activation Plan*





# The Kai Hub has a critical role in activating the opportunities

- The Kai Hub has a strong relationship to the Kai Feasibility Study and Activation Plan. The outcome of this work, along with information from stakeholder engagement and wider research, is intended to support the focus of services provided through the Hub.
- The Kai Hub will be a means for landowners, seeking to transform their land use to higher value activities, to access sector knowledge and opportunities relevant to Kaipara District to assist them with their decision making. 'Transformation' has been interpreted as referring to both crop choice and land management decisions, in response to economic, climatic and environmental opportunities and imperatives.



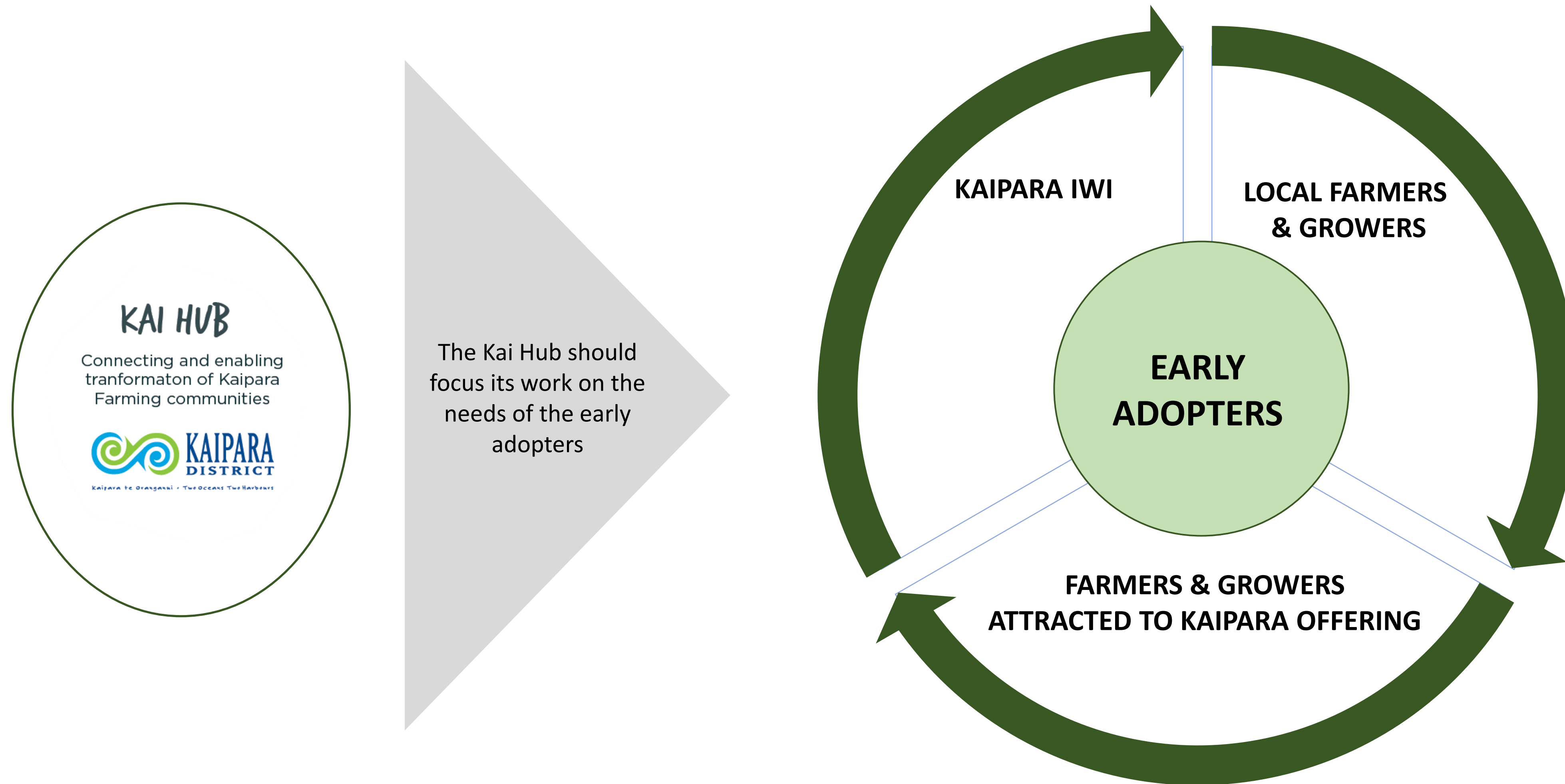
# *KAIPARA'S POTENTIAL PARTNERS*

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*07*

- + Early adopters
- + Transformation horizons and where to focus effort
- + Planning engagement with key partners
- + Capital that will be required and where it will come from
- + Planning to mobilise capital and funding
- + Future partners – commercial and other regions

# Early adopters will drive the transformation Kaipara is seeking





*Transformation will take time. Kaipara has said it wants to focus initial support around existing landowners seeking to diversify.*



### HORIZON 1: 1-3 years

- Local Iwi
- Existing local farmers and growers (particularly those who can access water and/or play a role in water storage schemes)

### HORIZON 2: 3-5 years

- Farmers and growers from outside the Kaipara region who are attracted to the Kaipara offering (relatively affordable land, access to water (in time), proven growing models etc)

### HORIZON 3: 5-10 years

- Commercial processing and supply chain operators/investors are attracted to the region to cater to the growing supply of diversified products

*Kaipara will need to work closely with a range of organisations to draw on the knowledge, and motivate the funding, to activate the opportunities*

### Central Government, CRIs and Universities



### Local Government and Regional Organisations



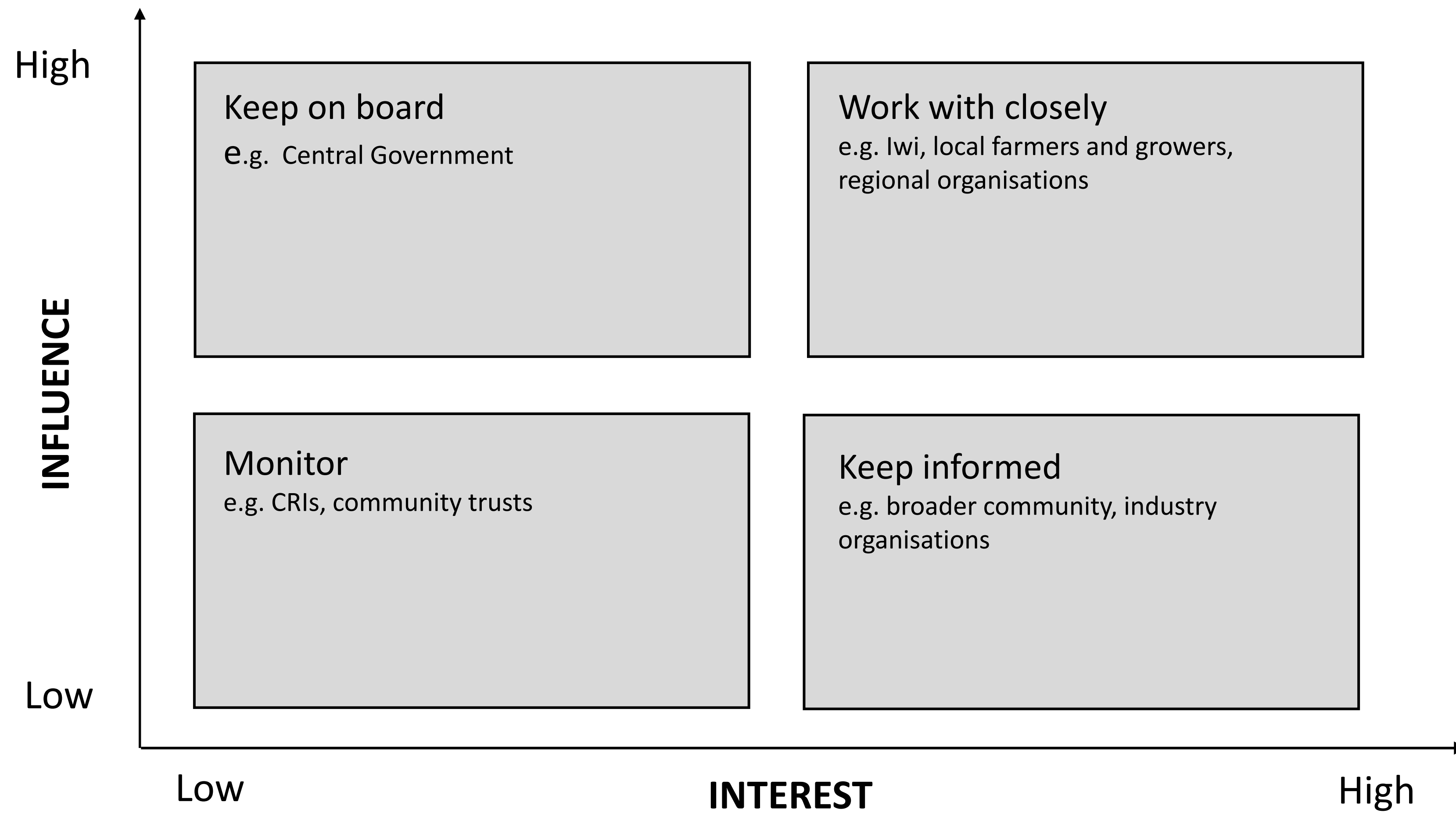
### Industry organisations



### Private Sector



*To help with this the Kaipara Kai project should have a clear stakeholder engagement strategy*





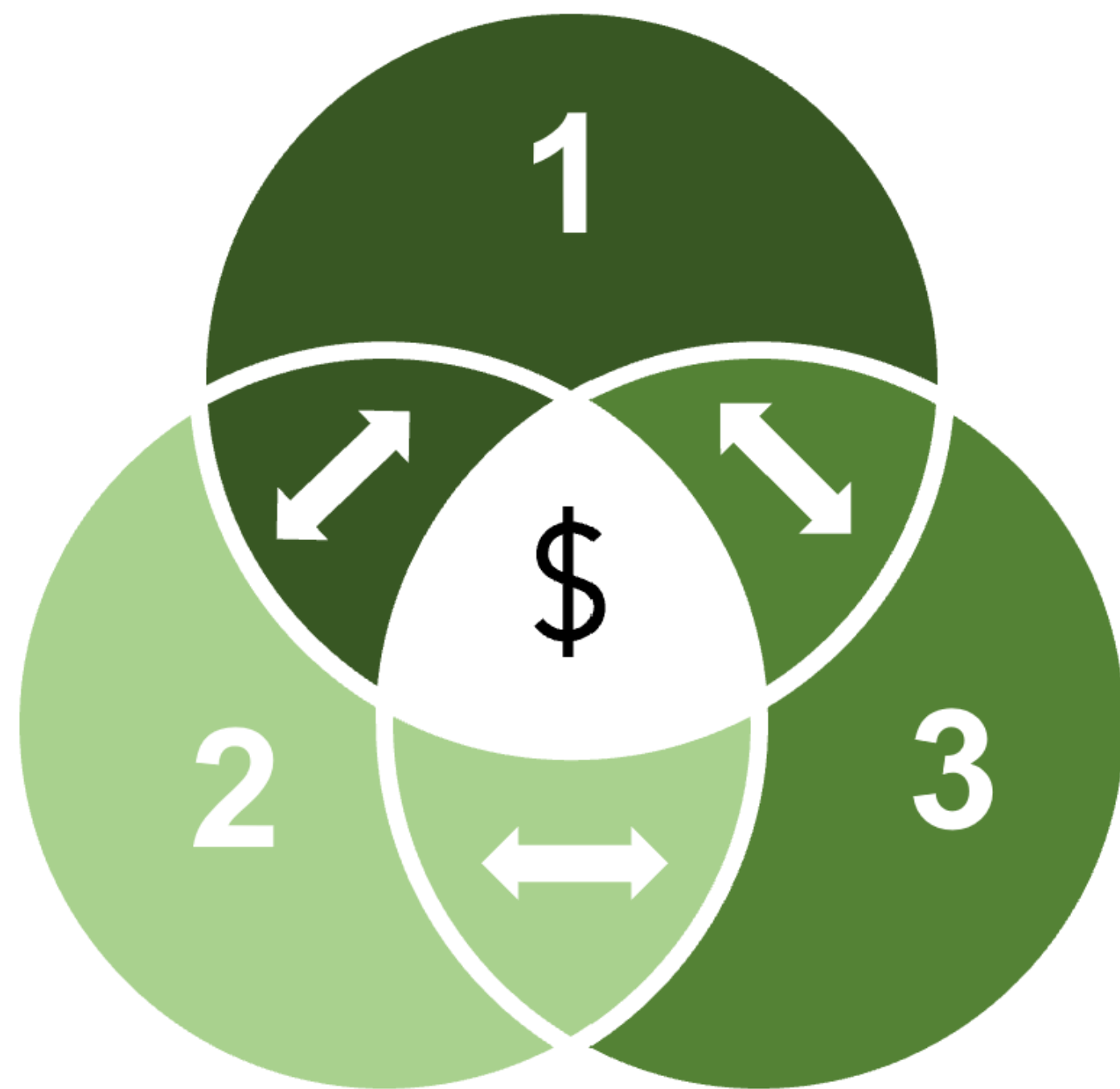
# *The stakeholder engagement strategy should be clear about the nature of the engagement and how it will support Kaipara Kai objectives*

PARTNERS	CORE EXPERTISE/ROLE	WHAT KAIPARA WOULD ACHIEVE THROUGH ENGAGEMENT	HOW TO ENGAGE
<b>Kaipara Iwi</b>	<ul style="list-style-type: none"> <li>Treaty Partners</li> <li>Local kaitiaki</li> <li>Landowners, farmers and growers (e.g. the people who will implement any transformation efforts)</li> <li>Investors</li> <li>Potential early adopters</li> </ul>	<ul style="list-style-type: none"> <li>An enduring partnership</li> <li>An understanding of iwi needs (constraints and opportunities)</li> <li>An opportunity to embed kaitiaki principles in the Kaipara Kai work</li> <li>A critical opportunity to support iwi land and food-related economic development initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Build from the existing positive relationship and co-design initiatives and work programs around a shared understanding of issues and needs</li> <li>Be open, transparent and responsive</li> <li>Develop regular and ongoing dialogue via a range of channels that suit iwi. This may involve mobile advice and connection on top of the other channels e.g. the governance framework; farmer/grower groups; seminars; study tours; newsletters/online comms etc.</li> </ul>
<b>Local (non-iwi) landowners, farmers and growers</b>	<ul style="list-style-type: none"> <li>Landowners, farmers and growers (e.g. the people who will implement any transformation efforts)</li> <li>Investors</li> <li>Potential early adopters</li> </ul>	<ul style="list-style-type: none"> <li>An understanding of landowner, farmer and grower needs (constraints and opportunities)</li> <li>A critical opportunity to support the people who will be making the investment decisions (and therefore enabling the transformation Kaipara is seeking)</li> </ul>	<ul style="list-style-type: none"> <li>Be open, transparent and responsive</li> <li>Understand their needs</li> <li>Develop regular and ongoing dialogue via a range of channels e.g. the governance framework; farmer/grower groups; seminars; study tours; newsletters/online comms etc.</li> </ul>
<b>Private Sector (other)</b>	<ul style="list-style-type: none"> <li>The private sector provides the critical commercial focus, know-how and most of the (if not all in most cases) investment capital required to bring projects to life</li> </ul>	<ul style="list-style-type: none"> <li>Access to commercial focus, know-how and most of (if not all in most cases) the investment capital required to bring projects to life</li> </ul>	<ul style="list-style-type: none"> <li>Be open and responsive</li> <li>Understand their needs</li> <li>Develop a free-flowing and ongoing conversation and partnership</li> </ul>

# *The stakeholder engagement strategy should be clear about the nature of the engagement and how it will support Kaipara Kai objectives*

PARTNERS	CORE EXPERTISE/ROLE	WHAT KAIPARA WOULD ACHIEVE THROUGH ENGAGEMENT	HOW TO ENGAGE
<b>Central Government, CRIs and Universities</b>	<ul style="list-style-type: none"> <li><u>Policy</u> - set and implement policy (across a range of dimensions important to Kaipara e.g. freshwater regulations, land use, labour market, economic development)</li> <li><u>Research</u> - conduct research to support innovation</li> <li><u>Funding</u> - provide funding to support regional economic development, Maori economic development, business support services and research and development/innovation</li> </ul>	<ul style="list-style-type: none"> <li>Access to decision makers and influencers</li> <li>Access to knowledge</li> <li>Access to funding</li> </ul>	<ul style="list-style-type: none"> <li>Be clear on what your objectives are</li> <li>Show that there is a partnership with iwi</li> <li>Provide evidence there is community support</li> <li>Build a strong case for investment (Central Government prefers feasibility and business cases)</li> <li>(Ideally) allocate some local money and/or establish local club-funding arrangements so that central government can co-fund the investment/s required</li> </ul>
<b>Local Government and Regional Organisations</b>	<ul style="list-style-type: none"> <li>To enhance community wellbeing primarily through regulating land use, choosing and funding local amenities and investing in essential infrastructure for transport, water</li> <li>To enhance community wellbeing through provision of funding for regional/local projects</li> <li>To provide regional economic development services for the community</li> </ul>	<ul style="list-style-type: none"> <li>Access to decision makers and influencers</li> <li>Access to land-related regulatory information</li> <li>Access to funding</li> </ul>	<ul style="list-style-type: none"> <li>Similar to Central Government</li> <li>Regional organisations will also want to see a strong case for investment with evidence there is clear iwi and community support</li> </ul>
<b>Industry Organisations</b>	<ul style="list-style-type: none"> <li>To act as the voice of the industry and to provide members with a range of services often including support and training, lobbying and industry good R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>Access to knowledge</li> <li>Access to influencers</li> </ul>	<ul style="list-style-type: none"> <li>Be open and responsive</li> <li>Understand their needs</li> <li>Develop a free-flowing and ongoing conversation and partnership</li> </ul>

*Accessing funding to activate the opportunities and support the Kai work programme will be critical. The capital/funding will come from three key sources. We suggest partnerships are built in these areas.*



### PRIVATE CAPITAL

- Existing farmers and growers accessing equity and bank funding
- Local and outside investors either partnering with existing landowners or buying land to develop opportunities

### GOVERNMENT FUNDING

- Provincial Growth Fund (MBIE)
- Sustainable Food, Fibers, Futures Fund (MPI)
- Whenua Māori Fund (TPK)

### COMMUNITY & TRUST FUNDING

- Community and private trusts that are focused on enabling economic development and conserving and enhancing the natural environment could play a useful role in supporting key initiatives



# Capital needs will be significant and will largely come from the private sector

## Assumptions:

- Depending on crop choice conversion costs could range from anywhere between \$1000/ha (for crops that do not need supporting infrastructure) to \$500,000/ha (for gold kiwifruit which includes a license from Zespri)
- Assuming 3700ha of farmland could be supplied through the water use and storage project then capital needs could range from \$3.7m through to \$1.85bn
- But if we assume the costs of accessing the water scheme will demand higher returns/ha and we use an industry average conversion cost for avocados orchards of \$50,000/ha then capital needs could be around \$185m.

PARTNERS	POTENTIAL ROLE/HOW MUCH IS AVAILABLE	WHAT WOULD BE REQUIRED TO ACCESS THIS?
<b>Private capital (bank or investor)</b>  <b>1st</b>	<ul style="list-style-type: none"> <li>- Private capital will be the key critical enabler and source of investment funds</li> <li>- Available bank finance only constrained by risk profile and access to domestic deposits and/or affordable financing from wholesale market</li> <li>- Available investor funding would be guided by investment objectives, risk profile and availability of shareholder funds</li> </ul>	<ul style="list-style-type: none"> <li>- A clear business case</li> <li>- Evidence of motivation, financial capacity, capability and the support or stakeholders and networks</li> <li>- A willingness to invest in Northland (some stakeholders have noted a reluctance on behalf of banks to fund Northland investments)</li> </ul>
<b>Government funding</b>  <b>2nd</b>	Main funds relevant to Kaipara Kai objectives: <ul style="list-style-type: none"> <li>- Provincial Growth Fund (PGF, MBIE): \$3bn (but almost exhausted). High chance it will be replenished if the Coalition are reelected.</li> <li>- Sustainable Food &amp; Fibre Futures Fund (SFFF, MPI): \$40m/year</li> <li>- Whenua Maori Fund (TPK): \$3.2m/year</li> </ul>	<ul style="list-style-type: none"> <li>- A clear case for investment (ideally feasibility and business cases that have been funded by Kaipara as the PGF prefers to invest once the case for investment has been substantiated)</li> <li>- Iwi and community support</li> </ul>
<b>Community and trust funding</b>  <b>3rd</b>	<ul style="list-style-type: none"> <li>- Far North Holdings: A potential partner in processing &amp; supply chain infrastructure e.g. via proposed Ngawha Innovation and Enterprise Park</li> <li>- Foundation North: Holds in trust an endowment of over a billion dollars for the Auckland and Northland communities. A range of smaller scale grants are available</li> <li>- Northland Community Foundation: Invests funds on behalf of people, charities or businesses that would like to donate back to Northland causes</li> </ul>	<ul style="list-style-type: none"> <li>- A case for investment that demonstrates alignment between the project and organization/fund objectives</li> <li>- Foundation North are keen working in partnership with grantees and other funders to achieve projects of greater scale and impact for the communities of Auckland and Northland. A conversation about areas of overlap and potential partnership would be worthwhile.</li> <li>- Northland Community Foundation: Like Foundation North a conversation about areas of overlap and potential partnership would be worthwhile.</li> </ul>

*Kaipara will want a plan to engage with funders. Our funding work suggests the following ingredients would be useful.*

## Revenue Generation Strategy

A detailed blueprint for funding a project





# Looking ahead Kaipara could identify key commercial partners to encourage investment in Kaipara Kai opportunities – see Stage 3 of Feasibility Study

PEANUTS

Who are the high potential customers and commercial partners?

Firm	PIC'S	MOTHER EARTH	KRAFT HEINZ*	WHITTAKER'S
Relevant product categories	Peanut butter Peanut oil	Snack nuts Peanut butter Confectionery Muesli bars	Peanut butter	Chocolate bars

Firm	GRIFFIN'S FOOD	SANITARIUM	NUT BROTHERS	FIX & FOGG
Relevant product categories	Snack nuts Muesli bars Biscuits	Breakfast cereal Peanut butter Soy/Nut milks	Peanut butter	Peanut butter

\* Heinz-Watties owns Eta Peanut Butter, not Griffins (Griffin's sells Eta snack nuts); Source: company website, company annual report, various published articles and reports, Coriolis analysis

CORIOLIS 146

HOPS

Who are the high potential customers and commercial partners?

EXAMPLES: NOT A COMPLETE LIST

NORTHLAND/AUCKLAND MICRO	NATIONAL CRAFT/MICRO	LARGE & INTERNATIONAL
MCLEOD'S BREWERY	MCCASHIN'S BREWERY	DB BREWERIES
SCHIPPER'S BEER	MOA BREWING CO.	KIRIN
THE SAWMILL BREWING	GOOD GEORGE	ASAHI
PHAT HOUSE BREWING	GARAGE PROJECT	CARLTON & UNITED
KAINUI BREW CO.	B WIRED BREWING	ABINBEV
HAURAKI BEVERAGE CO	GLENORCHY BREW CO	CHINA RESOURCES

Source: company website, company annual report, various published articles and reports, Coriolis analysis

CORIOLIS 166

SORGHUM

Who are the high potential customers and commercial partners?

EXAMPLES: NOT A COMPLETE LIST

FEED MILL OPERATORS	INTEGRATED PROCESSORS
MAINFEEDS	TEGEL
NRM	INGHAM'S
TARANAKI FEEDS	BRINKS
MCMILLAN	
RELIANCE	
WESTON MILLING	
AGRIFEEDS	
MILLIGANS	
SHARPES	

\* Heinz-Watties owns Eta Peanut Butter, not Griffins (Griffin's sells Eta snack nuts); Source: company website, company annual report, various published articles and reports, Coriolis analysis

CORIOLIS 196

DAIRY GOATS

Who are the high potential customers and commercial partners?

Firm	DAIRY GOAT CO-OP	NZ DAIRY COLLABORATIVE	FRESCO NUTRITION	SANITARIUM
Relevant product categories	Powdered milk Powdered infant formula	Powdered milk Powdered infant formula	Powdered milk Powdered infant formula	UHT Milk

Firm	REAL FOODS	GRINNING GECKO	NATURALLY ORGANIC	ECO STORE
Relevant product categories	Milk	Cheese	Fresh milk	Soaps

Source: company website, company annual report, various published articles and reports, Coriolis analysis

CORIOLIS 176

CHICKEN MEAT

Who are the high potential customers and commercial partners?

Firm	TEGEL FOODS	INGHAM'S ENTERPRISES	VAN DEN BRINK POULTRY	TURK'S POULTRY FARM
Relevant product categories	Chicken fresh Chicken frozen Chicken meals Organic chicken	Chicken fresh Chicken frozen Chicken meals Organic chicken	Chicken fresh Chicken frozen Chicken meals Organic chicken	Chicken fresh Chicken frozen Chicken meals

Firm	KARFT HEINZ	MARKWELL FOODS	PREMIER BEEHIVE NZ	ROMANO'S FOOD GROUP
Relevant product categories	Soups & Broths Meals Noodles	Processed Chicken (nuggets, schnitzel, burgers)	Shredded cooked Sliced cooked	Pizza

Source: company website, company annual report, various published articles and reports, Coriolis analysis

CORIOLIS 186

AVOCADOS

Who are the high potential customers and commercial partners?

Firm	SEEKA	NTL FRUITPACKERS	EASTPACK
Relevant product categories	Whole avocados	Whole avocados	Whole avocados



Firm	SANITARIUM	J&P TURNERS	HEINZ
Relevant product categories	Dips	Oils	Dressings

Source: company website, company annual report, various published articles and reports, Coriolis analysis

CORIOLIS 196



*Kaipara could also collaborate, and share information, with other regions seeking diversification of land and economic activity. For example -*

District	Areas of potential interest to Kaipara
	<p>Like Kaipara, Wairoa is actively thinking about the interventions that might be required to support land use diversification (particularly into high-value horticulture).</p> <p>Work is underway investigating the role an investment in the supply chain (a post-harvest facility) could play in stimulating horticulture diversification. Part of this work involves considering the role of government support.</p> <p>The PGF has also recently supported a pilot programme called <b>Growing Future Farmers</b> which aims to provide students with practical on-farm skills to complement their more formal qualifications.</p>
	<p>Kawerau is thinking carefully how it leverage its existing strengths and capabilities. It has established two initiatives which could hold useful pointers and lessons for Kaipara.</p> <ul style="list-style-type: none"> <li>• The <b>Industrial Symbiosis Kawerau initiative</b> is a public-private collaboration that is focused on building the competitive advantage of each of the members. It involves the exchange of materials, energy, water, by-products, services, knowledge, intellectual property, social capital and networks to reduce resource costs, increase revenues and create new business opportunities. “Industrial symbiosis” is aimed at being a smarter way of companies to share and utilising their resources, residues and by-products in order to eliminate waste and stimulate new commercial opportunities, job creation and better environmental outcomes.</li> <li>• <b>Kawerau Pathways to Work (KPtW)</b> is an employer driven initiative designed to establish a local ‘employer-employee connect’ system to improve the likely outcomes and sustainability of employment in Kawerau workplaces (see case study in Section 7).</li> </ul>

# ***ACTION PLAN***

***08***

- 
- + A staged approach to activation**
  - + Immediate activation focus for existing farmers and growers**
  - + Kai Hub support for the different types of growers and producers**
  - + Actions focussed on the key challenges and barriers**



# We suggest a staged activation approach to reaching Kaipara Kai's potential

	<b>HORIZON 1</b> Grow, build and embed sustainability	<b>HORIZON 2</b> Support emerging projects & products	<b>HORIZON 3</b> Discover & develop new options
<b>Strategic Focus</b>	<ul style="list-style-type: none"> <li>Defend and extend profitability of, and embed sustainability into, core business</li> </ul>	<ul style="list-style-type: none"> <li>Expand and grow emerging businesses &amp; products</li> </ul>	<ul style="list-style-type: none"> <li>Discover and develop new options for growth</li> </ul>
<b>Key success factors</b>	<ul style="list-style-type: none"> <li>Improving environmental outcomes (water, soil)</li> <li>Efficiency &amp; cost control</li> <li>Process innovation</li> <li>Scale/consolidation &amp; collaboration</li> <li>Iwi are investing in their identified priorities</li> <li>Farmers/growers are keen to invest in water storage</li> <li>Supply chain us developing in Kaipara</li> <li>Community is supportive of change</li> <li>New infrastructure is being commissioned (water, storage; roads, wharves)</li> </ul>	<ul style="list-style-type: none"> <li>New infrastructure is being utilised (e.g. water storage; roads; wharves)</li> <li>Investment/resources/funding are being mobilised to support projects</li> <li>Speed, flexibility &amp; execution</li> <li>Community is supportive of change</li> </ul>	<ul style="list-style-type: none"> <li>Vision &amp; mindset</li> <li>Risk taking</li> <li>Market insight</li> <li>Culture &amp; incentives</li> <li>The Kaipara community supports the opportunities identified and the role that outside investment can play in realising the opportunities</li> </ul>
<b>Key metrics</b>	<ul style="list-style-type: none"> <li>Jobs, water quality, profits, margins, costs, expanding rating base</li> </ul>	<ul style="list-style-type: none"> <li>Revenue, growth</li> <li>Water quality, soil health</li> <li>New investment, jobs, expanding rating base</li> </ul>	<ul style="list-style-type: none"> <li>Discovered options</li> <li>Developments explored/trialled</li> <li>Investment, number of investors</li> <li>Quantity /volume of investment</li> </ul>
<b>Example products</b>	<ul style="list-style-type: none"> <li>Pastoral livestock (sheep&amp;beef; dairy)</li> <li>Vegetable crops (kumara)</li> <li>On-farm feed crops planted in rotation with kumara (e.g. sorghum)</li> <li>Trial new crops e.g. peanuts</li> </ul>	<ul style="list-style-type: none"> <li>See 'Kaipara Kai Growing Larger' report</li> <li>Horticulture – peanuts, avocados etc</li> <li>Aquaculture – mussels, oysters</li> <li>On-farm feed crops planted in rotation with kumara</li> <li>Other animal systems: chicken/eggs, pork</li> </ul>	<ul style="list-style-type: none"> <li>Climatically suited products</li> <li>Crops produced in climatic peer group regions that are demanded in key markets such as Asia (see 'Kaipara Kai Growing Larger' report)</li> </ul>

# *Immediate activation needs are focused on Horizon 1 and working with existing farmers and growers: Kai Hub*

GOVERNANCE/ IMPLEMENTATION	ACTIONS: 1 <sup>st</sup> 6 MONTHS	ACTIONS: 6 MONTHS – 1 YEAR	ACTIONS: YEARS 1-3
<b>Kai Hub</b>	<ol style="list-style-type: none"> <li>1. Meet and connect with key stakeholders.</li> <li>2. Create a stakeholder engagement plan.</li> <li>3. Develop a system (e.g. an off the shelf Customer Relationship Management (CRM) system) for capturing the nature of the engagement e.g. phone call enquiries received; the number of meetings held; number of seminars organised etc. Capturing this data will be important in assessing the Kai Hub's impact.</li> <li>4. Continue to build understanding of early adopters and their needs.</li> <li>5. Build work programme around early adopters needs and Kaipara Kai objectives.</li> <li>6. Build a calendar of networking and information provision events. Partner with key agencies, organisations and experts, and start to roll these out.</li> <li>7. Build a database of existing information and support services relevant to Kai objectives and the barriers farmers and growers are facing.</li> <li>8. Build an understanding of the case studies and/or technical information that may need to be commissioned. Develop RFPs and seek proposals.</li> <li>9. Identify existing and/or establish farmer or grower-led focus groups.</li> <li>10. Establish communications channels, a social media presence and database of contacts and begin regular communication with stakeholders and the broader community. Comms to be targeted at stakeholder group.</li> </ol>	<ol style="list-style-type: none"> <li>1. Commission case studies and/or technical information that growers/farmers need in order to make informed decisions.</li> <li>2. Continue to roll-out information provision and networking events.</li> <li>3. Support farmer or grower-led focus groups with the objective of information sharing and collaboration around shared opportunities and challenges.</li> <li>4. Work closely with key agencies leading work on water storage.</li> <li>5. Work with key agencies to develop a training scheme focused on building a pipeline of talent with required horticultural skills.</li> <li>6. Build a funding plan based on the resources that will be required to support farmers and growers beyond year 1 funding commitments.</li> <li>7. Develop funding requests/applications from key funding partners.</li> <li>8. Continue to communicate regularly and effectively with key stakeholder and broader community.</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop partnerships with commercial players (especially those operating in the supply chain of the opportunities farmers and growers are backing).</li> <li>2. Assist framers and growers with Business Case development (guidance, training, model templates).</li> <li>3. Continue to support information provision and networking events as needed.</li> </ol>

# *Immediate activation needs are focused on Horizon 1 and working with existing farmers and growers: Governance and Steering/Advisory Group*

GOVERNANCE/ IMPLEMENTATION	ACTIONS: 1 <sup>st</sup> 6 MONTHS	ACTIONS: 6 MONTHS – 1 YEAR	ACTIONS: YEARS 1-3
<b>Governance Group</b>	<ol style="list-style-type: none"> <li>1. Define success and set strategy i.e. make decisions on focus given resources available.</li> <li>2. Sign off on work programme.</li> <li>3. Monitor performance and evaluate progress.</li> <li>4. Play a key role in being in the champions for Kaipara Kai.</li> <li>5. Maintain strong relationships with community, business leaders and central government.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monitor performance and evaluate progress.</li> <li>2. Sign off on funding plan and funding requests/applications.</li> <li>3. Support Kai Hub communications activities and link to broader Kaipara Kickstart objectives.</li> </ol>	<ol style="list-style-type: none"> <li>1. Re-set strategy based on progress and performance in first year.</li> <li>2. Approve new work programme.</li> <li>3. Approve policies, budgets and funding.</li> <li>4. Monitor performance and evaluate progress.</li> </ol>
<b>Steering / Advisory Group</b>	<ol style="list-style-type: none"> <li>1. Assist Kai Hub to develop strategy and work programme.</li> <li>2. Ensure resources and capability are made available to support Kai Hub.</li> <li>3. Help integrate Kai Hub work with broader Kickstart programme and regional economic development priorities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Focus on execution of work programme.</li> <li>2. Ensure actions/initiatives work in support of each other across programmes (Kaipara Kickstart and broader work).</li> <li>3. Ensure resources and capability are made available to support Kai Hub.</li> <li>4. Support Kai Hub in building funding plan and developing funding requests/applications.</li> <li>5. Support Kai Hub communications activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assist with re-set of strategy.</li> <li>2. Continue to support effective execution of work programme.</li> </ol>

# *The Kai Hub could support hobby/lifestyle farmers, growers and producers in the following way*

## HOBBY / LIFESTYLE

Current state:  
Niche production and  
processing primarily targeting  
local consumers and tourists  
visiting region  
e.g. olives

- Through being a critical connector to information, knowledge, people, and resources.
- This could include knowing where and how growers/farmers can access information on e.g.:
  - SME business support programmes (and in particular business plan/strategy workshops/programmes)
  - the range of potential funding sources available to assist with development of food-related opportunities
  - facilities that aspiring Kaipara food and beverage focussed entrepreneurs could use to test proof of concept and scalability of products
  - accessible toll processing facilities to help small growers/processors grow beyond the family kitchen/garage
  - the process to follow to access and use ground water on privately-owned land.
- The Kai Hub could also consider working with small groups of like-minded growers/farmers to explore issues relating to:
  - labour pooling/sharing opportunities among small growers/producers
  - connecting small growers/producers with relevant training and skills development programmes to explore on the job training and placement opportunities
  - the role/benefits of collaborative marketing and selling e.g. via the 'Kaikara Kai' brand.



# *The Kai Hub could support farmers and growers operating in national and export markets in the following way*



- Again through being a critical connector to information, knowledge, people, and resources.
- By providing specific support to farmers and growers in relation to:
  - Local trials on new crops
  - Access to water
  - Navigating regulatory challenges
  - Access to supply chains
  - Cluster development and sharing of infrastructure
  - Workforce planning, skills
  - Iwi specific support (to be designed with iwi)
- Information provision and support could initially be focussed on:
  - Establishing (or working alongside existing) farmer-led focus groups
  - Providing existing information and guidance on the opportunities available on a range of crops
  - The range of potential funding sources available to assist with development of opportunities e.g. MPI SFFF; and
  - Facilitating workshops, seminars and maybe a 'farming for change' expo that help bring together the work on Kaipara Kai, regional water and provide an understanding of what the consumer will be looking for in the future



# HOBBY/LIFESTYLE: Actions focussed on the key challenges and barriers

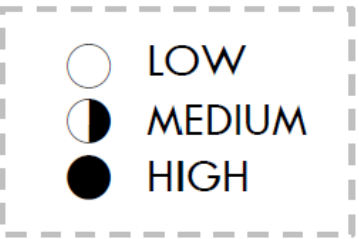
LOW

MEDIUM

HIGH

#	KEY ISSUES & RELATED ACTIONS	TIMEFRAME	RESPONSIBILITY	EASE OF IMPLEMENTATION	IMPACT
1.0	CAPITAL				
1.0.1	Provide information on the full range of SME business support programmes (and in particular business plan/strategy workshops/programmes), and how to access these programmes. Capital is unlocked through having a clear, coherent and investable business plan	6 months	Kai Hub Northland Inc	<div></div>	<div></div>
1.0.2	Consider specific business support programmes targeting hobby/lifestyle and aspiring F&B focussed entrepreneurs e.g. business plan development, and how to access finance	1 year	Kai Hub Northland Inc	<div></div>	<div></div>
1.0.3	Provide information on the full range of potential funding sources available to assist with development of opportunities e.g. MPI SFFF	6 months	Kai Hub Northland Inc	<div></div>	<div></div>
1.0.4	Consider a role for the Kai Hub in assisting with the development of funding applications	1 year	Kai Hub	<div></div>	<div></div>
1.1	WATER				
1.1.1	Provide information on the process to follow to access and use ground water on privately-owned land	6 months	Kai Hub	<div></div>	<div></div>
1.2	PEOPLE				
1.2.1	Consider labour pooling/sharing opportunities among small growers/producers	1 year	Kai Hub	<div></div>	<div></div>
1.2.2	Consider connecting small growers/producers with relevant training and skills development programmes to explore on the job training and placement opportunities	1 year	Kai Hub	<div></div>	<div></div>
1.2.3	Consider providing information on how to access backpacker and Recognised Seasonal Employer Scheme workers	1 year	Kai Hub	<div></div>	<div></div>
1.3	SUPPLY CHAIN & MARKET				
1.3.1	Consider establishing a Kaipara Kai brand to celebrate Kaipara food provenance (perhaps linked to history, climate and harbour)	1 year	Kai Hub	<div></div>	<div></div>
1.3.2	Provide support for collaborative marketing and selling via the Kaipara Kai brand	1 year	Kai Hub	<div></div>	<div></div>
1.3.3	Consider developing a website for Kaipara Kai to help direct consumers to local producers/products	1 year	Kai Hub	<div></div>	<div></div>
1.3.4	Provide information on accessible test kitchens and/or toll processing facilities to help small growers/processors grow beyond the family kitchen/garage	6 months	Kai Hub	<div></div>	<div></div>
1.3.5	[If there is a gap in the market] Consider an investment in a food facility that will provide a hands-on fully equipped commercial facility for aspiring Kaipara F&B focussed entrepreneurs to test proof of concept and scalability of products	>1 year	Kai Hub	<div></div>	<div></div>
1.4	MOTIVATION & KNOW HOW				
1.4.1	Consider producing a ‘how to’ guide for hobby/lifestyle and aspiring F&B focussed entrepreneurs to assist with approaching new investment	1 year	Kai Hub Northland Inc	<div></div>	<div></div>

# NATIONALLY AND GLOBALLY COMPETITIVE: Actions focussed on the key challenges and barriers



#	KEY ISSUES & RELATED ACTIONS	TIMEFRAME	RESPONSIBILITY	EASE OF IMPLEMENTATION	IMPACT
2.0	CAPITAL				
2.0.1	Consider providing support/training for business case development	1 year	Northland Inc	●	●
2.0.2	Consider producing model template business cases for key opportunities	1 year	Kai Hub	◐	◐
2.0.3	Provide information on the full range of potential funding sources available to assist with development of opportunities e.g. MPI SFFF	6 months	Kai Hub	◐	◐
2.0.4	Consider creating a specific local fund to support land diversification efforts. This money would be used to co-invest with Central Government	>1 year	Kaipara District Council Northland Inc	◐	◐
2.0.5	Attract outside investment into export-focussed opportunities by promoting Kaipara and effectively telling the ‘Why Kaipara’ story	>1 year	Northland Inc	◐	◐
2.1	WATER				
2.1.1	Finalise regional water storage project and support conversations with landowners on uptake	1 year	Kai Hub	◐	◐
2.1.2	Provide guidance on process and steps to consider when considering a localised water storage scheme	6 months	Kai Hub	◐	◐
2.1.3	Consider developing a model business case for a localised water storage scheme	6 months	Kai Hub	◐	◐
2.3	PEOPLE				
2.3.1	Consider labour pooling/sharing opportunities among growers	1 year	Kai Hub	◐	◐
2.3.2	Embed AMP Society farm cadetship programme and continue work on skills pathway from cadetship through to a diploma course (through NorthTec) and then university	1 year	Kai Hub	◐	◐
2.3.3	Encourage further work on an effective skills development pathway for horticulture by supporting emerging consideration of a NorthTec provided programme for Northland	1 year	Kai Hub	◐	◐
2.3.4	Continue to work closely with key agencies (e.g. MSD, Corrections) to support the transition back into work for local people	Ongoing	Local businesses	◐	◐
2.3.5	Consider the use of the Registered Seasonal Employer (RSE) worker scheme for labour intensive jobs that are hard to fill by local people. This could involve investigating opportunities for new housing which could be used as emergency accommodation when not needed by RSE workers	1 year	Northland Inc Kai Hub	◐	◐
2.4	SUPPLY CHAIN & MARKET				
2.4.1	Work with Far North Holdings to investigate the potential for food dryer facilities to be located in the Ngawha Innovation and Enterprise Park	>1 year	Northland Inc	○	●
2.5	MOTIVATION & KNOW HOW				
2.5.1	Support land use optimisation by supporting field trials of identified opportunities	>1 year	Kai Hub	◐	●
2.5.2	Support landowners who are interested in improving productivity, environmental management and/or diversifying by supporting industry-led efforts like Extension 350 and catchment collective programmes	>1 year	Kai Hub	◐	◐
2.5.3	Support landowners who are interested in improving productivity, environmental management and/or diversifying by synthesising and making available all existing information on suitability of land for diversification	6 months	Kai Hub	◐	◐
2.5.4	Consider a ‘farming for change’ expo that would bring together the work on Kaipara Kai, regional water and provide an understanding of what the consumer will be looking for in the future	1 year	Kai Hub	◐	◐

# *ANNEXES*

*09*

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**+ Stakeholder engagement**

**+ Case Studies**

# ANNEX A: Stakeholder engagement

*Thank you to the stakeholders who kindly gave their time and energy to the project*

STAKEHOLDERS WHO CONTRIBUTED TO PROCESS		PROJECT SPONSORS	
CONTRIBUTOR	SECTOR ROLE		
Snow Tane	Te Roroa (Iwi)	<ul style="list-style-type: none"> <li>- Mayor Smith (KDC)</li> <li>- Diane Millar (Kaipara Kai, Project Lead, KDC)</li> <li>- Kaipara Kai Advisory Group:</li> <li>- Willie Wright</li> <li>- Hal Harding (Dairy farmer and kumara grower)</li> <li>- Andre de Bruin (Kumara grower)</li> <li>- Kim Brown (MPI)</li> <li>- Colin Hannah (Federated Farmers)</li> <li>- Joseph Stuart (Northland Inc)</li> </ul>	
John Greensmith	Avocado grower in Taporā		
Don Windley	Echo Valley Olives		
Georgina Connelly	Te Uri-o-Hau (Iwi)		
Anthony Blundell	Kaipara Kumara		
Andre de Bruin	Kaipara Kumara		
Shane Rudolph	A range of products		
Grant West	Sheep and beef farmer		
Rick and Ben Simpkin	Fieldco (Kumara)		
Bert and Rebecca Borger	Te Rata Family Farm (eggs)		
Alastair McCahon	Dairy farmer		
Peter Hobman and Shane Kells	Sheep & Goat Milk		
Hamish Alexander	Avocado grower		
Briar Huggett	Beef + Lamb	KAIPARA KAI – PROJECT LINKAGES	
Locky Wilson, GM Delta	Delta (Kumara)	<ul style="list-style-type: none"> <li>- Chris Frost (Water)</li> <li>- Sheri O'Neill (Kai Hub)</li> </ul>	
Jim Dollimore	Biomarine		
Colin Hannah	Federated Farmers	INTERVIEWS AND ANALYSIS	
Mayor Jason Smith	Kaipara District Council	<ul style="list-style-type: none"> <li>- Gus Charteris (Giblin Group)</li> <li>- Tim Morris (Coriolis)</li> </ul>	

# *CASE STUDIES*

*10*

- 
- + The Kitchen Project
  - + Kopu Road Limery
  - + Regional food branding
  - + Turnaround towns UK
  - + Kawerau – Pathways to Work Programme
  - + Farm Next Door



*The case studies that follow highlight existing initiatives or research that are relevant to Kaipara Kai objectives and the work of the Kai Hub*

# Case Study: The Kitchen Project

The Kitchen Project is designed for emerging food entrepreneurs who need help to take their business to the next level.

Entrepreneurs must be willing to commit nine hours per week for the first six weeks of the programme, and three hours per fortnight for the remaining 20 weeks (26 weeks in total), which is a mix of learning both inside and outside of the kitchen as well as from your fellow participants, mentors and partners of the programme.

There is a commercial kitchen available to book at a discounted rate given the importance of access to affordable commercial kitchen space in helping new food businesses to grow.

<https://www.thekitchenproject.co.nz/about>

"The Kitchen Project will support the growth of food and beverage in Auckland through local communities, and consumer and supplier engagement. This will, in turn, increase employment and economic growth," Pam Ford, Auckland Tourism, Events and Economic Development (ATEED) Acting General Manager of Business, Innovation and Skills Pam Ford.



## *Case Study: Kopu Road Limery: An integrated growing and processing model*

Kopu Road Limery is a Wairoa (northern Hawkes Bay) success story and potentially offers a model for how an integrated growing and supply chain investment could help unlock further horticulture diversification in Kaipara.

The Limery grow limes (the first plantings were established in 2010) but they have also built a pack house, cool storage and juice processing facility (the latter was added in 2017). Reject whole fruit is used to create premium concentrated lime juice and the waste peel is utilised for stock food.

The Limery has been important in providing other local landowners with the confidence to plant limes across the Wairoa flats (by the end of 2019 an additional 22ha in addition to the original 2ha Limery site had been planted in limes).

Three key factors have been critical in providing this confidence:

- The Limery proved quality limes could be produced for profit in Wairoa.
- The Limery provided (and continues to provide) advice and guidance to landowners who were thinking about diversifying and going through the conversion planning/planting process.
- The establishment of a processing facility has given landowners confidence there is an eager customer and a cost-effective post-harvest and processing option available to them.

In 2019 The Limery received a PGF loan to expand their juicing operation (including a new automatised bottling line).





## Case Study: Regional food branding

*Internationally food and gastronomy are increasingly important as a way to communicate the key characteristics and the attractiveness of an area to its audiences. But there is little in the way of food-specific regional branding in NZ at the moment. Kaipara could build a point of difference in the way it promotes its Kai offerings and potential.*

GREAT THINGS  
GROW HERE™  
HAWKE'S BAY NEW ZEALAND

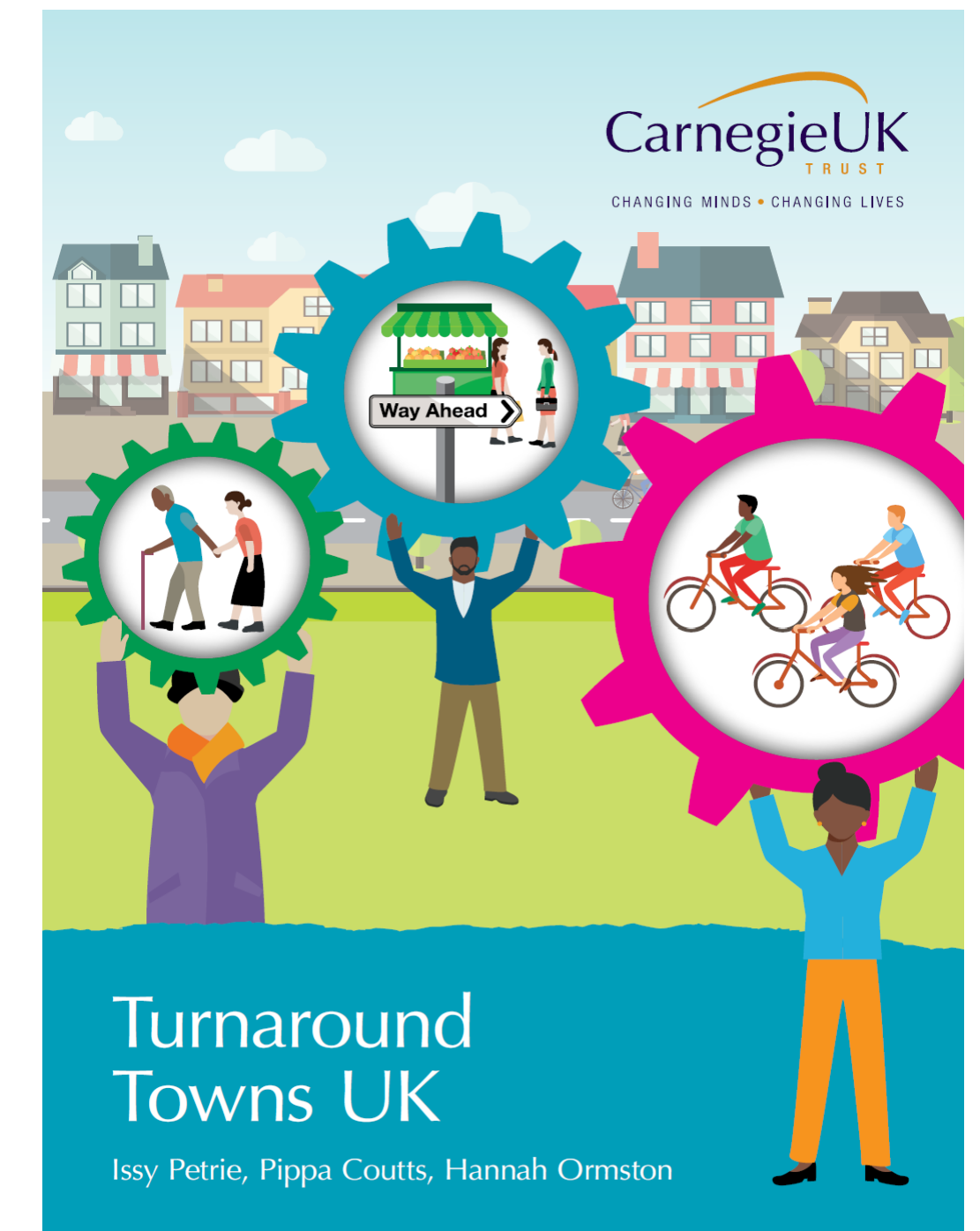




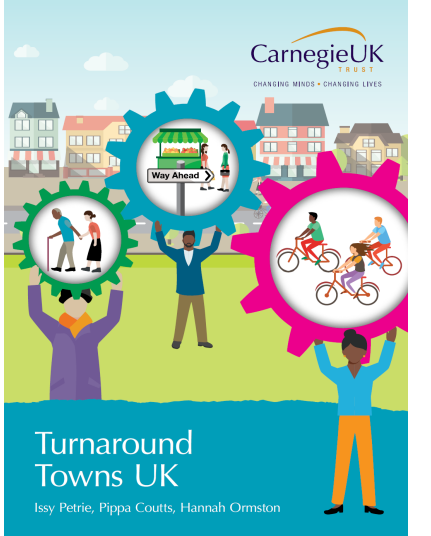
## *Relevant international work offers lessons for Kaipara*

- A new report published by the Carnegie UK Trust called 'Turnaround Towns UK' aims to provide a pathway for positive change for UK towns
- The report offers seven key principles for change. We think these are relevant in a regional NZ context as well and support the investment that is being made in the Kai Hub and the recommendations made in this Activation Plan.

1. **Anchor** your town/region with a hub to stimulate relationships and bring people together
2. **Space-making** is vital: creating social infrastructure that encourages change
3. Embrace **something new**: recognise the need for change
4. Celebrate **local strengths** and **tell a local story**
5. Avoid siloes and create **ways to collaborate**
6. Place your town's **values at the heart of change**
7. Have a **long-term vision**



# The lessons for Kaipara from 'Turnaround Towns UK'



Seven key principles for change	Relevance to Kaipara Kai
1. 'Anchor' your town/region with a hub to stimulate relationships and bring people together	<ul style="list-style-type: none"> <li>Kaipara has done this through the Kai Hub</li> <li>The hub will be a facilitator of information, connecting people while supporting landowners and growers through some of the common challenges they face, e.g. workforce planning, regulatory uncertainty related to climate change.</li> </ul>
2. Space-making is vital: creating social infrastructure that encourages change	<ul style="list-style-type: none"> <li>Kai Hub and activities intended to help create and support the 'conversational space' the encourages change</li> </ul>
3. Embrace something new: recognise the need for change	<ul style="list-style-type: none"> <li>Kaipara Kickstart is focussed on this</li> <li>Feasibility Study outlines the exciting opportunities for Kaipara</li> </ul>
4. Celebrate local strengths and tell a local story	<ul style="list-style-type: none"> <li>The Feasibility Study outlines a compelling case for Kaipara Kai</li> <li>Ongoing communication and story telling will be an important part of activating the opportunities</li> </ul>
5. Avoid siloes and create ways to collaborate	<ul style="list-style-type: none"> <li>Consider bringing farmers/growers and support agencies together on a regular basis</li> </ul>
6. Place your town's values at the heart of change	<ul style="list-style-type: none"> <li>This is expressed through the Kaipara Kickstart programme</li> </ul>
7. Have a long-term vision	<ul style="list-style-type: none"> <li>This Activation Plan highlights the importance of a clear vision and strategy which helps focus efforts on the issues/opportunities that are most likely to meet Kaipara's objectives</li> </ul>

## Case Study: Kawerau – Pathways to Work Programme (KPtW)

Kawerau Pathways to Work (KPtW) is an employer driven initiative designed to establish a local ‘employer-employee connect’ system to improve the likely outcomes and sustainability of employment in Kawerau workplaces.

There are two projects currently being undertaken by KPtW:

- **The Cadetship Programme** which provides a real-life experience for those intending to pursue workplace opportunities in the area, and
- **The Industry Training Support Service** will assist those current apprentices or employees requiring further training support to enable them to achieve.

KPtW has also partnered with Toi EDA, Ngati Tuwharetoa (ki Kawerau) Hauora and Tarawera High School to provide ‘fit to learn and fit to work’ programmes which actively connect with local employers and industries.

Kawerau is also supporting its community to develop coherent local plans along with employers, education and training providers, Iwi and Māori, community members, local government. These Plans have both short and long-term horizons and create co-investment priorities for interested stakeholders like central government and philanthropy.

They help build local understanding, relationships and innovation, and minimise the risks of being wholly dependent on centrally-led policies, programmes and funding streams which tend to be very short term. These Plans often include a focus on rangatahi who are NEET (not in education, training or work) as well as all age groups. See the Kawerau Pathways to Work Plan (November 2017) as an example:

<http://embracechange.co.nz/workforce-development/kawerau-pathways-to-work>





## *Case Study: Local producers who earn income from their land and supply local values-based produce for local consumers*



**Farm Next Door** is a growing network of small-scale urban organic market gardens in central New Plymouth who earn income from their land and supply local values-based produce for local consumers.

The group of local food producers are using regenerative methods - which include a strong focus on soil health and crop diversity – to supply their local community in a supply chain that is environmentally sustainable.

Massey University has partnered with the group to research Farm Next Door's next phase of development. The project *Farm to Flourish* is aimed at developing a deeper understanding of this growing movement, shifting mindsets around food production, and the new economic and business models that – if proven successful – could be used to aid similar initiatives.

The research team plans to run public workshops which may be of interest to the Kaipara Kai project.



*“True transformational change hinges on the ability to harness knowledge, practice and the power of community. This happens when people are brought together to engage meaningfully.”*

*Dr Nitha Palakshappa - Massey University, Associate Head of the School of Communication, Journalism and Marketing*



# Ancient Kauri Trail

**Meeting:** Council Briefing  
**Date of meeting:** 22 April 2020  
**Reporting officer:** Jim Sephton, GM Infrastructure Services

## Purpose/Ngā whāinga

To provide Elected Members with an overview of the Ancient Kauri Trail which is a proposed Visitor Management Plan and key component of the Kaipara Infrastructure Strategy.

## Context/Horopaki

The Tai Tokerau Northland Regional Growth Study and Economic Action Plan recognises opportunities for transformative economic growth through our visitor industry. The Northland Byway Journeys were developed to promote road 'journeys' along the Twin Coast Discovery Route, with the aim of dispersing visitors, and their spend, around the region. The Ancient Kauri Trail journey promotes the history, attractions and other points of interest along the Ancient Kauri Coast.

Using the Ancient Kauri Trail journey map as a frame for development, Kaipara District Council has an opportunity to partner with iwi, hapu, communities and other stakeholders to implement a strategy for development/management of and investment into Kaipara's visitor industry in line with MBIE Destination Management Guidelines. This strategy will leverage off existing tourism product development initiatives and incorporate a holistic approach to destination management, aligned with regional and national priorities for growth of the visitor economy.

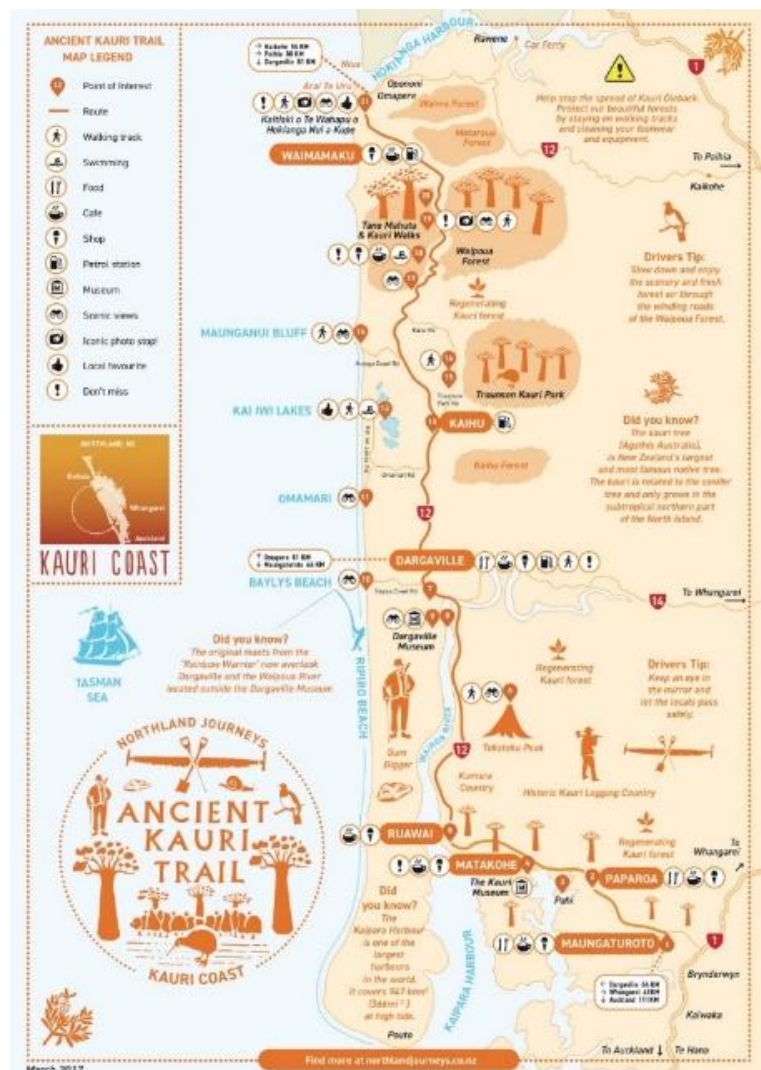
As a key element of the Kaipara Infrastructure Strategy, this programme will sit as part of the Economic Development Portfolio and include a number of projects including the Kaihu Valley Trail, Wharfs, Premier Park Facilities and Dargaville Township Improvements.

## Discussion/Ngā kōrerorero

The presentation will set out some of the key components of the Ancient Kauri Trail (AKT). A discussion paper is also attached for information and feedback.

Key questions and decisions facing Elected Members include support, or otherwise, for:

- the development of a Visitor Management Plan for the AKT developed in partnership with Northland Inc
- funding of projects within the AKT programme



- extension of the current journey map to include Kaiwaka and destinations to the east
- the development of a partnership approach to delivery of the programme with MSD to foster more training and employment opportunities for those at risk
- the promotion of the AKT.

### **Next steps/E whaiake nei**

Feedback from Elected Members will be used to shape the formation of the AKT as a formal Visitor Management Plan. Funding will be required to develop this.

The AKT will be included as part of the LTP conversation.

### **Attachments/Ngā tapiritanga**

	Title
A	Ancient Kauri Trail Discussion Paper





**Kaipara District Council**

**Ancient Kauri Coast Strategy**

**Discussion Paper**

February 2020





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ADD LATER WHEN DRAFT COMPLETE



## **Executive summary**

This Discussion Paper sets out the case for the development of an Ancient Kauri Coast Strategy, to support a coordinated and holistic approach to developing the Kaipara District's visitor economy. The purpose of this document is to support engagement with partners and stakeholders so that a robust Strategy can be developed and implemented effectively.

### ***Background***

Northland's tourism industry generated \$592m in GDP in 2019, however only \$58m of this was captured by the Kaipara District (9.8%). There are significant opportunities to:

- disperse visitors, their spend, and visitor sector investment across Tai Tokerau, in particular west into Kaipara;
- improve seasonal spread of visitors beyond the summer high season;
- better manage the impact of the visitor industry on our environment; and
- support the development of high quality, uniquely-Kaipara visitor products and services

### ***Developing an Ancient Kauri Coast Strategy***

The Ancient Kauri Trail journey map, developed by Northland Inc (in partnership with community), provides a frame for developing a coordinated and holistic strategy for developing Kaipara's visitor economy – an Ancient Kauri Coast Strategy. The vision for this strategy is an enduring partnership between Kaipara District Council, Te Roroa, Te Uri o Hau, Ministry of Social Development, Northland Inc and *community* - enabling Kaipara's communities to participate in Northland's visitor industry and the benefits that tourism brings.

An Ancient Kauri Coast Strategy would consider:

- Place - Providing the right level of service to support visitor and community activities
- Journey - Creating sustainable and enjoyable travel options to and within the Ancient Kauri Coast
- People (Te Ara Mahi) - Creating employment and business opportunities for our community.

The development and implementation of the Ancient Kauri Coast Strategy is envisaged over the 10 year period of the next Long Term Plan. A significant proportion of the strategy will be delivered by the community with Council support. Funding sources are expected to include Tourism Infrastructure Fund, National Land Transport Fund as well as local share where appropriate. It is expected that some form of joint governance will be created to oversee the development and implementation.



## 1 Background

### a) Regional context

In 2015 the Tai Tokerau Northland Regional Growth Study was completed, recognising opportunities for transformative economic growth in Northland. In 2016, in response to this study, the Tai Tokerau Northland Economic Action Plan (TTNEAP) was developed, identifying priority actions contributing to the development of the region.

The Growth Study and the TTNEAP acknowledge Northland's visitor economy as a key sector for growth, and consider the following central to this growth:

- the creation of high quality, uniquely-Northland products and services;
- the extension of seasonal visitation; and
- the widening of visitor dispersal across the region (spreading high visitor concentration on the east coast both west and north).

In 2019, the Kaipara District held only a 9.8% share of Northland's visitor economy.

#### i. *Twin Coast Discovery Route*

The Twin Coast Touring Route (TCTR) was developed initially in 1993, connecting Auckland with Northland's east and west coast highways. In 2000, the Twin Coast Discovery Route (TCDR) development project was initiated, identifying the need to disperse visitors more evenly across the route (primarily away from the east and into the north and west, including into the Kaipara District).

Supported by the TTNEAP, the Twin Coast Discovery Route Programme Business Case was jointly developed by MBIE, NZTA, Northland Inc and Local Authorities in 2017. In 2018/19, Provincial Growth Fund (PGF) funding was secured to develop a number of critical Business Cases, several of which are relevant to Kaipara's Ancient Kauri Coast:

- Northland Integrated Cycle Implementation Plan – which includes the [add far north ones], Kaihu Valley Trail and Dargaville to Maungatoroto Heartland Ride
- SH12 Opononi Business Case
- SH12 Stopping Places
- Dargaville Township Improvement Plan
- Passing lanes?
- Rest areas?
- Wayfinding?

These business cases have now been approved by NZTA and it is the responsibility of the Local Authority, in partnership with NZTA, to develop the projects through design and into construction. The business cases may also prompt related initiatives led and potentially funded by community, iwi and hapu.





## ii. Northland Byway Journeys

Supported by the TTNEAP, the Northland Byway Journeys initiative was developed by Northland Inc (in partnership with Tai Tokerau communities) to promote road 'journeys' along the Twin Coast Discovery Route, with the aim of dispersing visitors, and their spend, around the region. The Ancient Kauri Trail journey, released in 2017, is focused on the Kaipara District and promotes the history, attractions and other points of interest along the Ancient Kauri Coast. This journey is about experiencing the Kaipara's national environment, culture and way of life, and is an ideal framework on which to develop a visitor industry development strategy for the Ancient Kauri Coast.



## iii. Provincial Growth Funding

Since the Ancient Kauri Trail journey map was released, several tourism product development initiatives located on the Ancient Kauri Coast have received investment from the PGF:

- Manea – Footprints of Kupe – a visitor experience in Opononi, expected to open in 2020.
- Rakau Rangatira – a DoC/Te Roroa initiative to enhance the visitor experience at Waipoua Forest. This includes PGF funding for roading improvements provided as part of the Kaipara Kickstart PGF
- Kaipara Wharves – the reconstruction of the wharf in Dargaville will be completed in 2020 and will be followed by a number of additional wharfs and associated improvements around the Kaipara following PGF funding.

## b) National context

In 2019 the Ministry for Business, Innovation and Employment (MBIE) released the New Zealand-Aotearoa Government Tourism Strategy, setting out a more deliberate and active role for government in tourism and ensuring that:

- Tourism supports thriving and sustainable regions
- Tourism sector productivity improves
- New-Zealand Aotearoa delivers exceptional visitor experiences
- Tourism protects, restores and champions New Zealand Aotearoa's natural environment, culture and historic heritage
- New Zealanders' lives are improved by tourism.

In early 2020, MBIE released New Zealand Destination Management Guidelines, providing information and a framework for managing New Zealand's visitor destinations to ensure sustainable growth of and support for New Zealand's visitor industry.



### **c) The Ancient Kauri Coast opportunity**

Using the Ancient Kauri Trail journey map as a frame for development, Kaipara District Council has a significant opportunity to partner with iwi, hapu, communities and other stakeholders to generate a strategy for development/management of and investment into Kaipara's visitor industry. This strategy could leverage off existing tourism product development initiatives and incorporate a holistic approach to destination management, aligned with regional and national priorities for growth of the visitor economy.



## 2 Why we need an Ancient Kauri Coast Strategy

### a) The Strategic Case

Visitors are our number one industry in New Zealand and in Te Tai Tokerau account for \$592m of our GDP. As mentioned earlier, a key regional strategic priority is to tilt Northland's visitor economy east and west – in terms of both visitation and investment. Only 9.8% of the region's visitor economy, xx% of visitor nights and xx% of visitor spend is derived from the Kaipara. Given that the west coast includes communities with some of the region's lowest social-economic conditions, the opportunity to participate in the benefit of tourism is significant.

The Ancient Kauri Coast also contains some of Northland's most spectacular native bush, kauri forests and coastal environments. Among other challenges, the risk of kauri dieback presents an additional need to manage visitors well and balance growth with our expectations of kaitiaki.

In order to capture great visitor numbers on the west coast, benefit from increased visitor spend, and retain environmental management, a coordinated and holistic approach to developing and promoting the Ancient Kauri Coast as a visitor destination is required – an Ancient Kauri Coast Strategy.

[Speak to Snow regarding a paragraph on cultural significance and opportunity]

### b) Vision

A key factor of success in developing an Ancient Kauri Coast strategy will be to align key partners and stakeholders around a common mission and development objectives - these will need to be workshopped to ensure agreement and support.

Our suggested vision for the development of an Ancient Kauri Coast strategy is to 'support sustainable visitor growth which creates wealth for our communities, protects our environment and way of life, whilst providing an inspiring cultural and natural experience'.

Commented [AP-NI1]: Perhaps replace with prosperity?

The vision is unique to the Ancient Kauri Coast. It is not about attracting the most number of visitors that we can. It is not about making the most money or profit. It is about inclusive growth and setting a balance.

### c) Expected benefits of developing an Ancient Kauri Coast Strategy

It is suggested that benefits would be developed through an Investment Logic Map session as part of establishing the Strategy.

Our early thinking on expected benefits has suggested the Strategy, once implemented, would support:

- Increased visitor spend
- Reduced environmental impact
- Creating new businesses



- Increased capability and capacity in the District
- Outstanding visitor and resident experience, matched to community aspirations

#### d) Success Factors

Without a joint strategy, there is the potential for adhoc investment in the district which results in competing tourism opportunities, without the supporting infrastructure which does not create positive transformation for our community.

Conversely, establishing a joint Strategy for the AKC would be expected to

- Build community trust in tourism with investment resulting in visible benefits
- Create an efficient and effective delivery framework to optimise investment
- Make best use of resource in the region to create tourism products and build futures

**Commented [AP-NI2]:** Increased length of stay?  
Sustain and grow local businesses and services?  
Strengthen communities  
Create jobs  
Celebration of local cultures and stories

**Commented [AP-NI3]:** Reflect community aspirations  
and environmental aspirations





### 3 The Ancient Kauri Coast Structure

The suggested structure of the AKC is around three pou -

#### a) People

Building capability and capacity in the region is critical to the success of the strategy. This can be considered in terms of building infrastructure as well as within tourism as business owners, operators or employees.

Te Ara Mahi Kaipara has been established by MSD and its stakeholders. The role of this group is create the connections between its people, training and employment providers.

Innovative delivery models are being considered. For example, it has been suggested that the Kaihu Valley Trail be delivered through a partnership model between a Cycle Trust, MSD and KDC. This would see workers directly employed and trained in areas such as fencing, planting and general construction.

The opportunities for new businesses in the area should be supported. An AKC Hub would be one way of connecting potential business owners with the right advice and support to develop.

#### b) Journey

A significant part of the investment in the AKC will be in the infrastructure to transport people into and within the corridor. It is envisaged that there will be a strong focus on alternative transport modes. This both supports the kaupapa of a reduced environmental footprint, as well as creating a unique visitor experience which takes the stress out of driving.

- Water based transport will make use of our most valuable asset, the Kaipara Harbour. There will be wharfs at key locations with connections to passenger transport and cycle hire.
- Off road cycle trails from Opononi to Dargaville (through the Kaihu Valley) and ultimately from Dargaville to Mangawhai, provide an experience in themselves as well as an alternative means of travelling through the corridor.
- Locally provided tours are seen as a vital part of the journey. Already examples exist with journeys on the railway via carts, Marae excursions etc
- Longer term, the potential for rail exists with stations at Kaiwaka, Maungatoroto and Dargaville.

#### c) Place

The Strategy focuses on supporting existing communities, growing their offering and providing the necessary supporting infrastructure.

- A broader mix of accommodation is required, particularly with an increased number of cycle visitors
- Marae accommodation and tourism opportunities are already being developed and will be better supported through a joined up approach
- Co-ordination of tourism product can be achieved through place based collaboration and greater confidence with regards timing of infrastructure investment

The development of the Dargaville Township Improvement Plan is important as it puts in place the infrastructure to support a central hub for accommodation and support services to the whole AKC. Infrastructure at other stopping places – including wharfs – will be required to take care of community and visitor needs.



## 4 Implementation Structure

### a) Governance and co-ordination

It is expected that an overarching governance structure will be established to ensure that the benefits of the strategy are realised. This is likely to include

- Iwi – Te Roroa and Te Uri O Hau
- Council – KDC and FNDC
- Ministry of Social Development (MSD)
- Department of Conservation (DoC)
- Northland Inc

Co-ordination of efforts and collaboration across different groups will be required. The model to be adopted will be determined through the development of the strategy. It is likely to include the Governance representatives as well as

- MBIE
- NZTA
- Bike Kaipara / Bike Northland

### b) Engagement

Building trust with the community will be a critical element of the Strategy. It is important that an understanding of the big picture is shared, the opportunity for the community understood and the concerns of landowners and other affected parties appreciated.

### c) Funding

The financial model for the Strategy needs to be developed. There is an opportunity to develop a system which recognises visitor spend – operations & maintenance – community improvements.

The establishment of infrastructure to support the AKC will come from a number of sources, e.g.

- National Land Transport Fund
- Tourism Innovation Fund
- Regional Infrastructure Fund
- Long Term Plan

Trust led development and delivery of aspects of the strategy will also allow for alternative funding sources to be explored.

**Commented [AP-NI4]:** Led by a Trust or led with trust between parties?

### d) Timeframes

Development and Implementation of the AKC Strategy is illustrated below

20/21	21 to 24	24 to 27	
			Confirm Strategy   Long Term Plan   Engagement
			Design and consenting   Phase 1 projects
			Phase 2 projects



## Next steps

Engagement with all partners and stakeholders will be undertaken to explore the strategy. Key questions are

- Does your organisation support the strategy? Willing to sign up as a partner/stakeholder?
- What risks does the strategy need to recognise?
- What refinement to the vision, benefits, structure and implementation should be considered?

All Councils are currently developing their Long Term Plans. Draft LTPs are expected to be completed by mid 2020 and these will be finalised by May 2021. Therefore this year is critical in terms of planning and agreement on funding/investment priorities.

Engagement with the community as early as possible is critical to build trust. There are projects within the Strategy that may be of concern to land owners and other affected parties. Early engagement with those parties could reduce anxiety in the community and help foster a positive environment for the future.





## 3 Waters Review Update

**Meeting:** Council Briefing  
**Date of meeting:** 22 April 2020  
**Reporting officer:** Donnack Mugutso, Waters and Waste Manager

### Purpose/Ngā whāinga

To brief the Council on the 3 Waters Review and likely implications for Kaipara.

### Context/Horopaki

After the Havelock North contamination in August 2016, the government set out to reform the water sector by introducing a regulatory framework and explore delivery models in New Zealand while investigating funding options.

The latest Government direction is that 'voluntary' arrangements need to be put forward by the end of the year. The Northland Councils intend to apply for funding for a Business Case which will consider alternative models and help shape the recommendation for Northland.

The discussion below covers

- Water Services Regulator Bill
- Water Service Delivery
- Other legislation and standards review

There is an opportunity for Elected Members to provide feedback which will shape a proposed Business Case – part funded by Government – to investigate delivery models. Council will need to agree a voluntary model before the end of the year.

### Discussion/Ngā kōrerorero

#### Water Services Regulator Bill

In February 2020 the Government released a cabinet paper on The Water Services Regulator Bill. The Water Services Regulator Bill, which is now in the Select Committee after it was released in December for public comment seeks to:

- Implement government decision to create a new regulatory body to administer, enforce, the new drinking water regulatory system after the Havelock North campylobacter outbreak and the subsequent enquiry.
- Establish Taumata Arowai the Water Services Regulator which is a Crown entity and reports to a Minister.
- Provide for the Regulator's objectives, functions, operating principles and governance.

It seeks to address the issues raised from the havelock North Inquiry, particularly:

- Provide clear leadership for drinking water regulation, through a new, dedicated, centralised regulator.
- Significantly strengthen compliance, monitoring, and enforcement relating to drinking water regulation, and equip the new regulator with the powers and resources needed to build capability, support suppliers of all kinds to meet their regulatory obligations, and take a tougher, more consistent approach to enforcement where needed.
- Manage risks to drinking water safety and ensure that source waters are protected.
- Ensure that more people can access water that is safe to drink, by requiring all suppliers (except individual domestic self-suppliers) to be part of the regulatory system, and to provide safe drinking water on a consistent basis.
- Improve the environmental performance and transparency of wastewater and stormwater networks.
- Improve national-level leadership, oversight, and support relating to wastewater and stormwater.

The Bill forms part of broader reforms within the water sector in New Zealand. It also emphasises consultation and engagement with regulated parties including Maori and focuses on building capability and capacity within the Taumata Arowai and across the water sector. The other proposed Bill will give effect to proposals to implement sector wide reforms to the regulation of drinking and source water and targeted reforms to wastewater and stormwater.

It should also be noted that some reform and reviews of regulation and standards that affect the water sector have started. In 2018, the Ministry of Health published the revised Drinking Water Standards for New Zealand 2008 (Revised 2018) which brought in stricter monitoring of management of the water network distribution and refinement to laboratory testing that now requires some enumeration of pathogens for example. At the same time the Ministry also published more stringent requirements for Water Safety Plans through the New Zealand Drinking-water Safety Plan Framework and the Handbook for Preparing Water Safety Plans. Under the new Framework for Water Safety Plans, the Council as the governance body is now required to have oversight and buy in from the start of the process of preparing water safety plans and right up to adoption and implementation. This is achieved through the relationship of the Water Safety Plan to the organisational policy and strategy.

### **Water Service Delivery**

The government released two documents in February 2020 focusing on delivery and funding options:

- *28 January 2020, C-20-MIN-0006 Minute: Three Waters Service Delivery and Funding Arrangements: Approach to Reform, Cabinet Office*
- *28 January 2020, Cabinet Paper: Three waters service delivery and funding arrangements: approach to reform, Office of the Minister of Local Government.*

In the documents, there are 3 delivery options largely drawn from international examples namely:

- 1 One national publicly-owned water provider delivering water services across New Zealand (this model has been adopted by Scotland).
- 2 Three to five multi-regional, publicly-owned water providers delivering water services across multiple regions (This model was presented by the Minister at the commencement of the Three Waters review).
- 3 Regional, publicly-owned water providers delivering water services within regional boundaries.

The paper is clear that there is an opportunity for Territorial Authorities (TA) to form voluntary aggregations and by the end of the year (2020) the expectation is that:

- All councils will have initiated work to investigate new service arrangements, either within regions or in participation with other regions
- At least two or three regions will have identified a preferred option and will be preparing to consult on, or will be about to implement new service arrangements.

There is financial assistance to TAs to prepare business cases and the applications are considered on a case by case basis. The Minister of Local Government acknowledges that there will be further funding required and this is currently under investigation.

If there is no sufficient traction from local government to improve water service, the government may intervene.

Officers from the three Councils are preparing a paper which will be presented at the Northland Forward Together meeting. This will include options to be considered in the Business Case.

### **Other Legislation and Standards Review**

The Ministry for the Environment recently consulted on the review of the National Policy on Freshwater Management and Proposed National Standards for Freshwater. Among others, the Government proposes new requirements that would:

- strengthen Te Mana o Te Wai (the influence of water) as the framework for freshwater management
- better provide for ecosystem health (water, fish and plant life)
- better protect wetlands and estuaries

- better manage stormwater and wastewater, and protect sources of drinking water
- control high-risk farming activities and limit agricultural intensification
- improve farm management practices.

This change will affect the management of stormwater and wastewater and the quality of discharges from our networks.

The Government also announced last July the review of the resource management system with a focus on the Resource Management Act 1991 with expected reform proposal by mid-2020. An issues and options paper released last year covers what the reform would look like, why it's needed and considers 14 key issues ranging from legislative architecture, planning, policy and compliance to climate change, allocation and national direction.

The review will affect how the national standards for 3 waters discharges to the environment will be written and will provide direction on the principle of the current "effect based" approach to allowable discharge contaminants as opposed to maximum allowable values.

Another Bill introduced recently is the Infrastructure Funding and Financing Bill which intends to provide a financial model that can work for the spending constraints of local governments while supporting infrastructure for housing, urban development and functioning urban land markets. It enables companies, limited partnerships, Crown entities or other persons to be a Special Purpose Vehicle (SPV) which can be responsible for:

- Financing and construction of infrastructure assets
- Service the finance raised to cover the cost of infrastructure via a multi-year levy.

The SPV has the ability to construct, place and maintain water services infrastructure on roads and public areas among other powers. The levy applies to a geographic area of land, which will be identified within each levy order and is paid by the person that is liable to pay the rates on a property.

This legislation will likely affect the way Territorial Authorities operate as the SPV could be competing for rates with TAs.

## Next steps/E whaiake nei

The Council considers these new reforms in light of formulation of policy, strategy and funding under a new regulatory environment.

Officers will collaborate with Far North District Council

Staff continue to engage at a regional and national level to collect and bring to Council for decision any matters arising from the proposed changes.

## References

Atkins, H. & Gray, T. (2020). New Bills and Legislation for Water Sector. *Water*, 52-53.

Ministry for the Environment, (2020). Action for Healthy Waters: Our Proposals, your views. <https://www.mfe.govt.nz/consultation/action-for-healthy-waterways>

Ministry of Health. (2018). New Zealand Drinking-water Safety Plan Framework. *Wellington: Ministry of Health*.

Ministry of Health. (2019). Handbook for Preparing a Water Safety Plan. *Wellington: Ministry of Health*.

Weston, S. (2020). Four Waters Advisory Group Northland Update – Three Waters Review update on 'Water Services Bill' and 'Three Waters Service delivery and Funding Arrangements' *Unpublished*, 1-2, 4-5.





# Draft Spatial Plan for Mangawhai

**Meeting:** Council Briefing  
**Date of meeting:** 22 April 2020  
**Reporting officer:** Paul Waanders, District Planner

## Purpose/Ngā whāinga

To inform Elected Members of the Draft Spatial Plan for Mangawhai and get direction for the upcoming public consultation on the Draft Spatial Plan.

## Context/Horopaki

Following the Council Briefing on 04 December 2019 on the Spatial Planning Process for Mangawhai the proposals were made available to the public via Council's website and a survey with targeted questions. The Draft Spatial Plan for Mangawhai is now available for Elected Members to discuss before the proposals are notified for public comments.

## Discussion/Ngā kōrerorero

The project started on 9 July 2019 and followed the 'Inquiry-by-Design' process. The project plan was submitted to Council at its ordinary meeting on 26 September 2019 followed by a progress report to the Council Briefing on 4 December 2019.

Three staff sessions, including the two day 'Inquiry-by-Design' session, were attended. One Mana Whenua meeting and two public engagements culminated in an opinion survey over the December/January period to give residents and visitors an opportunity to provide their opinions on the proposals and alternative suggestions.

The survey attracted 149 responses with comments clearly indicating that growth in Mangawhai should be managed. Key points as follows:

- High density residential development was not favoured but medium density (subdivisions of existing lots and multiple dwellings on one property) would be acceptable notwithstanding that the majority of respondents favoured low density residential development — single dwelling units and a choice of lot sizes
- Medium density areas should be identified, although infill of existing vacant land was neutral whilst minor self-contained units on the same property was strongly supported which indicates support for the holiday character of Mangawhai.
- Support was expressed to contain the Mangawhai growth area and that industrial and commercial uses should not escape into rural production areas.
- The rationalisation of the lifestyle areas was favoured using the tools of environmental enhancement in these areas to keep and enhance the ecological values.
- There was strong support to locate business and employment in areas identified and not to allow the establishment of further satellites.
- The Open Space proposals and the walkways were unanimously supported with comments about the lack of implementation evidence.

The consultants have now delivered the Draft Spatial Plan for Mangawhai (**Attachments A and B**) with the Vision being:

- Protect its natural setting;
- Offer diverse and affordable living and working choices; and
- Celebrate the Iwi culture, its heritage and embrace the future.

The report identifies the themes and the outcomes in seven chapters being:

- Natural environment
- Iwi and Cultural
- Three Waters
- Living environment
- Community

- Employment
- Transport.

These chapters do not only identify physical development areas but makes recommendations for actions and describes the implications for the District Plan Review. Please refer to pages 25-30 where the methods to manage growth in the residential and rural residential areas are laid out.

## **Next steps/E whaiake nei**

Elected Members will now have the opportunity to add their views to the proposals before the Draft Spatial Plan for Mangawhai is submitted to Council on 27 May 2020 for approval to be notified for general comments over a limited time period. The final report will be submitted to a Council Briefing in 01 July 2020 prior to recommendation for adoption on 29 July 2020.

## **Attachments/Ngā tapiritanga**

	Title
A	Draft Mangawhai Spatial Plan
B	Appendices to the Draft Mangawhai Spatial Plan



DRAFT 11-03-2020

# MANGAWHAI SPATIAL PLAN

KAIPARA DISTRICT COUNCIL

**CAMPBELL BROWN PLANNING LTD**

AND:

**URBANISMPPLUS LTD**

MARCH 2020



Kaipara te Orangahui • Two Oceans Two Harbours



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J0680

*This report is a summary of the outcomes of a series of focus group meetings, consultation sessions, and workshops. Much of the analysis, including diagrams and maps, has been produced in a workshop context and are indicative only. The main aim of this analysis is to provide background to the proposals. The projects and initiatives within this report should also be considered provisional only.*



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## EXECUTIVE SUMMARY

The Kaipara District Council (KDC) commissioned the development of a Spatial Plan for Mangawhai. The Spatial Plan was developed and delivered through a series of consultation sessions and an 'Inquiry-By Design' workshop in the period between July and December 2019.

The aim of the Spatial Plan is to provide a high-level 'spatial picture' of how Mangawhai could grow over the next 30 years, address the community's social, economic and environmental needs, and respond to its local context.

The Spatial Plan will provide the KDC with an effective and legible tool to move from vision to strategy, and from strategy to action by setting out specific, prioritised initiatives at the district and local level.

### Vision

A cohesive Mangawhai community that:

- Respects its natural setting;
- Offers diverse and affordable living and working choices; and
- Celebrates its iwi culture, its heritage, and embraces the future.

The plan continues to support the overall vision for the area that was set out in the Mangawhai Community Plan 2017 (MCP):

*Mangawhai will grow well. While we grow, we shall care for nature, encourage a slow pace and active lifestyle, and retain the coastal character and history.*

### Spatial Plan Themes

To achieve the vision and respond to the opportunities identified through the process, seven themes were developed, each with their own aim. These are as follows:

- **Natural environment:** protect and enhance biodiversity links, waterways, and the coastal area.
- **Iwi and cultural:** celebrate Māori culture and make local history visible.
- **Three Waters:** provide efficient, clean infrastructure that will serve the community well into the future.
- **Living environment:** direct growth outcomes which support community needs and housing choices.
- **Community:** strengthen, enable and connect the local community through facilities and programmes.
- **Employment:** support the local economy, and attract more visitors, entrepreneurs, and employment uses.
- **Transport:** improve safe walking and cycling options, and manage vehicular traffic.

### Key outcomes of the Spatial Plan

A series of actions are recommended for each theme. In headline terms these include the following:

#### Natural environment

- Enhance and protect the ecological corridors from the hills to the sea.
- Improve connectivity and public access to the local natural environment.
- Provide blue-green infrastructure to enhance biodiversity, environmental health and stormwater management.

#### Iwi and cultural

- Identify, protect and communicate the cultural and archaeological histories of the people of Mangawhai.
- Work directly with Te Uri O Hau with the implementation of all Iwi initiatives in the Spatial Plan.

### Three Waters

- Develop a long-term sustainable mechanism for the treatment and disposal of wastewater.
- Achieve hydrological neutrality and quality discharges across the Mangawhai catchments.
- Develop a long-term strategy for the supply of potable water.

### Living environment

- Make more efficient use of the existing, and slightly expand, the residential zone.
- Create rural residential zones.
- More strongly protect the rural zone for rural production activities.

### Community

- Provide additional community facilities that continue to meet the needs of the growing and developing community.
- Advocate for the provision of a Secondary School.
- Develop and implement a strategy to address the shortage in aged care facilities.
- Support initiatives for a safer community.

### Employment

- Provide additional business zoned land to provide for local economic growth and employment.
- Provide additional industrial land to meet future demand.
- Develop and implement an employment and business attraction strategy in conjunction with business networks.

### Transport

- Increase connectivity and ease of movement within and around Mangawhai through upgrades of roads and bridges.
- Improve walking and cycling conditions and connections.
- Redesign the Alamar Street boat ramp carpark area.

## SECTION 1 - INTRODUCTION

### 1.1 PROJECT BACKGROUND

Mangawhai is a coastal community located around the Mangawhai Harbour on the east coast of the Kaipara District. The rural area surrounding the town stretches out towards the Brynderwyn Hills to the north and State Highway One and Kaiwaka to the west (refer to **Figure 1-1**). The territorial authority border with Auckland Council is nearby to the south.

Mangawhai has a distinctive coastal and rural character that makes it an attractive location for people to live and recreate. It has traditionally been, and still is, a popular holiday destination with a large number of existing dwellings utilised as holiday houses. This results in the population more than doubling during the peak summer months.

The proximity of Mangawhai to State Highway One (refer to **Figure 1-2**) and the wider Auckland metropolis means that the town and surrounding areas have also become increasingly popular locations for people to reside, while commuting to Auckland and Northland for employment.

The Mangawhai town and surrounding areas have experienced significant growth in permanent population over the past 15 years. It has become the second largest town and the fastest growing urban area in the Kaipara District. This growth has resulted in a gradual but measurable change in the physical and social characteristics of the area. These changes include an increase in land subdivision both within the existing urban areas and the surrounding rural areas. The increased permanent population also places more demand on the physical and community infrastructure such as roading, three waters and community facilities.

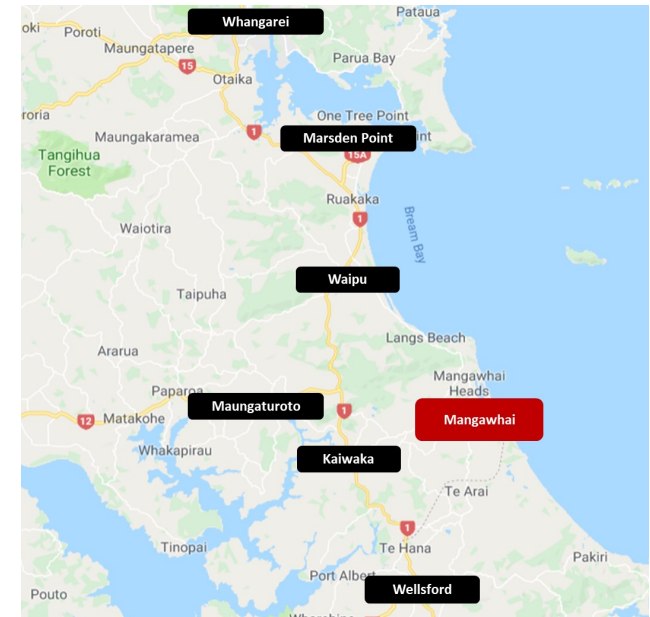


ABOVE FIG. 1-1: Aerial photo of the wider Mangawhai area

### 1.2 PROJECT PROCESS

In mid 2019 KDC commissioned Urbanismplus and Campbell Brown Planning to develop a Spatial Plan for the Mangawhai area. This Spatial Plan has been informed by a series of consultation sessions and an 'Inquiry-by-Design' workshop, held in the period between August and December 2019.

Refer to **Appendix A** for a comprehensive description of the project process.



ABOVE FIG. 1-2: Mangawhai in the context of SH1 between Wellsford and Whangarei

### 1.3 PROJECT PURPOSE

The purpose of the Spatial Plan is to provide a high level development strategy that provides a framework for Mangawhai to accommodate growth over the next 25 to 30 years. The strategy addresses the environmental, social, cultural and economic needs that are important to the community, while recognising the implication of natural and physical constraints for the future development of the area.

The Spatial Plan will provide the KDC with strategic directions and recommendations for decision making related to council regulatory plans, infrastructure investment, and service provision.

## 1.4 PROJECT OUTPUT: SPATIAL PLAN

### Scope

The Spatial Plan covers the Mangawhai urban area and immediate surrounding rural land. It is a visual illustration of:

- The recommended future location, form and mix of residential, rural community and business areas;
- Critical transport initiatives;
- Three waters, and other infrastructure and facilities upgrades;
- Environmental and cultural initiatives; and
- Relevant environmental constraints, including natural hazards.

The Spatial Plan proposes specific actions for the Council to implement. This includes:

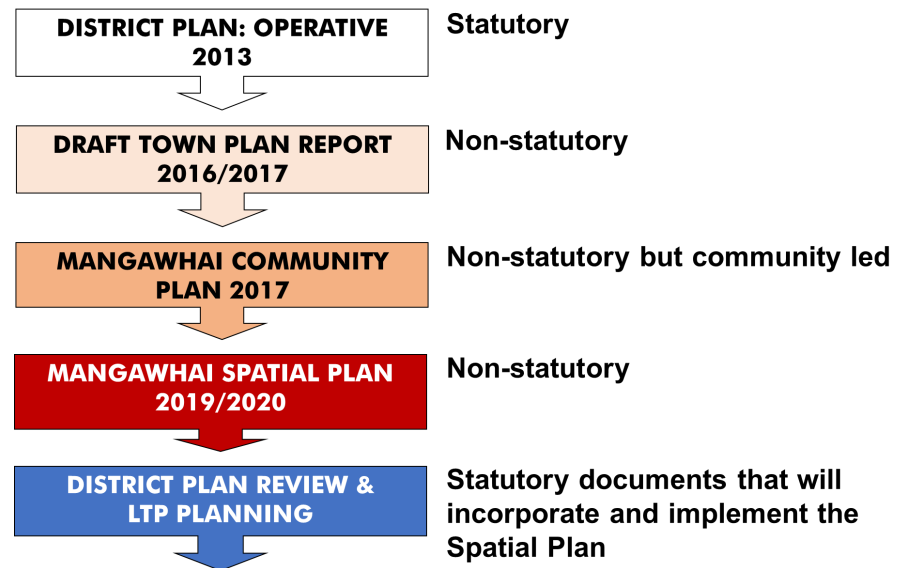
- Further information required to make informed decisions around planning and funding of infrastructure; and
- The review of the operative Kaipara District Plan provisions.

### Regulatory Status of the Spatial Plan

The regulatory status of the Spatial Plan is diagrammatically depicted in **Figure 1-3**.

The Mangawhai Spatial Plan is a non-statutory document that builds on previous work undertaken by KDC since the adoption of the operative District Plan in 2013. It also builds on the Key Moves set out in the MCP.

The Spatial Plan will inform the review and preparation of statutory documents required by the Resource Management Act 1991 and the Local Government Act 2002, such as the Kaipara District Plan and the KDC Long Term Plan.



ABOVE FIG. 1-3: The regulatory status of the Spatial Plan



## SECTION 2 - MANGAWHAI SPATIAL PLAN 2020

### 2.1 THE VISION

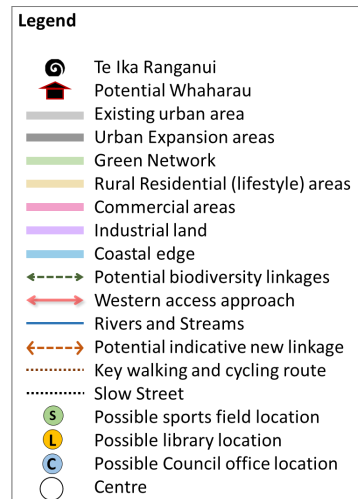
The Mangawhai Spatial Plan is depicted in **Figure 2-1**. It works to achieve:

A cohesive Mangawhai community that:

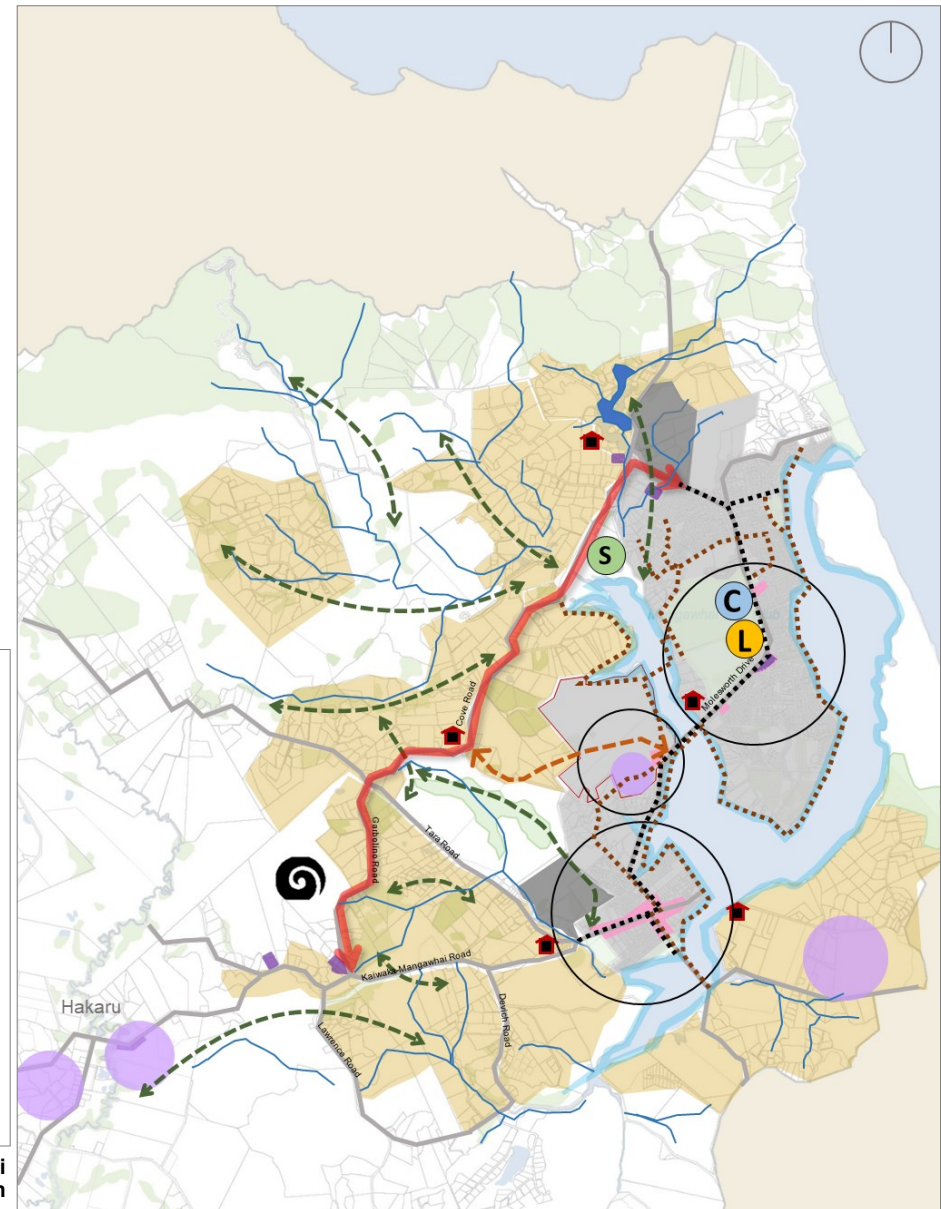
- Respects its natural setting;
- Offers diverse and affordable living and working choices; and
- Celebrates its iwi culture, its heritage, and embraces the future.

The plan continues to support overall the vision for the area that was set out in the MCP:

*Mangawhai will grow well. While we grow, we shall care for nature, encourage a slow pace and active lifestyle, and retain the coastal character and history.*



**RIGHT FIG. 2-1: Mangawhai Spatial Plan**



## 2.2 THE OPPORTUNITIES

The opportunities identified through the Spatial Plan process are diagrammatically depicted in **Figure 2-2**. The opportunities identified reflect the desires of the local community to:

- Protect and enhance the natural environment, landscape and coastal character;
- Provide community facilities to serve the growing number of permanent residents;
- Accommodate a growing population mostly within the existing urban areas, while at the same time recognising that some parts of the Mangawhai area need to remain unchanged;
- Provide economic growth and employment; and
- Upgrade transport routes within and around the urban area to serve the local community and those travelling to other centres.



ABOVE FIG. 2-2: Mangawhai Spatial Plan opportunities



## 2.3 THE CONSTRAINTS

### Constraints considered

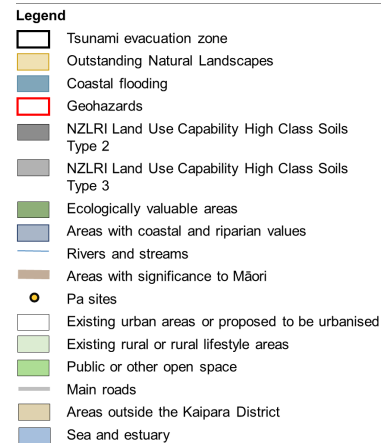
The constraints taken into account in the Spatial Plan are diagrammatically depicted in **Figure 2-3**.

These constraints include:

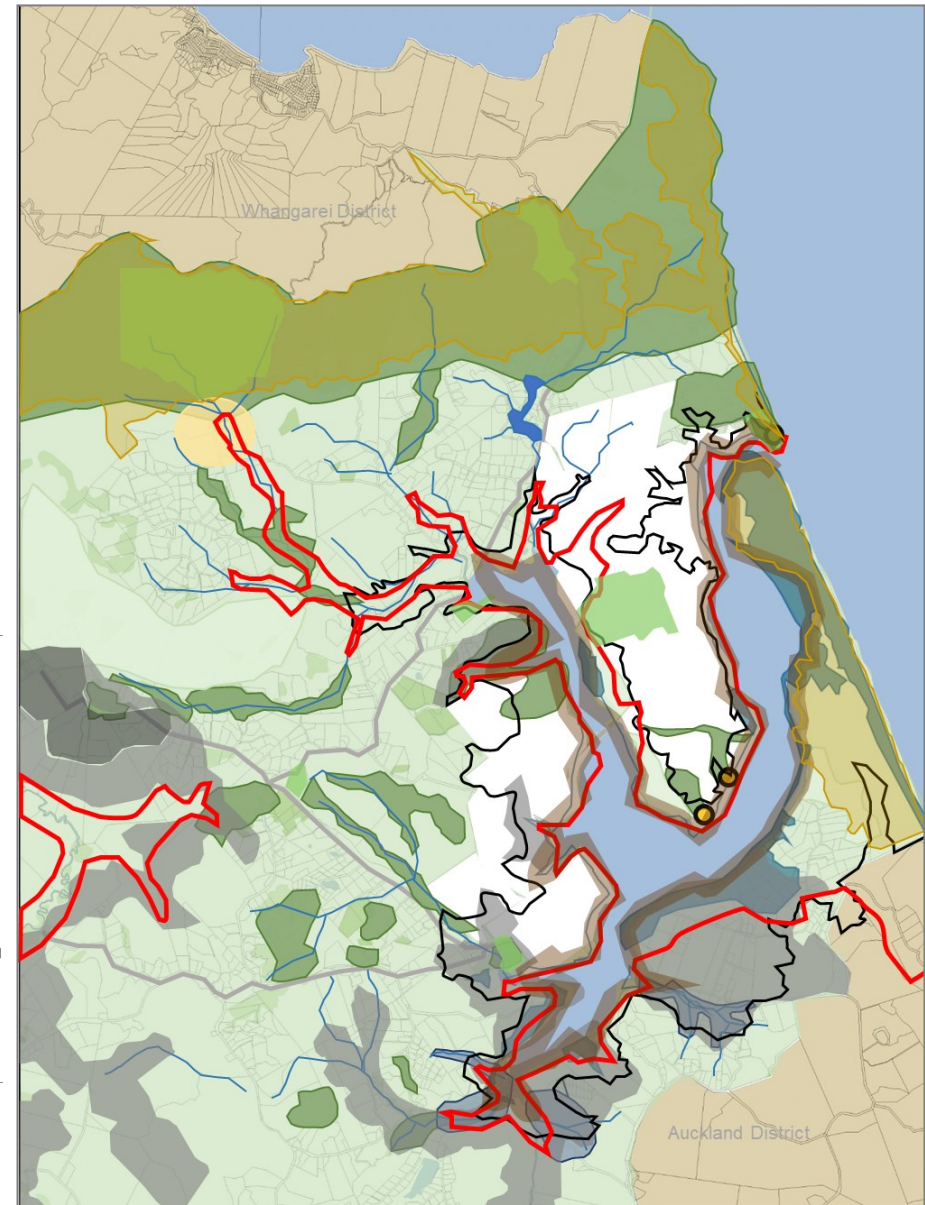
- Tsunami evacuation zone;
- Outstanding Natural Landscapes;
- Coastal flooding;
- Geohazards;
- NZLRI Land Use Capability High Class Soils Types 2 and 3;
- Ecologically valuable areas;
- Areas with coastal and riparian values;
- Rivers and streams;
- Areas with significance to Māori and Pā sites;
- Existing rural or rural lifestyle areas;
- Public or other open space; and
- Sea and estuary.

These constraints relate to the physical and natural features of the Mangawhai area. Many of these areas were identified as high importance for protection in the MCP. These features should be taken into account in planning considerations and may require specific management through design or in some cases may direct the avoidance of development in specific locations.

These constraints provide general guidance for the purposes of the Spatial Plan, but will require more detailed site specific investigation for any future plan change or infrastructure planning.



**RIGHT FIG. 2-3: Overlay of key constraints impacting (re) development in the wider Mangawhai area**



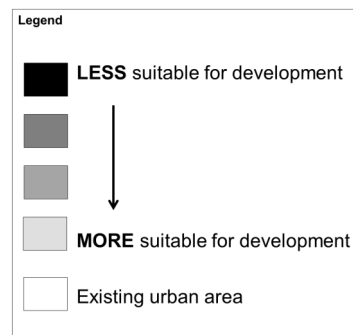
### Suitability for development

On **Figure 2-4** all of the identified physical and natural constraints are combined. This provides a high level illustration of land suitable for further development in the Mangawhai area.

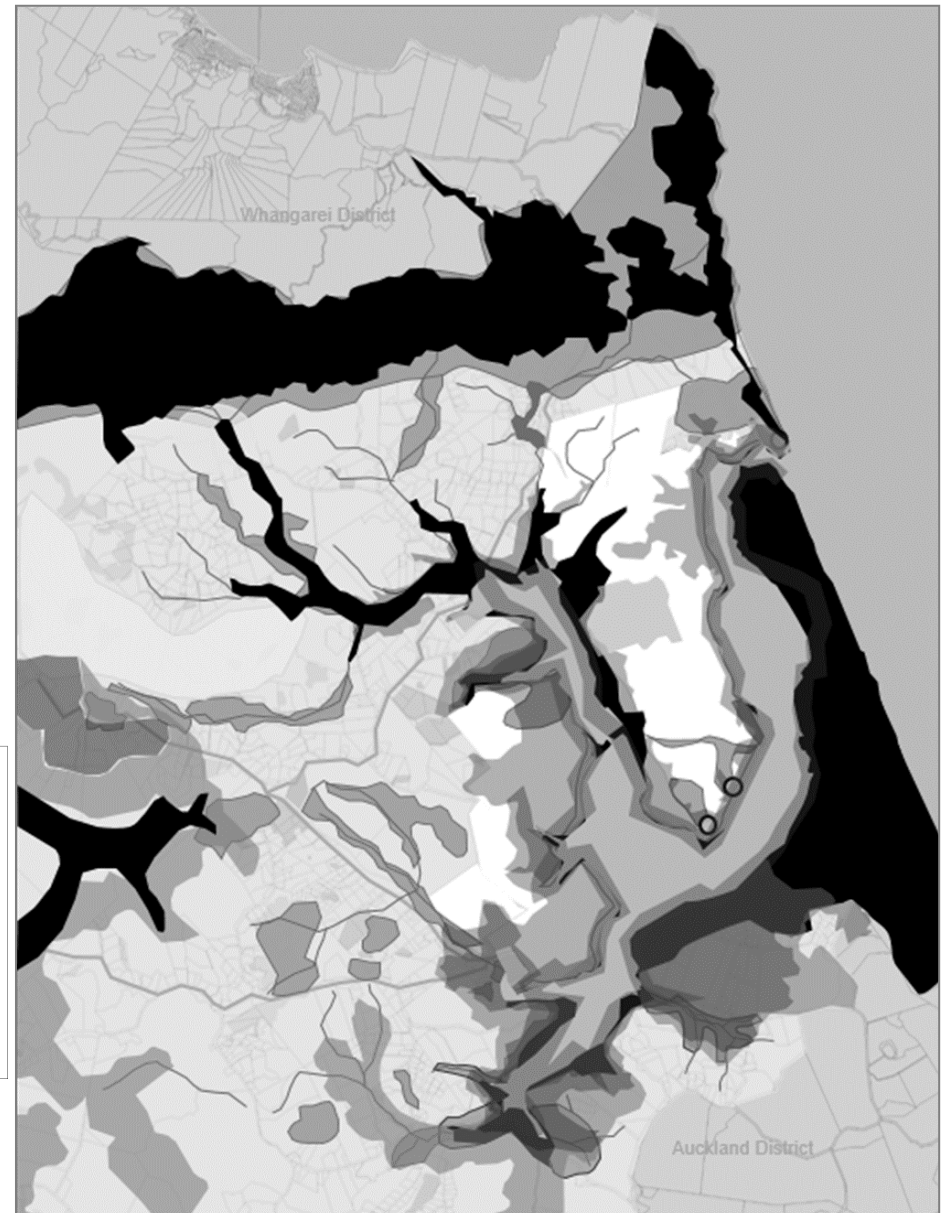
The dark areas of the map are the least suitable for development and generally speaking represent Outstanding Natural Landscapes, ecologically valuable areas and sites important to Te Uri O Hau; along with flooding and land instability.

Lighter coloured areas that are more suitable for development tend to be existing urban zoned areas and existing rural areas that are not susceptible to natural hazards or identified as ecologically valuable areas.

It should be noted that the map does not include landscape character, which is an important consideration and potential constraint identified by the MCP and subsequent community consultation by KDC.



**RIGHT FIG. 2-4:** Indication of the suitability of the wider Mangawhai area for (re) development, derived from the constraints mapping.





## SECTION 3 - THE SPATIAL PLAN THEMES

In response to the opportunities and constraints identified, seven themes, or topic areas, were identified. A series of actions are recommended for each theme.

The following sub-sections present the theme areas in the following sequence:

- 3.1 Natural Environment
- 3.2 Iwi and Heritage
- 3.3 Three Waters
- 3.4 Living Environment
- 3.5 Community
- 3.6 Employment
- 3.7 Transport

The main aim for each of the themes is included in the table, **Figure 3-1**.

1	natural environment	<b>protect and enhance</b> biodiversity links, waterways, and the coastal area
2	iwi and cultural	<b>celebrate</b> Māori culture and make local history visible
3	three waters	<b>provide</b> efficient, clean infrastructure that will serve the community well into the future
4	living environment	<b>direct</b> growth outcomes which support community needs and housing choices
5	community	<b>strengthen</b> , enable and connect the local community through facilities and programmes
6	employment	<b>support</b> the local economy, and attract more visitors, entrepreneurs, and employment uses
7	transport	<b>improve</b> safe walking and cycling options, and <b>manage</b> vehicular traffic

ABOVE FIG. 3-1: The Spatial Plan themes and the aim for each theme

## 3.1 Natural Environment



Enhance and protect the ecological corridors from the hills to the sea

Improve connectivity and public access to the local natural environment

Provide blue-green infrastructure to enhance biodiversity, environmental health and stormwater management



### 3.1 NATURAL ENVIRONMENT

The aim under this theme is to:

**Protect and enhance biodiversity links, waterways, and the coastal area.**

#### Existing Situation

The natural environment of Mangawhai is one of its most valued features. The coastal aspect of Mangawhai with its network of streams, vegetation, and coastal edges adds significantly to the character and ecology of Mangawhai (refer to **Figure 3-1-1**).

Currently there is a lack of scientific information about the state of the local environment. It is however known that there are limited vegetated open spaces and linkages within the existing urban area. Further, mangrove management within the harbour and estuarine areas is a contentious issue with conflicts between the ecological service provided by mangroves and their impact on the visual landscape and access to the coastline and waterways.

#### Community Values

The natural environment, including its areas of ecological value and greater landscape character, are important for the Mangawhai community's sense of identity. Mangawhai's unique character is a draw card for residing in and visiting the area. The health and well-being of the Mangawhai Harbour and wider environment is also central to Te Uri O Hau's overarching kaupapa of kaitiakitanga, particularly in relation to water quality and habitat protection and enhancement.

The MCP refers to the protection and enhancement of natural assets and open spaces that connect people with nature and at the same time fulfil an ecological role.

**RIGHT FIG. 3-1-1 : Mangawhai's natural environment, including areas of ecological value and greater landscape character**



## Recommended Actions

The following KDC priority actions are recommended in order to achieve the community's aspirations. These recommendations are intended to provide Blue-Green Infrastructure to enhance biodiversity and environmental health, stormwater management, and provide connections and open space for residents.

1. Produce and implement Catchment Management Plans that:
  - a) Identify existing ecological conditions;
  - b) Strengthen existing, and establish new ecological corridors from the hills to the sea;
  - c) Apply Low Impact Design (LID) stormwater management; and
  - d) Introduce engineering standards for the design and construction of three waters infrastructure.
2. Develop and implement a local indigenous biodiversity strategy.
3. Promote and support community groups to undertake ecological restoration activities. This includes continued support of existing habitat restoration initiatives related to river banks, lakes, gullies, ranges, and wetlands.
4. Improve access to the local natural environment along with connectivity across the Mangawhai area by utilising the Green Network corridors as walkways or shared paths.
5. Showcase and promote best practice environmental management across Council operations and delivery of services. The Council should also maintain, promote, and possibly extend Council funding initiatives (e.g. through the conservation fund) and target existing funding gaps for positive land management practices, such

as fencing bush blocks and fragments, and pest control.

6. Identify, maintain, protect and enhance the kiwi zone located in the foothills of the Brynderwyn Hills.
7. Manage mangroves within the Mangawhai Harbour.
8. Redesign the stormwater outlet structure at Mangawhai Heads beach.
9. The implementation of the recommendations listed above will require the collection of information that is not currently held by the Kaipara District Council, including (but not limited to):
  - a) The impact of captured stormwater on natural stream ecosystems;
  - b) The demand on bore water supply;
  - c) Assessment of the Landscape character and suggested restoration methodology; and
  - d) Identification of significant ecological areas to be protected.

## Implications for the Kaipara District Plan

Current policies, rules and standards in the District Plan should be reviewed to ensure that they reflect the community aspirations for the natural environment set out in the Mangawhai Community Plan and this Spatial Plan. This should include:

1. Create protection mechanisms for identified Significant Natural Areas and Outstanding Natural Landscapes and Features.
2. Identify potential eco-corridors to connect Mangawhai ecological areas with SNAs and riparian margins.
3. Require the enhancement of waterways and encourage riparian and buffer planting for new developments/subdivisions.
4. Ensure that the District Plan rules assist with the protection of existing notable environmental



ABOVE FIG. 3-1-2: Mangrove on the edge of the coast



ABOVE FIG. 3-1-3: Native bush and ecological linkages

features and provide opportunities for additional development potential on the basis of the protection and enhancement of the environment, particularly in relation to the coastal environment, rivers in the rural residential environment.

5. Review the Notable Tree schedule.
6. Enhance development outcomes in relation to nature in the Residential zones.



## 3.2 Iwi and Cultural



Identify, protect and communicate the cultural and archaeological histories of the people of Mangawhai

Work directly with Te Uri O Hau with the implementation of all Iwi initiatives in the Spatial Plan



### 3.2 IWI AND CULTURAL

The aim under this theme is to:

**Celebrate Māori culture and make local history visible.**

#### Existing Situation

Te Uri o Hau are the hapu of Ngati Whatua iwi with mana whenua and tangata whenua associations to the ancestral lands, waterways, Wāhi Tapu and other taonga in Mangawhai<sup>1</sup>. The Te Uri o Hau Claims Settlement Act 2002 acknowledged the historical claims and the breaches of Te Tiriti o Waitangi/the Treaty of Waitangi and its principles by the Crown in relation to Te Uri o Hau historical claims.

At present there is little physical presence and wider community awareness of Te Uri O Hau's history within the Mangawhai region.

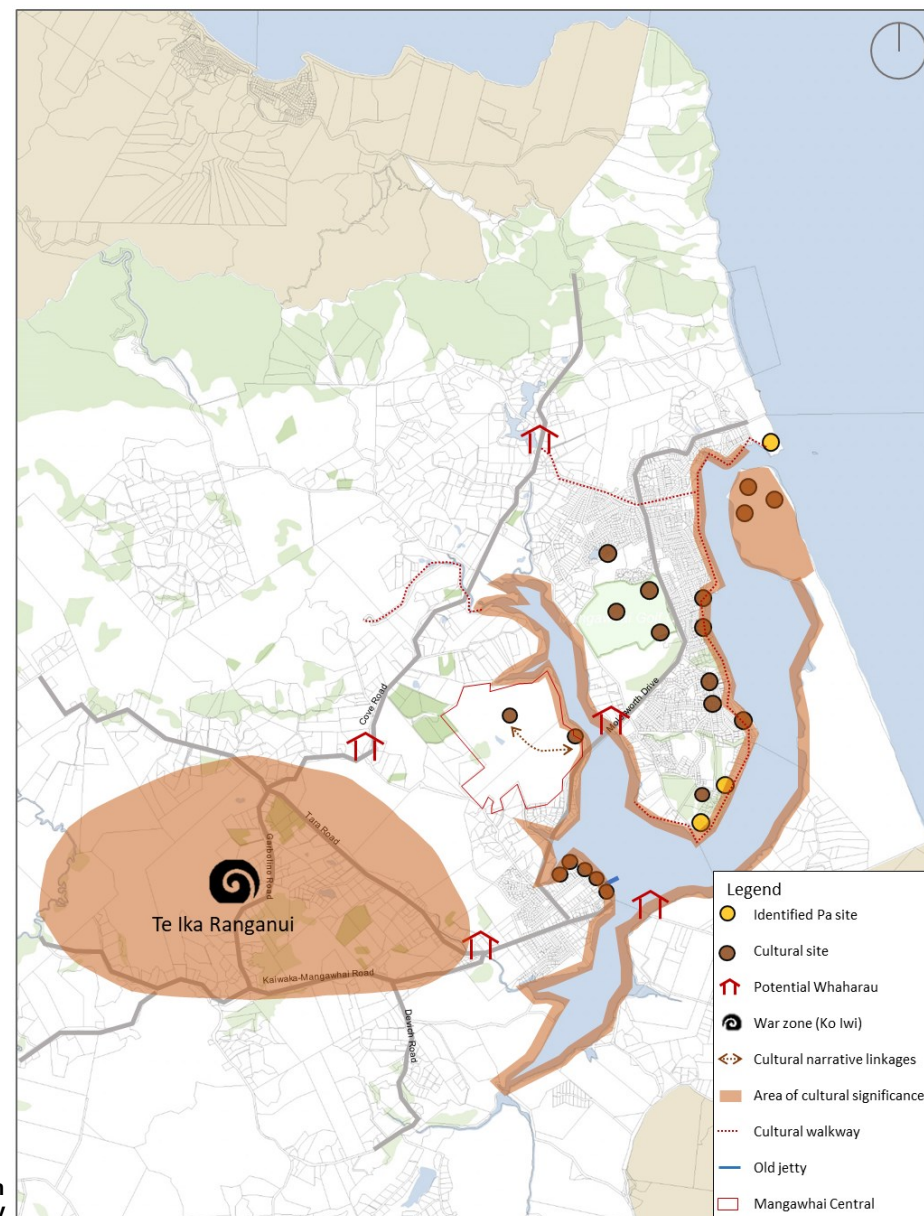
#### Community Values

The history and cultural values of Te Uri O Hau are important factors in the development and growth of Mangawhai. In addition to their history, the cultural values of Te Uri O Hau are important to the environmental management of Mangawhai, its growth and development. These values are noted within Part 2 of the Resource Management Act, and Te Uri o Hau Claims Settlement Act 2002.

The protection and interpretation of archaeological sites of significance in the area have been identified as important ways to celebrate Te Uri O Hau's traditional, spiritual, historical and cultural heritage and values throughout Mangawhai. Celebrating and sharing Māori history, stories, and arts provide opportunities for all Mangawhai residents and visitors to learn about, experience and embrace Te Uri O Hau's Māori culture. Some of these opportunities are depicted in **Figure 3-2-1**.

<sup>1</sup>Cultural Impact Assessment for Kaipara District Council Mangawhai Town Plan Development, Mangawhai, May 2017, prepared by Te Uri O Hau Enviroms Holdings Limited.

**RIGHT FIG. 3-2-1: Areas of cultural significance and with potential to improve awareness of Māori history**



The history and whakapapa of Te Uri O Hau is described in detail within the Cultural Impact Assessment prepared for Kaipara District Council in May 2017. This document also sets out the Maori world view and describes Te Uri O Hau's mana whenua to the area. The cultural values assessment also details their areas of interest which are listed below:

- Cultural sites;
- Water;
- Indigenous vegetation and forests; and,
- Social, economic and cultural wellbeing, and Health and Safety.

In the mid to late 1800s the Mangawhai area was settled by European immigrants who established a town around industries such as shipping, farming, logging and kauri gum. The names of these settlers are referenced in the street names, however the history and stories behind these names is largely unknown to the community.



ABOVE FIG. 3-2-2: Example of a heritage building in Mangawhai

### Recommended Actions

The following Kaipara District Council priority actions are recommended in order to achieve the community's aspirations. Collectively these actions seek to acknowledge and raise the profile of Te Uri O Hau and its long-standing connections to Mangawhai. They also recognise the early European settler history within Mangawhai.

1. Recognise and provide for te Tiriti o Waitangi outcomes by working directly with Te Uri O Hau in the implementation of this Spatial Plan and all of its feature topics.
  - a) Give support or recognition to the plans of mana whenua, for example, if these include management plans.
  - b) Consider setting up a reference group made up of mana whenua and marae representatives.
  - c) Build Iwi / hapu te aranga principles into KDC projects, designs, and consultation processes.
2. Tell the stories of the early European settlers, including the history of various industries in the Mangawhai area, i.e. shipping, farming, logging and Kauri gum extraction.
3. Work with the community to develop and implement a method of interpretation that raises public awareness within the community of the early European settlers, the people and their stories.
4. Work with Te Uri O Hau to tell their story and interpret their sites of significance, and ensure projection.
5. Collectively identify which places of significance Te Uri O Hau wish to share with the community; develop and implement a method of interpretation that raises public awareness within the community of their presence and history in Mangawhai.
6. Investigate ways of creating a cultural walkway within Mangawhai, particularly around the harbour edge.
7. Actively celebrate the culture and identity of Te Uri O Hau within Mangawhai.
8. Provide opportunities for Papakainga Housing

### Implications for the Kaipara District Plan

Current policies, rules and standards in the District Plan should be reviewed to ensure that they reflect the community aspirations for the natural environment set out in the Mangawhai Community Plan and this Spatial Plan and to ensure that they align with the Cultural Impact Assessment recommendations and Te Uri O Hau Claims Settlement Act 2002. This should include:

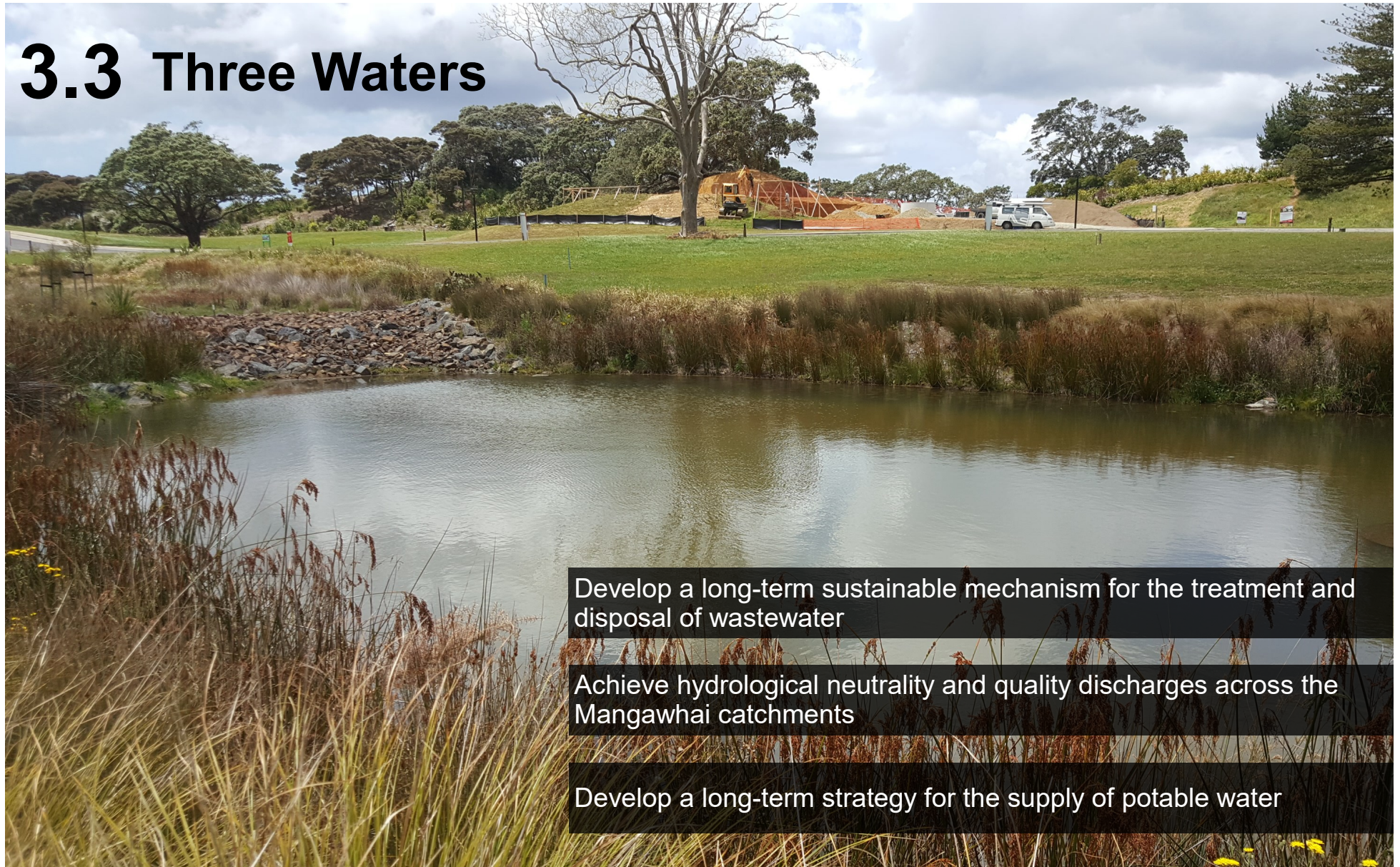
1. Review and update District Plan Appendices 17.1: Schedule of Heritage Resources and 17.2 Nohoanga Areas and Areas of Significance to Maori.
2. Review and update the District Plan to ensure the protection and enhancement of these areas of Significance to Maori.
3. Recognise that the archaeological site or site of significance is not confined to a single point on a map but includes the context of the wider location. To that end consider creating an 'extent of place' around an archaeological site or site of significance in order to capture the entire history and context of the feature. Provide protection for this 'extent of place' within the Kaipara District Plan.
4. Identify and protect all archaeological sites in the Mangawhai Area.



ABOVE FIG. 3-2-3: Carving of a stingray, which is a symbol for Mangawhai



## 3.3 Three Waters



Develop a long-term sustainable mechanism for the treatment and disposal of wastewater

Achieve hydrological neutrality and quality discharges across the Mangawhai catchments

Develop a long-term strategy for the supply of potable water



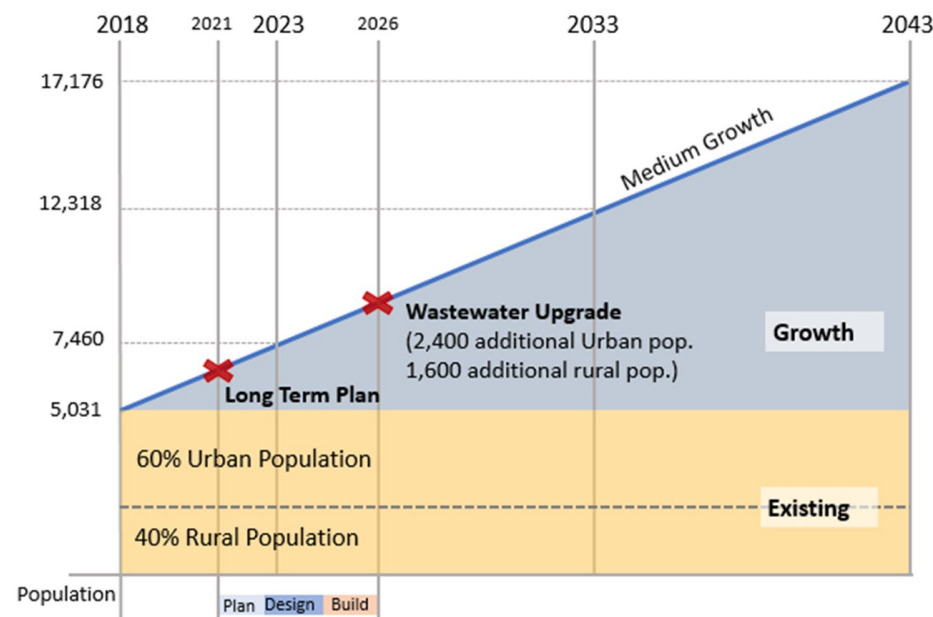
KAIPARA DISTRICT COUNCIL - MANGAWHAI SPATIAL PLAN **PAGE 19**

## Recommended Actions

### Wastewater

1. Progress a Mangawhai waste water strategy, including considering options for:
  - a) Disposal of treated wastewater;
  - b) Alternative funding for the expansion of wastewater infrastructure;
  - c) Re-use of treated waste water (irrigation of parks, firefighting etc.);
  - d) The incorporation of latest technological advances; and
  - e) Ensuring that any rural residential subdivision growth is designed to avoid discharges with adverse effects on the environment.

A likely timeline related to the projected population growth is provided in **Figure 3-3-2**.



ABOVE FIG. 3-3-2: Recommended wastewater upgrade timing

### Stormwater

1. Develop a Stormwater Catchment Management Plan (CMP) and engineering standards which consider the following:
  - a) Groundwater conditions and capacity of land to accommodate additional development;
  - b) Rules to ensure future development increases riparian planting and protects waterways and the coastal edge;
  - c) Low Impact Design (LID) stormwater management to achieve hydrological neutrality and quality discharges;
  - d) The use of wetlands for the collection and management of stormwater, including Mangawhai Community Park, the Golf Course;
  - e) Reduction of the number of stormwater outflows into the estuary to the east of Wood Street;
  - f) Rules to manage overland flow paths and flooding; and
  - g) Mechanisms to ensure that any rural residential subdivision growth is designed to achieve hydrological neutrality.



ABOVE FIG. 3-3-3: Stormwater pond in Mangawhai

### Water Supply

1. Undertake an ongoing review of ground water conditions as population and household numbers increase in Mangawhai.
2. Review the potential effects of climate change on rain patterns and the ability for residents to rely on private tank water supply.
3. Support private initiatives to provide portable reticulation to Mangawhai.



ABOVE FIG. 3-3-4: Private rainwater tanks

### Implications for the Kaipara District Plan

Careful planning for additional three waters infrastructure and management mechanisms is required to avoid adverse effects on the physical and natural environment. Financial planning is also required in order to avoid economic stress on the community and the Council.

Also, the funding and construction of infrastructure will need to be synchronised with population growth, in order to continue to meet the needs of the community. Any changes to the Kaipara District Plan to accommodate additional growth in Mangawhai need to be accompanied by infrastructure planning, funding and construction.

The rules of the Kaipara District Plan should therefore be reviewed with a focus on the following matters:

1. Appropriate waste water management, including staging.
2. Stormwater management within both the urban and rural areas focusing on Low Impact Design and hydrological neutrality through stormwater quality and quantity controls.
3. Review rules in the District Plan to improve the management of overland flow paths and flooding.



## 3.4 Living Environment



Make more efficient use of the existing, and slightly expand, the residential zone

Create rural residential zones

More strongly protect the rural zone for rural production activities

### 3.4 LIVING ENVIRONMENT

The aim under this theme is to:

**Direct growth outcomes which support community needs and housing choices.**

#### Existing Situation

Mangawhai has experienced significant population growth in the past two census periods (2013 and 2018) with an increase of 60% to 5,031 permanent residents across both urban and rural Mangawhai areas. The total number of dwellings also grew by 26% to 3,591.

The increase in the permanent population has resulted in Mangawhai starting to transition from a coastal town characterised colloquially as a retirement and holiday destination to the second largest town in the Kaipara District. Given the proximity to the Auckland urban area, together with recent and future regional roading enhancements and the wider economic growth that the Northland region is experiencing, it is highly likely that the demand for housing in Mangawhai will remain high.

The KDC's Long Term Plan 2018 review process has projected Mangawhai's permanent population to either double or triple in size by 2043 to between 10,500 and 14,500 people<sup>1</sup> (it is noted that the population more than doubles over the peak summer holiday period<sup>2</sup>). Refer to **Appendix B** for assumptions and detailed statistics.

Current residential development patterns are guided by the Operative Kaipara District Plan. The existing planning rules provide for relatively low density urban residential development. The current restrictions on residential development within the existing urban area do not provide for a variety of housing types, styles and sizes that reflect the variety of housing and lifestyle choices required by the community. The current demand driven scenario has resulted in an increase in non-complying activity consents for smaller lots of between 600m<sup>2</sup> and 700m<sup>2</sup> (while 1,000m<sup>2</sup> is the minimum lot size) in the urban residential zone.

<sup>1</sup> "Workings behind significant assumptions in the Kaipara District 2018-28 LTP" (Draft), prepared by Rob Bates.

<sup>2</sup> "Kaipara District Council: Addendum to the 2018-28 LTP Population and dwelling projections" (Draft), prepared by Rob Bates.



ABOVE FIG. 3-4-1: Dwelling in Mangawhai

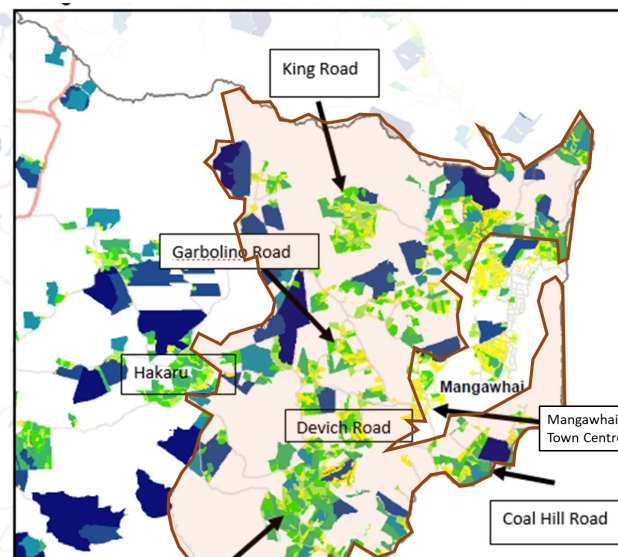


The rural area surrounding Mangawhai Village and Mangawhai Heads are where people work, live and recreate, and where a range of activities and services are provided to support these functions. However, in the rural zone development pressure has resulted in a development pattern of small (less than 5ha) rural residential lots. This is enabled by the current District Plan that does not specifically distinguish between 'lifestyle block' rural activities and 'rural production' activities. The increased trend of small lot rural residential lifestyle subdivisions (refer to **Figure 3-4-2**) creates a range of issues:

- The loss and fragmentation of productive rural land;
- The loss of the rural landscape character;
- The rise of reverse sensitivity conflicts between residential lifestyle and rural farming and industrial activities; and
- Pressure on, and unrealistic expectations of, infrastructure and services in rural areas.

In summary, the existing development pattern within and around Mangawhai is characterised by the following features:

- Increasing numbers of urban subdivision and new dwellings;
- Non-complying activity consents, often for lots down to 700m<sup>2</sup> or even 600m<sup>2</sup>;
- Existing wastewater network limiting residential zone expansion;
- Significant lifestyle subdivision along the rural edge of Mangawhai (Tara Road, Garbolino Road, Cove Road, King Road);
- Trend towards smaller rural lifestyle lots with two-thirds being 2ha or less; and
- Larger rural lifestyle lots being subdivided into smaller lots.

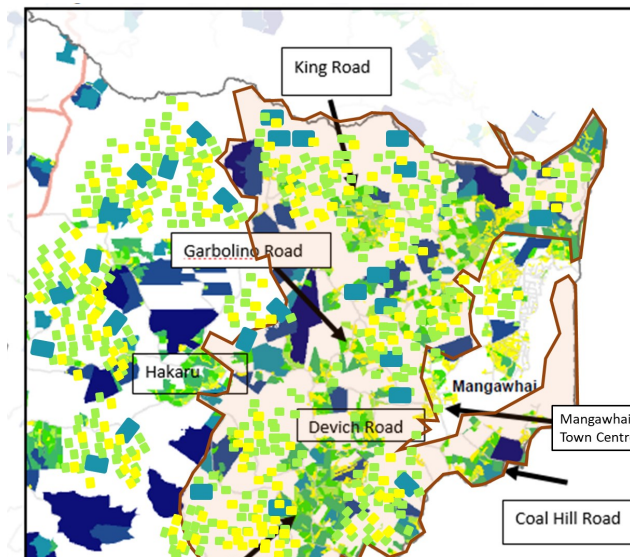


ABOVE FIG. 3-4-2: Current fragmentation of the rural area

If the current scenario of demand driven development administered by the current District Plan continues, the development pattern across the rural Mangawhai area would significantly alter the appearance and character of the wider rural landscape (refer to **Figure 3-4-3**).

### Community Values

Population growth and housing development have, in recent years, already caused significant visible changes in the Mangawhai area. These are a concern for several members of the community. Community consultation undertaken has consistently raised concerns, especially about the effect of development extending beyond the existing urban areas.



ABOVE FIG. 3-4-3: Possible future fragmentation of the rural area if development continues as per the current approach

The MCP identified six key moves which would cater for the growth of Mangawhai while enhancing and protecting the town's culture and visual landscape character.

These include facilitating key developments in the area, protecting coastal character and history through planning standards, and enhancing housing and lifestyle choice.

## The Future: A Managed Approach

A managed approach to the population growth and residential development of Mangawhai is required. This would better provide for the needs of a changing community, address the adverse effects in the rural area, and respond to the desire of the community to retain the unique coastal landscape character and amenity of Mangawhai.

The managed approach proposed by this Spatial Plan includes the following attributes:

- More efficient development of existing residential zoned land, including:
  - Encouraging efficient development within existing large vacant residential zoned land, while at the same time protecting the coastal and residential character of existing residential areas.
  - Using existing residential zoned land around existing or proposed centres more efficiently through intensification.
  - Enabling housing choice through a range of housing typologies, including the provision for minor dwellings.
- Limited expansion of the Residential zone where it is within the wastewater serviceable area and remains outside natural hazard areas.
- Provision for rural residential lifestyle activities around the fringe of the urban area, including standards covering:
  - Minimum lot sizes;
  - A range of environmental protections and enhancements; and
  - Reverse sensitivity effects arising from increased rural-residential density and rural activities.
- Stronger protection of rural production activities, including:
  - Limiting rural lifestyle development, so as to avoid reverse sensitivity and the fragmentation of productive rural land.
  - Protecting elite soils and managing prime soils.

## More Efficient Development of Existing Residential Zoned Land

The capacity of existing residential zone of Mangawhai is not fully utilised with a number of areas of vacant residential zoned land remaining. At present, the operative District Plan allows for lot sizes of 1,000m<sup>2</sup> where serviced by the wastewater network.

However, it is evident from recent resource consents granted for residential subdivisions within the Mangawhai residential zone, that lot sizes less than 1,000m<sup>2</sup> are desired. Lots with sizes as low as 600m<sup>2</sup> are now common and in demand within the urban area. Lots of this size cater for a variety of housing needs within the community including people who simply want a smaller property to maintain.

Where there are existing residential zoned areas that are already developed, it is recommended that those existing areas (like Mangawhai Heads, and the coastal edge) should generally be maintained at a similar character and intensity, apart from the ability to provide for minor dwellings (subject to compliance with certain standards).

Residential intensification areas are provided for in those existing (and proposed) larger areas of vacant residential zoned land, and those areas within and near the Mangawhai Village Centre (within 500 metres) and Mangawhai Central. In those cases, it is recommended that vacant lot sites are reduced to 400m<sup>2</sup>, with the ability to also provide integrated medium density housing within 500m of the Mangawhai Village Centre, and higher density housing at Mangawhai Central.

Given the constraints and character of Woods Street, this area has limited capacity for residential intensification apart from the Council flats located north of the Woods Street Shopping Centre.

This will provide for greater housing choice through a range of typologies within Mangawhai, while also acknowledging that there are areas in Mangawhai where the existing character and amenity needs to be maintained.



### Limited Expansion of the Residential Zone

The existing Mangawhai Community Wastewater Scheme has the potential to service a wider area beyond the existing residential zoned land. Mangawhai Central, which, subject to a Plan Change, could deliver a significant number of new dwellings. These areas are identified as 'Future Possible Wastewater Mangawhai' in **Figure 3-3-1** in **Section 3.3** Three Waters.

During the project process the practical suitability of these areas for residential use were assessed against the following criteria:

- Planning
- Landform
- Fragmentation (from the existing residential zone)
- Tsunami risk
- Coastal flooding
- Protected features
- Wastewater serviceability
- Landscape (sensitivity)
- Geohazards
- Soils (productivity)
- Flooding (river)
- Transport connectivity

The areas assessed and the outcomes of this assessment are contained in **Appendix C**.

This assessment identified that the two areas of land marked A and D on **Figure 3-4-4**, both contiguous with the existing Residential zone, would be most suitable for incorporation in the Residential zone. Conditional on a formal and more comprehensive assessment, it is recommended that the residential zone should be expanded into these two areas with greater density applied.

**RIGHT FIG. 3-4-4: Proposed new residential growth areas A and D, possible residential intensification around centres, and Mangawhai Central.**



### Provision for Rural Residential Lifestyle Activities

The Spatial Plan recommends the creation of one or more rural residential zone(s) as a transition zone between the urban residential zone and the rural production zone. A new rural lifestyle zone would:

- Acknowledge the existing development pattern in these areas.
- Consolidate the existing rural lifestyle / rural residential areas in order to avoid further encroachment into the rural hinterland of Mangawhai.
- Ensure that the character, amenity values and biodiversity values of rural areas are maintained or enhanced, while accommodating rural production activities.
- Provide an opportunity for further environmental enhancement of the Mangawhai fringe.
- Continue to provide options for the accommodation of a seemingly popular housing choice in the area.

It is anticipated that a rural residential zone could incorporate a range of rural lifestyle developments, characterised as low-density residential development on rural land. These rural lifestyle sites could include scattered rural residential sites, farmlets and horticultural sites, residential bush sites and papakāinga housing.

It is important to ensure that the character, amenity values, water quality, ecological quality, heritage values and the efficient provision of infrastructure is maintained and enhanced in subdivision design and development of the rural residential lifestyle zone(s).

During the Spatial Plan process a provisional analysis of the existing rural subdivision pattern was undertaken by breaking the study area into 17 different areas and assessing their suitability for further subdivision and development. This analysis (provided in **Appendix D**) suggests there are at least three categories of rural residential lot sizes. The Spatial Plan proposes to cater for these groups with three rural residential zones as described in the table below.

Zone	Description	Min. lot size
Rural-residential Zone 1	Large residential lots	0.4 - 0.8ha
Rural-residential Zone 2	Lifestyle lot	0.8 - 2.0ha
Rural-residential Zone 3	Lifestyle lot with opportunity for equestrian activity	2.0 - 4.0ha

A more detailed assessment, taking into account all relevant criteria, is recommended in order to determine the appropriate locations and boundary lines for the proposed rural residential zone(s) more accurately.

### Stronger Protection of Rural Production Activities

The creation of one or more rural residential zones provides an opportunity to protect the rural zone as an area that is more clearly characterised by rural production activities. This will have the following key benefits:

- Greater protection of the wider landscape character of the Mangawhai area; and
- Stronger preservation of the potential of the rural production economy by reducing the risk of reverse sensitivity and by limiting fragmentation and residential use of rural production land.

In addition to the above, it is recommended that the Rural zone itself be strengthened to prevent further undesired development activity and fragmentation of rural production land.

The suggested boundary between the proposed Rural Residential zone and Rural zone largely follows the existing small lot rural subdivision pattern along Cove Road, Tara Road, Garbolino Road, Lawrence Road, Devich Road and Black Swamp Road and Tern Point. This means that there would be several existing areas containing lots smaller than 5ha located outside of the proposed rural residential zone. The recommended strengthening of the Rural zone would mean that these existing smaller lots are restricted from further subdivision and intensive development.

### Combining the Recommendations into Residential Growth Options

Based on the 'managed approach' and recommendations described above, options for the accommodation of the projected growth of the permanent population up to 2043 were identified. More specifically, these included six options for residential growth within the existing residential zone and the immediate surrounding rural area extending out to Cove Road, King Road and Garbolino Road.

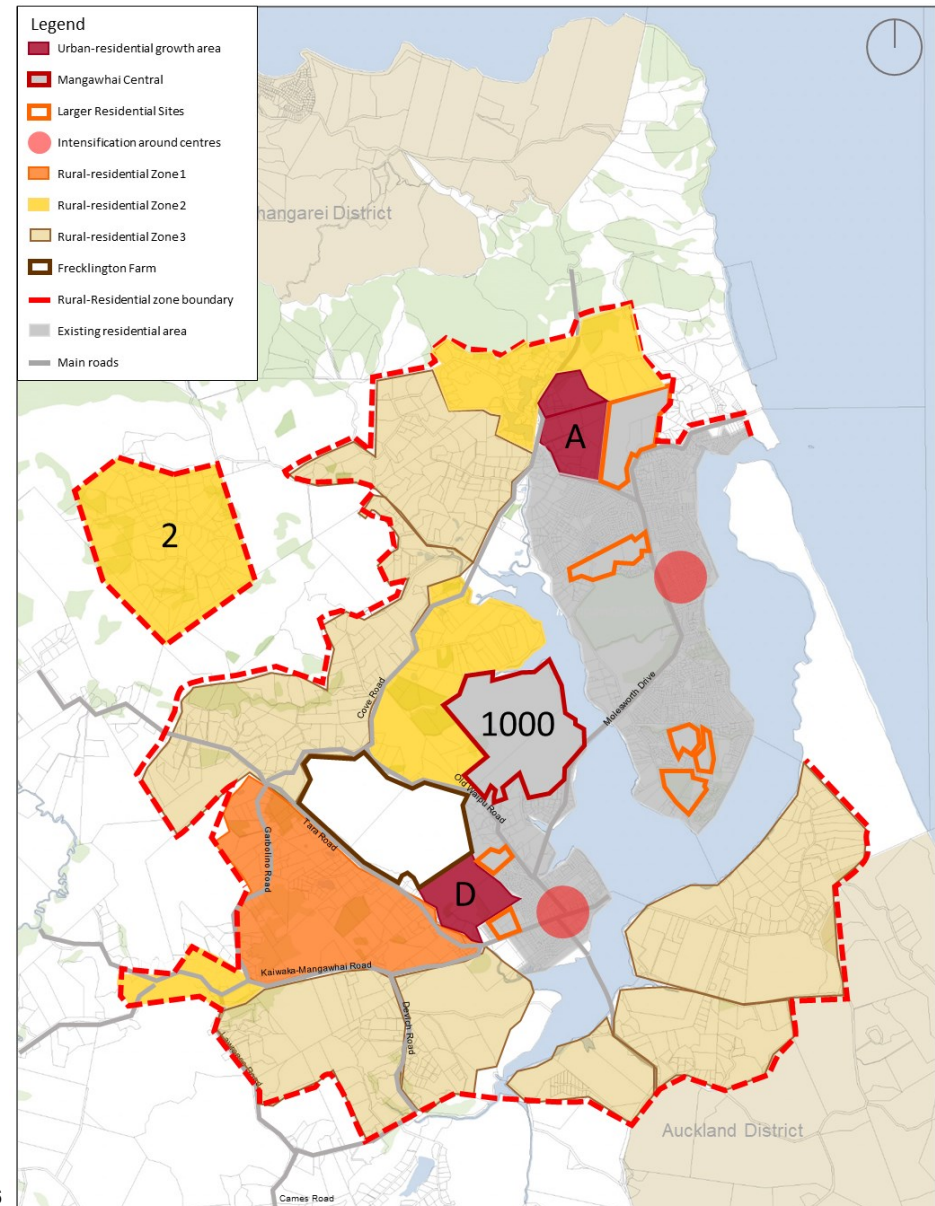
The differences between the six options related to the location of the boundary between the proposed rural-residential zone(s) and the rural area, and the assumption for the number of dwellings in the proposed Mangawhai Central development. These options are included in **Appendix E**.

The Spatial Plan workshop and consultation process identified a preference for Options 2 and 6. These options were found to best reflect the existing pattern of subdivision and areas of land that could also accommodate further small lot subdivision while avoiding land with moderate to high rural landscape character.

The proposed layout is the same for both options with the difference being in the development potential of Mangawhai Central as currently zoned in the Kaipara District Plan (Option 2) and that of the proposed plan change recently lodged with the Council (Option 6).

The potential density of Mangawhai Central is indicative and currently being revised through the plan change. The Spatial Plan considers that subject to addressing of environmental or technical constraints, the efficient use of the site should be maximised.

Option 6 is shown in **Figure 3-4-5**.



RIGHT FIG. 3-4-5: Preferred Growth Option 6



		Dwellings	Population
Urban-Residential	Zoned but not built	1,643	3,943
	Infill	493	1,183
	Mangawhai Central	1,000	2,400
	Minor dwellings	180	287
	Intensification around Centres	30	49
	More density larger Res. sites	538	1,291
	Growth areas A and D	302	725
	<b>SUBTOTAL</b>	<b>4,186</b>	<b>9,878</b>
Rural-Residential	Infill on lots with dwellings	230	552
	Infill Area 2 (Spioenkop Rd)	20	48
	Frecklington Farm	79	190
	<b>SUBTOTAL</b>	<b>329</b>	<b>789</b>
<b>TOTAL</b>		<b>4,514</b>	<b>10,667</b>

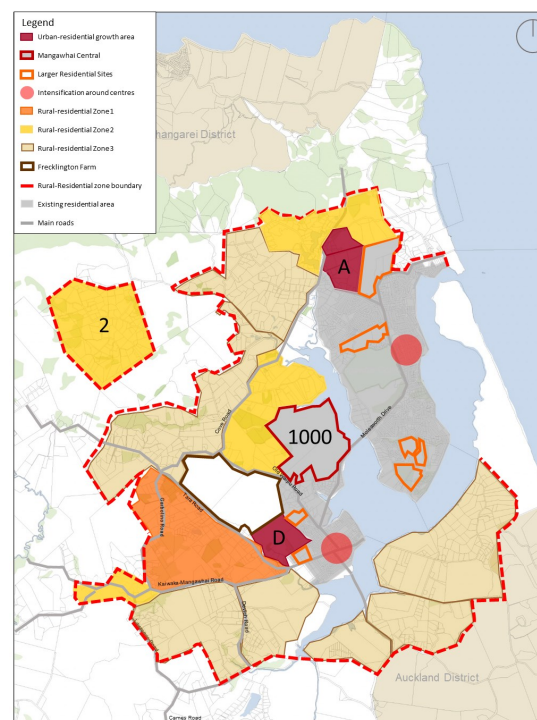
ABOVE FIG. 3-4-6: Breakdown of the potential dwelling and population capacity of Growth Option 6

Based on provisional calculations and a number of assumptions, Option 6 could accommodate approximately an additional 4,500 dwellings or 10,700 people. A breakdown of this is shown in the above table, **Figure 3-4-6**.

This slightly exceeds the projected population increase to 2043. Option 2 could accommodate approximately an additional 4,000 dwellings or 9,500 people, close to the projected population increase.

Additionally, the following should be noted:

- The final dwelling capacity of Mangawhai Central is acknowledged to be subject to change and will be determined by decisions of the KDC.



ABOVE FIG. 3-4-7: Preferred Growth Option 6

- It should also be noted that additional capacity, albeit at low levels, would be available in the Rural zone and the existing unoccupied holiday homes that could be used for permanent residential activity.

***In summary, the preferred growth option demonstrates that the proposed Spatial Plan has the ability to accommodate the projected permanent population growth, while protecting the rural landscape and production areas and the lifestyle that the Mangawhai community values.***



## Implications for the Kaipara District Plan

The expansion of the urban Residential zone and the creation of one or more Rural Residential zones will require a change to the operative District Plan.

### Residential Zone

The benefits of developing within the existing residential zoned land and land within the wastewater serviceable area could be achieved with the following recommendations:

1. Encourage efficient development within existing large vacant residential zoned land, while at the same time protecting the coastal and residential character of existing residential areas.
2. Use existing vacant residential zoned land around existing or proposed centres more efficiently through intensification and allow for lot size as small as 400m<sup>2</sup> and Integrated Residential Development.
3. Review the minimum lot size of the 'larger residential sites' as marked with orange outlines in **Figure 3-4-5** in light of efficiency and the current market conditions.
4. Review provision for minor dwellings. Options include:
  - Limiting minor dwellings to 65m<sup>2</sup>
  - Must be located within an existing/or new dwelling, or at the rear of the site
  - Restrictions on subdivision
  - Potentially subject to a recourse consent to confirm services and appropriate design
5. Expand the Residential zone into adjacent rural areas within the wastewater serviceable area and outside natural hazard areas.
6. Enable housing choice through a range of housing typologies, including provision for minor dwellings.

7. Explore and promote tenure alternatives, such as rental, part ownership, co-housing, social housing etc.
8. Review unintended barriers in the Kaipara District Plan, such as lot size requirements, parking requirements, secondary dwellings. Identify and, if possible, balance these barriers with amenity imperatives and address as part of the ongoing District Plan review.
9. Consider and promote alternative design approaches, such as medium density housing, shared services, and minor dwellings etc.

### Rural Residential Lifestyle Zone(s)

1. Protect the Rural zone from reverse sensitivity effects on rural production activities from smaller 'rural-residential' subdivision. Rural zone activities not compatible with smaller rural-residential living need to be identified and controlled in the proposed Rural-residential zone and provided for in the Rural zone.
2. Protect and enhance the local landscape character. A detailed landscape character assessment is required in order to accurately set the proposed rural-residential zone boundaries.
3. Determine land stability and soil conditions and the ability to implement onsite stormwater and wastewater disposal prior to setting minimum lot sizes in the Rural-Residential zone.
4. Strengthen Rural zone density and subdivision rules to protect and encourage rural production activity. I.e. avoid small lot subdivision in the Rural Production zone.
5. Review the purpose, location and application of the existing Mangawhai Harbour Overlay within the operative Kaipara District Plan.
6. Develop a guide for building and subdivision in the Rural-Residential zone in order to manage the effects of increased density and to ensure high quality landscape and environmental outcomes;

7. Develop an ecological compensation or enhancement regime to enable further intensification in the Rural-Residential zone.

### Rural Zone

Beyond the proposed rural residential zone(s) the rural land would remain in Rural Production zone. In addition, the following is recommended:

1. Strengthen the objectives, policies, zone density and subdivision rules of the zone to prevent further fragmentation of rural production land.

### Urban Design Guidance

Residential and employment growth also bring challenges around the quality of development. This could possibly degrade the character of an area and / or create security issues. To counteract this, it is proposed that design guidance introduced through the District Plan is implemented. Consideration should be given to the following:

1. The implementation of improved pre-application procedures for design input into the resource consent application processes. This could include input by urban design specialists in informal settings such as design meetings or workshops, and / or the introduction of an urban design panel to review and provide advice on major development proposals.
2. Updated guidelines could be produced as part of the District Plan, which is being reviewed. As part of this review, further consideration should be given to whether separate guidelines are needed for specific towns and villages, areas, or specific types of development.

## 3.5 Community



Provide additional community facilities that continue to meet the needs of the growing and developing community

Advocate for the provision of a Secondary School

Develop and implement a strategy to address the shortage in aged care facilities

Support initiatives for a safer community



### 3.5 COMMUNITY

The aim under this theme is to:

**Strengthen, enable and connect the local community through facilities and programmes.**

#### Existing Situation

Current publicly owned community facilities include sports fields and local neighbourhood reserves close to residential areas which that can be utilised for active recreation and provide general open space amenity (Refer to **Figure 3-5-1**). In addition, there are outdoor civic spaces, where markets and community celebrations can be held. There are also a limited number of community halls and meeting rooms.

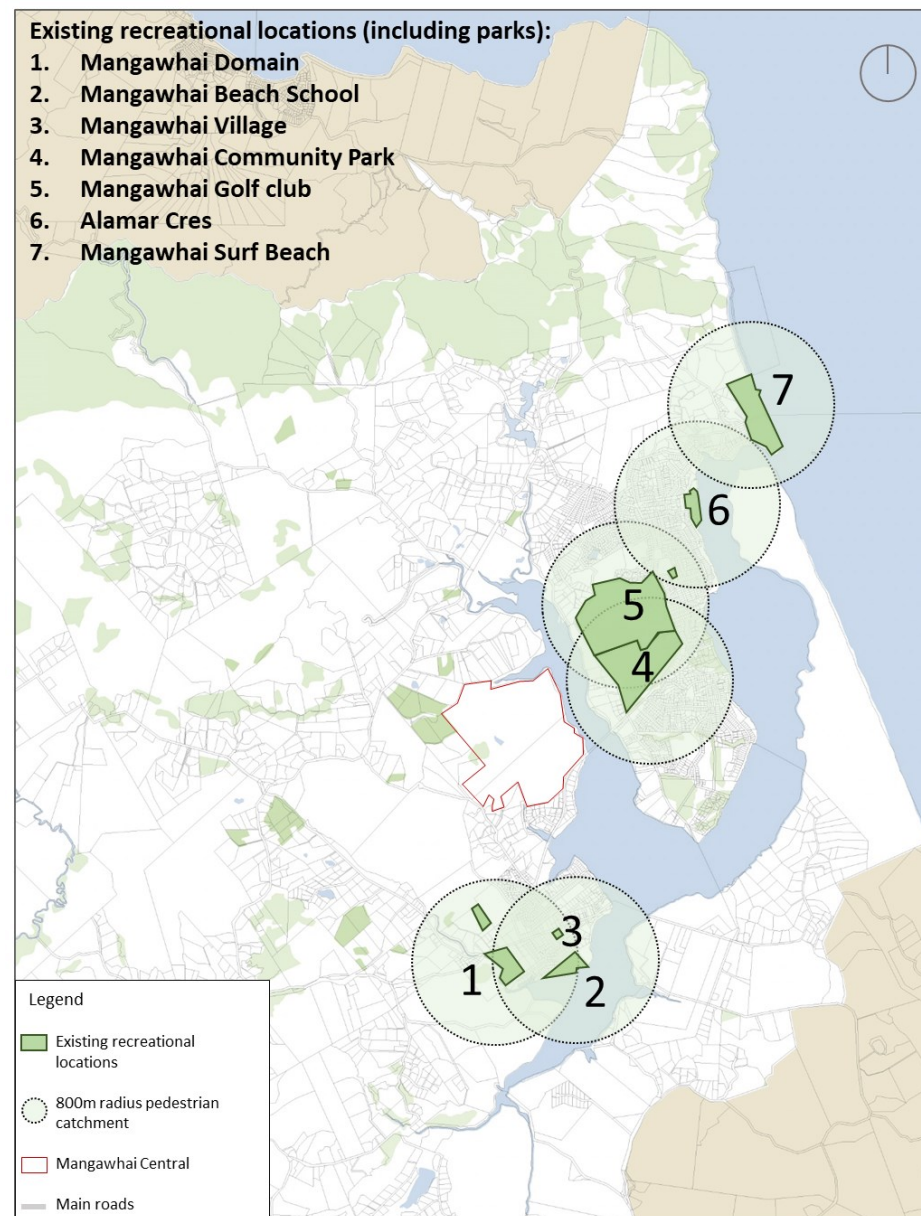
Civic services and functions such as the Council offices and the community library are also located in Mangawhai. Like other community facilities, these buildings are inadequate to meet the practical needs of their operation. The projected growth in permanent population across the Mangawhai area will result in more pressure on the existing community infrastructure. This will highlight the need for new and larger public amenities.

It is also noted that Mangawhai Primary has a present roll of around 520 pupils, which is growing. The projected population growth rate indicates a future need for a secondary school at Mangawhai. Discussions with the Ministry of Education about this need are ongoing.

#### Community Values

Mangawhai is an active and passionate community that values its community facilities for the provision of their health and cultural wellbeing. Community consultation undertaken as part of the MCP and Spatial Plan highlighted the need to provide more open spaces, including sports fields, local reserves, and playgrounds. The community also sought to improve the connectivity from the residential areas through to the centres, waterways and beach. There was also a desire for more healthcare facilities, a larger library with small community meeting rooms and a town square.

**RIGHT FIG. 3-5-1: Existing recreational facilities and their approximate catchments (800m) in Mangawhai**



The Mangawhai Markets are a highly valued feature of the Mangawhai community. The markets provide for economic opportunities for the Mangawhai business and serve both locals and visitors to Mangawhai. Strong feedback was received from the community about the need to support this activity.

### Recommended Actions

It is clear from public consultation and a provisional review of the existing community facilities that additional land and facilities for public use is required to meet the needs of a growing community. In some cases facilities will need to be provided by the Council through land purchase and construction. Other facilities such as neighbourhood reserves will occur in collaboration between the Council and developers during the resource consent process.

In order to achieve the desired level of provision of community facilities and public open space, the following actions are recommended:

1. Develop a clear strategy for the provision of public open space in Mangawhai. The strategy should include:
  - a) Identification of funding streams from development contributions and other financial contributions provided for in the Local Government Act and the Resource Management Act.
  - b) A detailed assessment of existing community facilities and public open spaces and existing and future needs of the growing Mangawhai Community.
  - c) Identification of specific services and locations for future provision, i.e. neighbourhood reserves and playgrounds.

2. Develop a Reserves acquisition policy and plan for implementation. The plan should focus on the provision of sports fields, neighbourhood reserves and playgrounds. This plan should include the ability to work with developers during the resource consent process to set aside for purchase appropriate areas for public open space as identified in the strategy.
3. Liaise with the Ministry of Education and advocate for the provision of a secondary school at Mangawhai.
4. Develop and implement a youth strategy.
5. Develop and implement a strategy to address the shortage in aged care facilities.
6. Support initiatives for a safer community, including:
  - a) Forming partnerships between communities, police, and the Council;
  - b) The rollout of CCTV;
  - c) Improvements to lighting where needed; and
  - d) Enforcement of compliance with CPTED principles as part of new developments.



ABOVE FIG. 3-5-2: Tennis court at MAZ

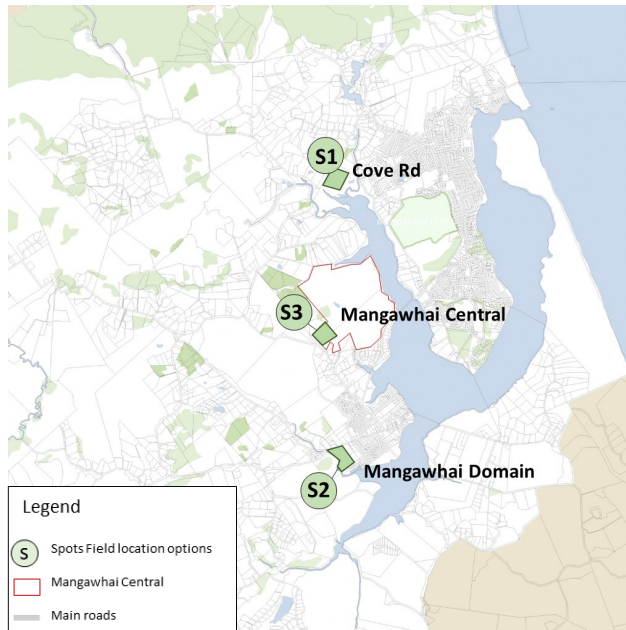


ABOVE FIG. 3-5-3: Mangawhai Bowls



ABOVE FIG. 3-5-4: Mangawhai Museum



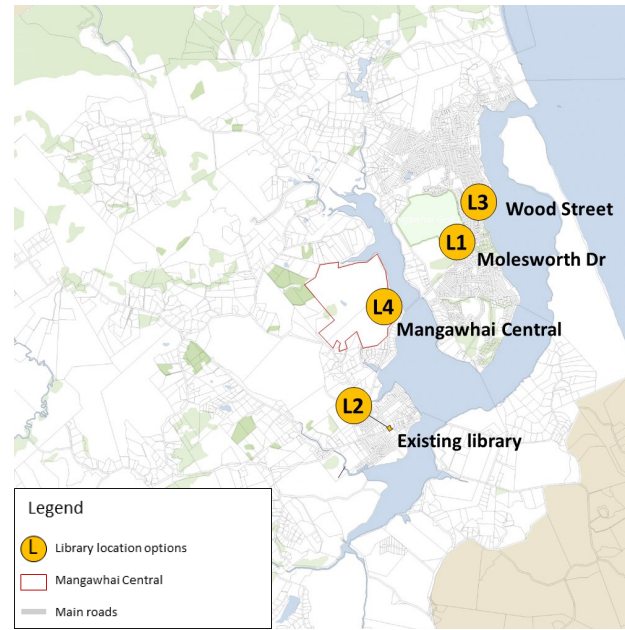


ABOVE FIG. 3-5-5: Community sports fields site options assessed

The Spatial Plan process has identified the specific need for additional sports fields, a larger public library and new and larger Council offices. The following recommendations are made for these facilities:

#### Community sports fields

- Enhance facilities (such as toilets, bike stands, and kayak storage) and improve connections to sports fields and open spaces.
- Progress the Sports and Recreation Strategy to identify suitable locations that will meet the community's demands for both passive and active recreation.
- Consider site **S1** on **Figure 3-5-5** (Land off Cove Road next to the estuary) as a location for new sports fields, for the following reasons:

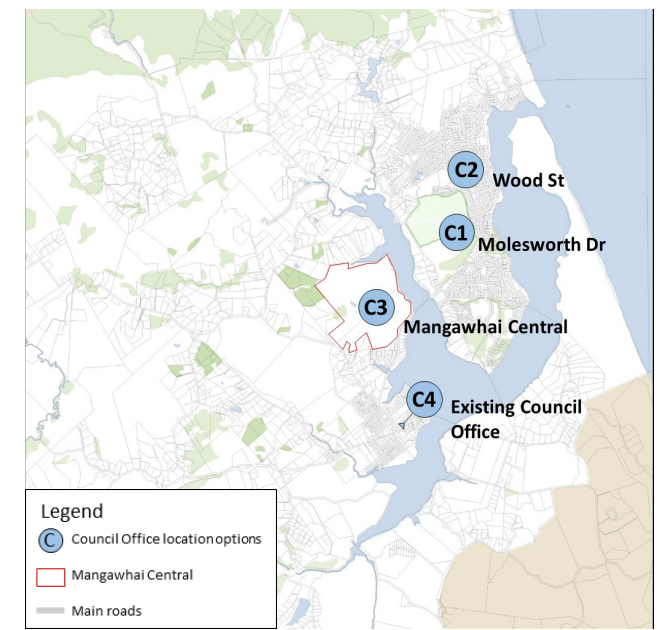


ABOVE FIG. 3-5-6: Community library site options assessed

- Large area of land;
- The site is flat;
- Space for parking; and
- Accessible from residential and rural zones.

#### Community library

- Consider Site **L1** on **Figure 3-5-6** (Molesworth Drive) as a location for a new library, for the following reasons:
  - Accessible;
  - Not subject to flood risk;
  - Clustered with other services; and
  - Outside of tsunami evacuation area and could therefore act as a Civil Defence post.



ABOVE FIG. 3-5-7: Community Council office site options assessed

- Progress a full and formal evaluation of new library location options, alternatively considering:

- L2. Expand existing library;
- L3. On Wood Street; and
- L4. Within Mangawhai Central.

#### Community Council office

- Consider Site **C1** on **Figure 3-5-7** (Molesworth Drive) as a location for new Council offices, for the following reasons:
  - Accessible;
  - Not subject to flood risk;
  - Clustered with other existing services; and
  - Outside of tsunami evacuation area and could therefore act as a Civil Defence post.

→ Progress a full and formal evaluation of new Council office location options alternatively considering:

- L2. On Wood Street;
- L3. Within Mangawhai Central; and
- L4. Existing Office.

### Implications for the Kaipara District Plan

The Kaipara District Plan does not have a specific Public Open Space zone. The existing rules relating to Reserve Management Units focus primarily on the implementation of reserve management plans adopted under the Reserves Act 1977. If there is not a reserve management plan in place then the rules of the underlying zone are applied. The process relies on the Council having up to date Reserve Management Plans for all reserves and land owned by the Council and used as public open space.

The underlying zone of the majority of reserve management units in Mangawhai is 'Rural zone' which does not reflect the urban nature and location of some of the community facilities required by the community. Therefore the provision of public open space and the variety of community facilities that are required or will be required by the growing population is not readily provided for in the District Plan.

The amended purpose of the 'Rural zone' as recommended by the spatial plan (refer to Section X.x) will become even less applicable to the requirements of open space and community facility provision. To this end it is recommended that the Plan is reviewed with the aim of creating a 'Public Open Space zone' (or several Open Space zones) which specifically provides for a range of community, recreation and sports activities and facilities.

A Public Open Space zone could also incorporate the esplanade reserves and recognise and protect their role as ecological corridors, while allowing for walkway and cycleway connections.

In conclusion, a review of the Kaipara District Plan should include the following:

1. Review the Kaipara District Plan zones, objectives, policies and rules relating to the provision of public open space and community facilities. Ensure that the plan protects existing public open space and provides for additional public open space to be provided where required.
2. Create a Public Open Space zone within the Kaipara District Plan. The zone should enable a range of community activities and development.
3. Rezone public owned reserve land to reflect its use as open space.



## 3.6 Employment



### 3.6 EMPLOYMENT

The aim under this theme is to:

**Support the local economy, and attract more visitors, entrepreneurs, and employment uses.**

#### Existing Situation

Mangawhai's economy had a GDP of \$83 million in the year to March 2018, a result of 7.8% annual growth over the previous 10 years<sup>1</sup>. This is considerably higher than New Zealand's overall growth of 2.1% per annum. This level of economic growth corresponds with similar employment growth patterns. It is also parallel to the growth in housing development and the permanent resident population in Mangawhai. As indicated by **Figure 3-6-1**, the single largest industry across Mangawhai was rental and real estate services, followed by construction (21.6% and 10.5% of GDP respectively). Owner and occupier property operation makes up 8.5% of GDP, therefore housing and construction focussed businesses made up 40.6% of the Mangawhai economic activity. Other industries were more evenly spread in terms of percentage of Mangawhai's GDP.

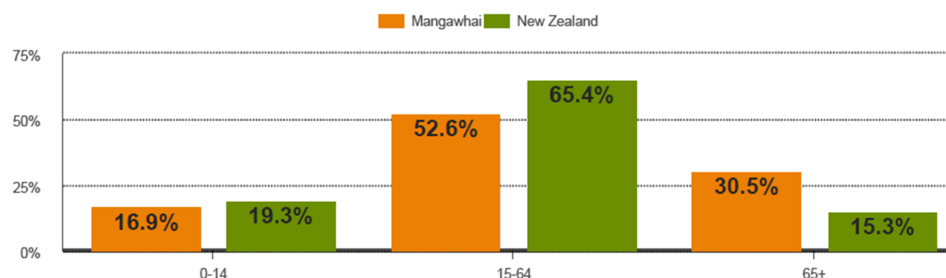
This level of economic activity is achieved with 52.6% of Mangawhai's population being of working age (refer to **Figure 3-6-2**), compared to 65.4% across New Zealand. The overall dependency ratio (persons outside of the working age as a proportion of the number of persons of working age) in Mangawhai is 90.0%, considerably higher than the 53% ratio in the national economy.

The services and amenities present in Mangawhai reflect its history as a holiday destination and an attractive retirement location. The businesses that are present are generally small in scale and aimed at servicing the day to day needs of the local residents and holidaymakers. The relatively small population and location away from the main transport routes such as State Highway One mean that larger scale businesses and facilities serving the community, including secondary schools, are located in other towns across the region, such as Wellsford, Warkworth, and Whangarei.

<sup>1</sup> Economic data taken from "Mangawhai Annual Economic Profile 2018" prepared by Infometrics.



**ABOVE FIG. 3-6-1: GDP share of each of the key employment sectors**



**ABOVE FIG. 3-6-2: Mangawhai's 2018 population**

The growth in the resident population experienced over the past two census periods between 2006 and 2018 has begun to tip the balance between the permanent population and the temporary holiday population. Mangawhai is attracting families and working age people who require a wide range of economic opportunities and community services to meet their everyday needs.

A portion of the community works from home, but there are large numbers of people who commute outside of the local area, including to metropolitan Auckland for their daily employment. It is clear that the employment opportunities in Mangawhai and the immediate surrounding area are currently limited.



## Community Values

Public consultation has raised issues relating to the ability for people to provide for their economic well-being within Mangawhai. Potential solutions sought by the community included more provision for home occupations and small scale business opportunities within the urban area. It was also suggested that small lot productivity should be encouraged within the rural or proposed rural-residential zones such as occurs in Whangarei and Matakana. Such businesses could develop around existing examples of success, and local attractions such as the local Mangawhai Artists Gallery, market days, vineyards, olive groves, golf courses (public and private), the Te Araroa Trail and of course Bennetts of Mangawhai chocolatier.

The MCP also seeks that KDC create simpler processes for people and business to work with the council. It asks the Council to be more open, transparent and engaged with the community and businesses.

## Towards greater self-sufficiency

### More local jobs needed

In order for Mangawhai to provide for the sustainable economic wellbeing of the area, the increased resident population and their changing demographics, there is a clear need to provide for local jobs at a much higher rate than currently provided. In doing so Mangawhai would experience a number of positive effects including:

- higher economic growth and flow on prosperity for its residents;
- less people commuting out of the area for employment;
- higher number of youth (aged between 15 to 30 years) remaining in the area;
- lower economic dependency ratio (i.e. less people outside of the working age than within);
- reduced daily traffic volumes and follow on strain to the local road network; and
- potential for increased community engagement by residents.

The 2018 Census identified a population 5,031 people. At the same time the area accommodated 1,121 jobs<sup>2</sup>, which equates to 223 jobs per 1000 people.

<sup>2</sup> Economic data taken from "Mangawhai Annual Economic Profile 2018" prepared by Infometrics.

For areas like Mangawhai, generally industry 'rule-of-thumb' advice is that a ratio of 400/1000 people is a more sustainable level. For the current population this means approximately 2,012 jobs.

### More employment land needed

The lack of employment opportunities is linked to the limited area of land currently zoned for commercial and industrial use in the District Plan. Approximately 14 hectares of land is zoned as either Business: Commercial or Business: Industrial. Mangawhai School (4.8 hectares) is not zoned for business but employs approximately 50 people. Refer to **Appendix F** for a detailed breakdown.

The pockets of business zoned land are spread across the urban Mangawhai area with the two main centres at Wood Street and Moir Street zoned commercial, and the areas at the corner of Molesworth Drive and Moir Point Road, and on Gumdiggers Lane zoned industrial. The residential zone does provide for home occupations but these are small scale businesses occurring within the primary dwelling.

The following table indicates that, based on industry advice ratios for the number of jobs and area of employment land, Mangawhai's current provision falls short. Ideally, there should be 2,012 jobs and 31.2ha of employment land to accommodate those jobs.

	Actual Provision 2018 (Operative District Plan)	Industry Advice Ratios	Supply Based on Industry Advice Ratios
<b>Population</b>	5,031 (2018 Census)	Per 1000 people	5,031 (2018 Census)
<b>Jobs</b>	1,121 jobs	400	2,012 (5.031 x 400)
<b>Employment Land</b>	14ha – 21.7ha (including Mangawhai Central/ Estuary Estates, as zoned)	6.2ha	31.2ha (5.031 x 6.2)

### Providing employment for a growing population

The spatial plan intends to provide for the growth and development of Mangawhai over a 20-25 year period. Current population projections under the LTP forecast a population of approximately 14,466 permanent residents for Mangawhai in 2043<sup>3</sup>.

The following table sets out the expected number of jobs and provision of employment land for this number of residents.

	Industry Advice Ratios	Expected Demand for 2043 projected population
<b>Population</b>	Per 1000 people	14,466 people
<b>Jobs</b>	400 jobs	5,786 (14.466 x 400)
<b>Employment Land</b>	6.2ha	89.7ha (14.466 x 6.2)

As indicated above, ideally provision should be made for 400 jobs per 1,000 people. For the 2043 projected population of 14,466 people, this means 5,786 jobs. Again based on industry advice, 89.7ha of land zoned for commercial or industrial use would be required. Taking into account the existing 14ha of zoned area and the area of employment land planned for Mangawhai Central (7.2 ha already zoned or 13.35ha proposed), Mangawhai will need an additional 62.4 to 68.5ha between now and 2043.

Continuing the current rate of job provision would not address the existing issues raised by the community regarding the lack of business and employment opportunities across Mangawhai. Nor will it provide long-term sustainable economic well-being for the town and its residents. However, even if the current relatively low job and employment land ratios are maintained through to 2043, based on the projected population growth Mangawhai would need approximately 50ha of employment land, or an additional 22.2 to 28.3ha.

*NB. The above figures are all provisional estimates and forecasts only.*



ABOVE FIG. 3-6-3: Existing Mangawhai Village businesses



ABOVE FIG. 3-6-4: Existing Wood Street businesses

<sup>3</sup> KDC Long Term Plan: Addendum to the 2018-28 LTP Population and dwelling projections (draft)

<sup>4</sup> Kaipara District Plan Chapter 16: Estuary Estates.

<sup>5</sup> Proposed Plan Change Application by Mangawhai Central Limited, November 2019



### Additional Employment Land Options

The Spatial Plan process has provisionally identified possible areas suitable for rezoning. The main area identified as having potential to provide for commercial land uses is around the existing Mangawhai Village at Moir Street. This area covers approximately 12.3 ha as shown on **Figure 3-6-5**.

Potential locations for additional Industrial zoned land have also been investigated and are indicated on **Figure 3-6-6 overleaf**. The areas proposed at Hakaru and to the south of the Insley Street bridge have the potential to contribute up to 91 ha of additional employment land to the area. The areas of land identified are provisional only. Landowner and community consultation and detailed technical assessment are still required.

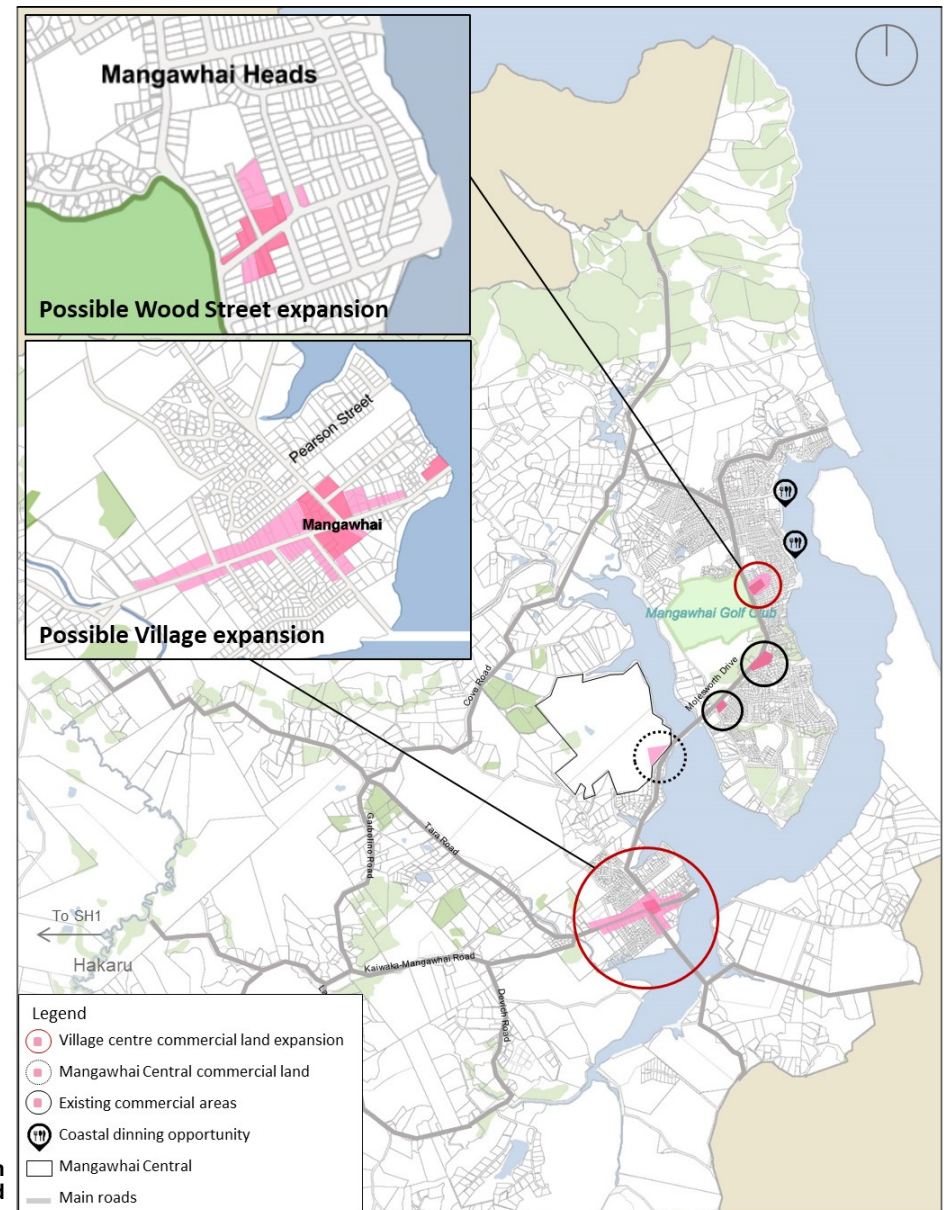
It is noted that the provision of additional employment land is enabled in the Mangawhai Central area. This rezoned area will provide an opportunity for additional employment in Mangawhai in both the retail / commercial areas and in the industrial zoned area.

While the Wood Street area was considered for intensification, due to the constrained roading network, and the lower density coastal character of the surrounding residential area, it is considered that opportunities for intensification of this areas are limited. Wood Street will continue to have an important role as a local convenience centre.

### Mix of Commercial Uses

The Spatial Plan process has identified that the existing provisions for commercial activities across all zones (Commercial, Industrial and Residential) is not meeting the needs of the local community and does not actively encourage a range of business activities that could sustain themselves in a small town the size of Mangawhai. Small businesses or new 'start-up' businesses require smaller spaces with flexible uses and favourable lease arrangements both in terms of size, structure and development/rental cost. Other businesses attracted to the Mangawhai area may require more bespoke buildings in relation to size and design, rather than standard commercially designed buildings common to larger urban centres.

**RIGHT FIG. 3-6-5: Proposed employment land expansion in the context of existing commercial zoned land**



## Business attraction

In order to provide for more local employment, new businesses should be attracted to Mangawhai. KDC could fulfil a role in this through engagement with business networks, based on a clear strategic employment approach. It should be supported by information showcasing all business land (once additional is provided) and other opportunities, such as residential amenities and lifestyle.

## Recommended actions

1. Investigate the suitability of the area identified on **Figure 3-6-5** (at Moir Street in Mangawhai Village) for commercial activities in order to meet the future demand expected in the Mangawhai area.
2. Investigate the suitability of the areas identified on **Figure 3-6-6** (at Hakaru and southeast of the Insley Street bridge) for industrial activities in order to meet the future demand expected in the Mangawhai area.
3. Develop an employment and business attraction strategy.
4. Actively engage with business networks in order to attract new businesses to the Mangawhai area.

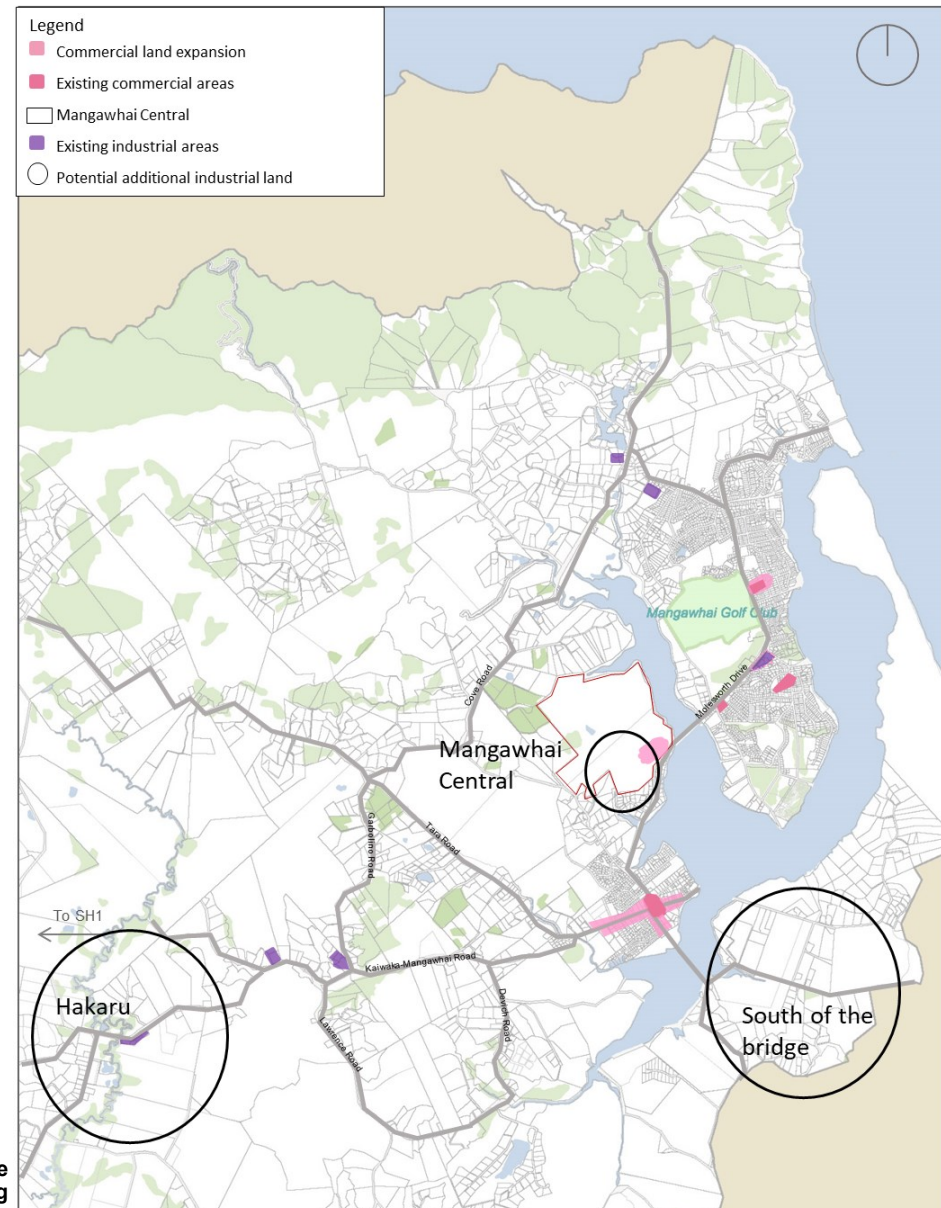
## Implications for the Kaipara District Plan

The recommendations to provide additional employment land and provide for a greater mix of commercial activities will require changes to be made to the operative District Plan. Such changes would include the rezoning of land for Business: commercial and Business: industrial use. The corresponding objectives, policies and rules of all zones will require review to ensure that the recommended activities are provided for across the Plan. Specifically, a review of the District Plan should address the following matters:

## Residential Zone Activities

1. Identify and clearly articulate within the District Plan appropriate commercial activities like home occupations that could occur within the residential zone in order to provide for a wider range of activities that support the community. It is suggested that the District Plan make reference to specific commercial activities to be provided for within the residential zone.
2. Provide for commercial activity within residential areas which are compatible

**RIGHT FIG. 3-6-6: Proposed areas to be investigated for new industrial zoning**





with the existing amenity characteristics and features. Such activities could include the following:

- Home occupations
  - Supported care (max number of people accommodated)
  - Boarding houses (max number of people accommodated)
  - Visitor accommodation (max number of people accommodated)
  - Care centres, including childcare centres (max number of people accommodated)
  - Offices (small – up to a maximum gross floor area)
  - Restaurants (small – up to a maximum gross floor area)
  - Healthcare facilities
  - Dairies (small – up to a maximum gross floor area).
3. Review home occupation rules to further enable small scale work from home activities, while maintaining residential amenity.

#### *Retail*

1. Expand the spatial area of existing business zoned area around Wood Street (Limited) and Mangawhai Village.
2. Enable a broad range of business and residential uses (above ground floor) in the Business: Commercial zone.
3. Support the establishment of a well designed commercial/retail centre at Mangawhai Central.

#### *Commercial and Industrial*

1. Identify and rezone areas to expand the commercial zoning within Mangawhai
2. Identify and rezone areas to expand the industrial zoning within Mangawhai or the wider area, including Hakaru
3. Enable a broad range of business and residential uses (above ground floor) in the commercial zone.
4. Restrict residential activities in all Industrial areas.
5. Require robust landscape buffers along road frontage and adjoin zones.
6. Provide for small scale commercial activities.

## 3.7 Transport



Increase connectivity and ease of movement within and around Mangawhai through upgrades of roads and bridges

Improve walking and cycling conditions and connections

Redesign the Alamar Street boat ramp carpark area



### 3.7 TRANSPORT

The aim under this theme is to:

**Improve safe walking and cycling options, and manage vehicular traffic.**

#### Existing Situation

The development and maintenance of the transport network across Mangawhai has not kept up with the rapid changes experienced within the area in recent years. Many roads are of a rural standard with limited amenity and safety for pedestrians and cyclists. During peak holiday periods there are severe congestions in the existing commercial areas and at the beach and estuary.

#### Community Values

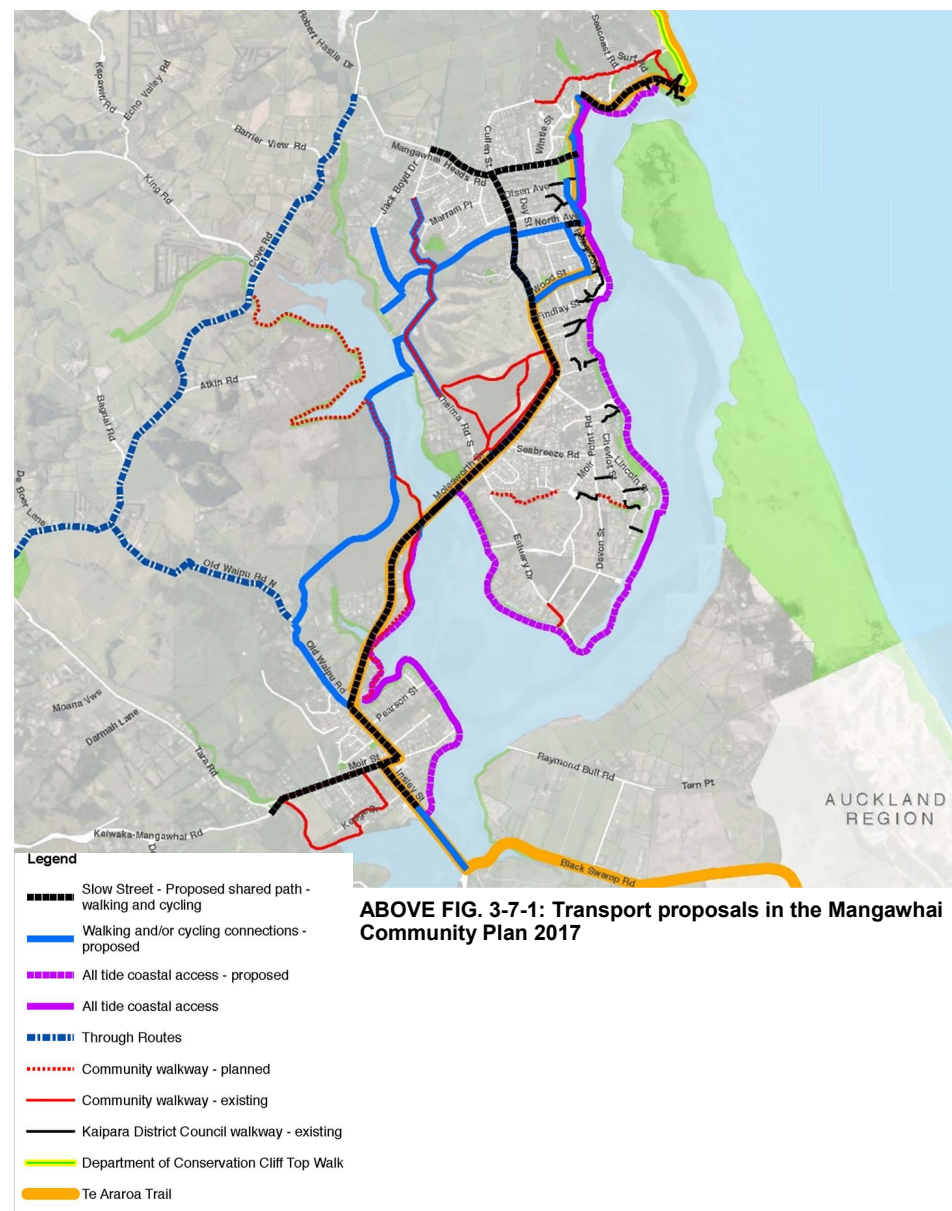
The following transport issues have been highlighted during the Spatial Plan process:

- There is a lack of public transport.
- Cycle and pedestrian facilities are of low quality and in some cases unsafe.
- The Wood Street commercial centre is regularly congested with vehicles.
- Access to the beach areas (and the wharf) is highly congested during summer.
- The capacity of Cove Road is adequate but upgrades of intersections and the single-lane bridges are required.
- The Molesworth Drive – Moir Street – Insley Street intersection and a number of other intersections need to be upgraded to relieve congestion and support safe pedestrian movements.

The MCP includes the following two Key Moves relating to transport matters:

*Key Move 1. Slow Street from school to beach. This key move seeks to maintain and enhance the active but slow and safe pace of life. The slow streets would connect the different areas of Mangawhai and invigorate town centres along the way.*

*Key Move 3. Improve Connectivity is about making it safer and quicker to walk,*





*cycle or scoot around Mangawhai. This would involve the creation of shared paths along main roads and connecting no exit streets as well as providing alternative routes into and around Mangawhai.*

The public consultation process undertaken for the Spatial Plan has raised similar concerns with the transport network. Specifically promoting increased walkability and cycling to reduce vehicle dependence, reducing congestion and conflict between cars and pedestrians at the main intersections across Mangawhai, and providing a by-pass route for heavy vehicles.

Additional, local transport issues that were highlighted through the consultation process demonstrate the increased pressure experienced during peak holiday periods when the population more than doubles. These include:

- Alamar Crescent boat ramp congestion during peak periods.
- Access to the beach for residents during peak times.

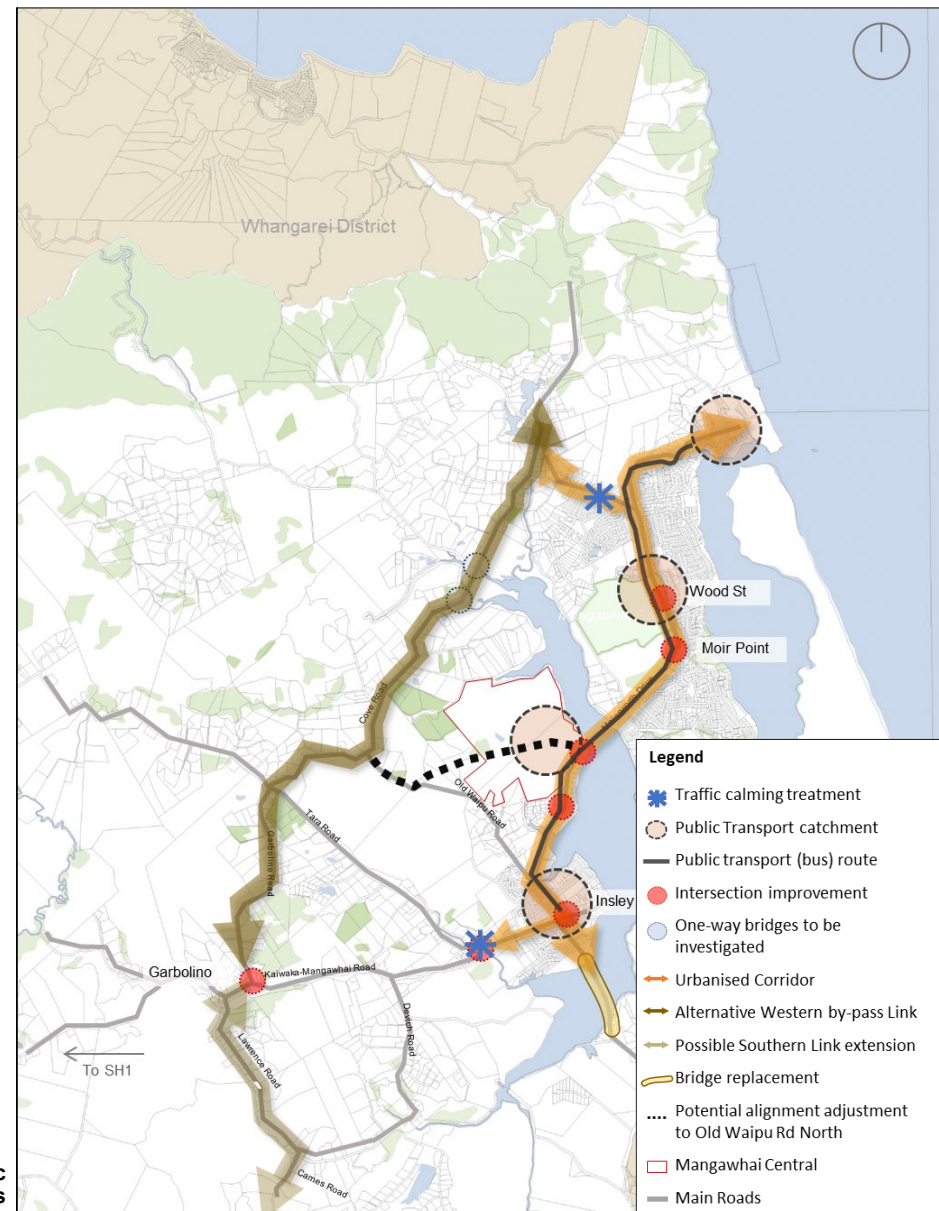
### Recommended Actions

The spatial plan consultation process identified a number of priority actions to achieve the community's aims to improve the movement of people and vehicles within and around Mangawhai. These are listed below and illustrated in **Figures 3-7-2 and 3-7-3**.

#### Roading

1. Progress with the upgrade of intersections at Insley / Moir Street and Moir Street / Molesworth Drive.
2. Plan for Insley Street bridge replacement in 15-20 years (vehicle) and pedestrian access (5 years).
3. Adopt a 'slow street' philosophy within residential areas. Consider traffic calming at key entries into the urban area.
4. Undertake improvements to parking in the Wood Street and Village centres.
5. Investigate Cove Road as a western by-pass and upgrade of one-way bridges.
6. Investigate the upgrade of Cames Road as a potential alternative route into Mangawhai thus reducing the pressure on the Insley Street - Moir Street intersection.

**RIGHT FIG. 3-7-2: Proposed general traffic and public transport initiatives**



7. Investigate a potential road connection between Molesworth Drive and Cove Road.
8. Investigate a public transport loop servicing the centres and key destinations.
9. Investigate options to establish a connection from Cove Road through to Molesworth Drive.

### *Walking and Cycling*

1. Progress with proposed walking and cycling connections identified in the Mangawhai Community Plan, including walkways, trails, slow streets, and shared paths.
2. Continue to investigate and develop initiatives proposed in the Wood Street Revitalisation Plan to facilitate a more pedestrian-friendly environment with improved vehicle circulation and parking.
3. Develop a strategy for Council's paper or unformed roads to become either part of the road network or pedestrian/cycling connections.
4. Investigate opportunities to improve cycling conditions along Cove Road.

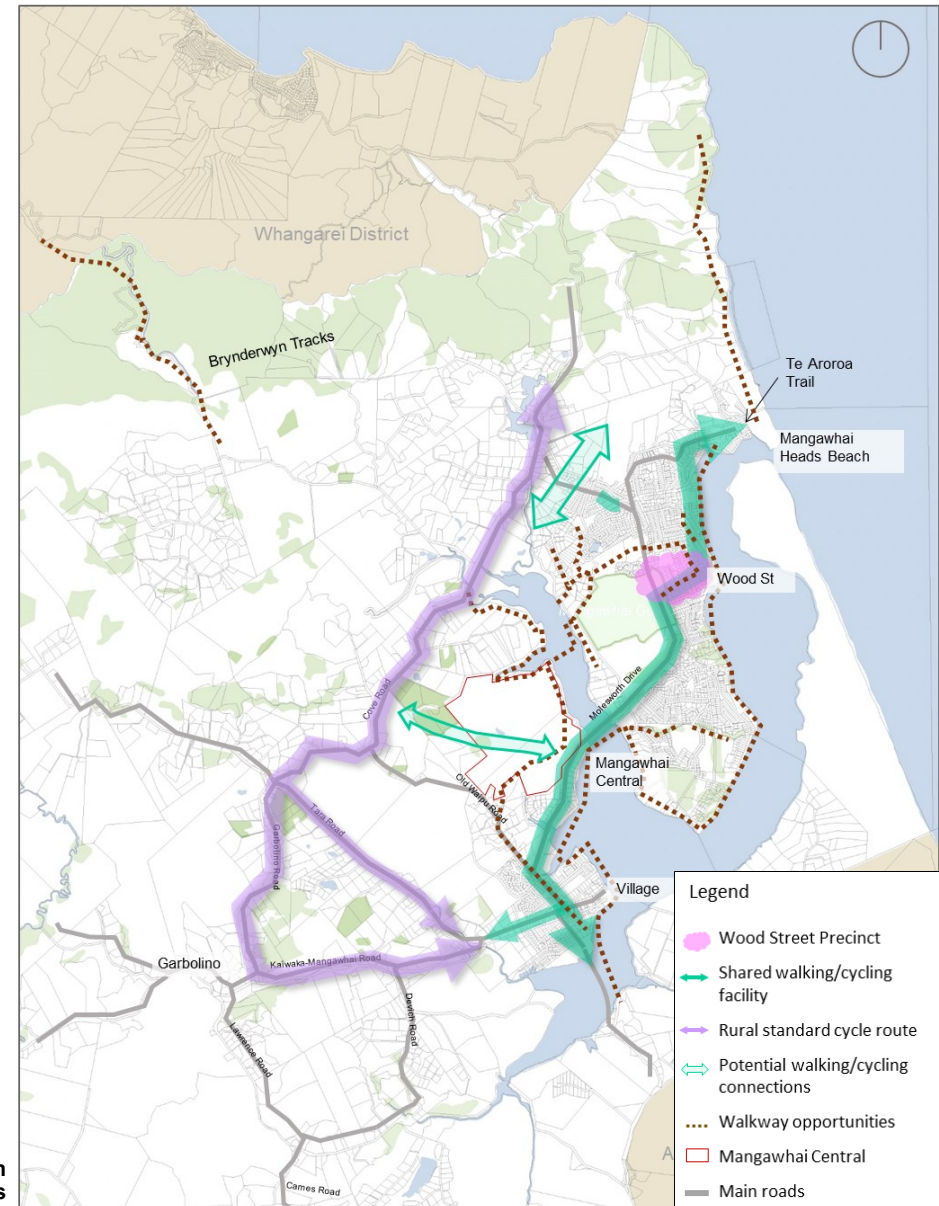
### *The Alamar Street Boat Ramp*

1. Redesign the Alamar Street Boat Ramp carpark area within the existing Council owned Reserve Management Unit to accommodate increased numbers of vehicles and boat trailers.
2. Review the Kaipara District Reserves and Open Space Strategy 2006 and prioritise the review or creation of a reserve management plan for the Alamar Crescent Local Purpose (Esplanade) Reserve.

### **Implications for the Kaipara District Plan**

The operative Kaipara District Plan should be reviewed to ensure that walking and cycling connections are created between new subdivisions at the time of development.

**RIGHT FIG. 3-7-3: Proposed general pedestrian and cycling initiatives**



## APPENDICES

Appendix A - Project process

Appendix B - Growth projection assumptions

Appendix C - Provisional residential growth areas assessment

Appendix D - Provisional detailed assessment of rural-residential areas

Appendix E - Growth options considered

Appendix F - Current District Plan employment land capacity calculation



## APPENDIX A - PROJECT PROCESS

### Inception meeting

The project commenced in July 2019 with an inception meeting between the Council and the consultant team. During this meeting the following items were confirmed:

- The project structure, lines of communication, responsibilities, deliverables, timeframes, and project contract;
- Available background information, studies, reports, data etc;
- Identification of outstanding information;
- Base map requirements;
- Consultation approach;
- Actions related to consultation, including identification of groups to consult, and communications and invitations; and
- Approach to Mana Whenua consultation, as advised by the Council's iwi liaison officer.

### Analysis of base information

During this stage relevant information was gathered and analysed, including, but not limited to, the following:

- Hazards;
- Other constraints;
- Infrastructure capacity;
- Economic data;
- Demographic data;
- Community facility needs;
- Public open space needs (both passive and active recreation); and
- Movement issues.

A gap analysis was undertaken and the team

identified required information not available.

### KDC staff scoping session

A session was held with relevant KDC staff to identify the scope of the spatial planning exercise. First ideas for directions and potential outcomes were identified.

### Constraints and opportunities mapping

The consultant team translated technical background information into a spatial context for Mangawhai. These constraints and opportunities maps will be used for the next stage (consultation) and formed the basis for the ultimate deliverables.

### Consultation sessions

The Spatial Plan was informed by views on issues, opportunities and priorities for Mangawhai as expressed in the following consultation sessions:

- A consultation session with Te Uri O Hau.
- A consultation session with stakeholders with specialist knowledge of key sectors.
- Two public consultation sessions, one held during the evening and one held on a Saturday morning.

The ideas that were identified during the above sessions were documented and fed into the technical workshop.

### Inquiry-by-Design Workshop

In October 2019 a two-day workshop was held with KDC staff. This workshop determined the core spatial planning directions for the Mangawhai area.

The workshop comprised a two-day intensive, inter-

disciplinary workshop during which KDC staff and the consultant team worked together and each contributed their planning and design expertise and knowledge.

The workshop process consisted of the following steps:

#### Day 1

- Short technical briefings were given by relevant Council officers and other specialists representing them. Presenters described the current situation, trends and offered provisional strategy suggestions for their discipline area. Briefings were provided from the discipline leads responsible for infrastructure, traffic, planning, economic development, parks and recreation, and community development.
- Small teams associated with the above topic areas produced their disciplines' 'ideal strategies' for the area. This was purposely single-discipline, in order to achieve depth in understanding, as early integration can be shallow.
- The topic groups reported their outcomes to the whole workshop.
- A group discussion then explored the inter-relationships, synergies and tensions. Together a number of strategy options were formulated. These ranged from business-as-usual through to highly aspirational and sustainable.

#### Day 2

- Option groups were formed with cross-discipline representation to develop the respective strategy options.
- The options were reported back into the wider group. The group discussed their merits and evaluated them by discipline.

- A preferred Spatial Plan option was selected. This comprised of a hybrid between previous options.
- The preferred option was developed, described and quantified.
- The key actions were prioritised with consideration of how transformative and deliverable these are.
- The technical discipline groups documented the actions and policy implications for their respective topics.
- The workshop concluded with a summary presentation of the key workshop outcomes.

### **Presentations**

After the inquiry-by-design workshop, the outputs were developed with supporting maps, diagrams, photos and artist impressions.

In November and December 2019 the outcomes, consisting of options and preferences, were presented to the following groups:

- Presentation 1: Council staff;
- Presentation 2: Councillors; and
- Presentation 3: Public and stakeholders.

The presentation was posted on the Council's website and public feedback was invited. This consultation feedback further informed the development of this Mangawhai Spatial Plan 2020.

## APPENDIX B - GROWTH PROJECTION ASSUMPTIONS

### Population Projection

Population projections in the Mangawhai Spatial Plan is based on calculation in *Workings behind significant assumptions in the Kaipara District 2018-28 LTP* prepared by Rob Bates. The population data is derived from the Census 2018. These projections were cross-checked against the Council's ratings and building consent data to provide a more accurate estimate of the population from 2018 to 2043.

The population projections for the LTP provides a straight-line/ high growth scenario of growth continuing at the same rate to a total population of 14,466 in year 2043. The mid-range projection takes into account that growth will not continue at the same rate, dropping off over time due to changes in economic and social conditions.

The variation in the projected population figure arises from a number of assumptions that are subject to change:

- The high growth rate experienced between 2013 and 2018 may or may not continue.
- The cyclic nature of the economy means that over time growth will moderate back to the lower levels previously predicted by Statistics New Zealand.
- The prevalence of holiday homes in Mangawhai:
  - The percentage of unoccupied (holiday) homes is high at 42%.
  - There is a trend down towards less unoccupied homes at 1.4% per annum (from 49% at Census 2013).

	Total Mangawhai Area Population Projections							
Scenario	2006	2013	2018	2023	2028	2033	2038	2043
Census Data	2,307	3,144	5,031					
LTP 2018-2028								
- Straight Line			5,031	6,918	8,805	10,692	12,579	14,466
- Mid-range			5,031	5,950	7,162	8,373	9,584	10,796

- The rate of change from unoccupied to occupied dwellings will influence or be influenced by the rate of population growth and hence demand.

### Additional residential development potential

The additional residential development potential of Mangawhai was calculated, which involved identifying the size of each development area and applying a potential density (minimum lot size) to it.

The potential additional population capacity was calculated assuming an average household size of 2.4 people<sup>1</sup>.

All growth options considered (refer to **Appendix E**) are based on the following assumptions:

- The majority of the existing Residential zoned properties will remain unchanged. Infill and further subdivision of existing 1,000m<sup>2</sup> lots in the Residential zone will be limited due to several factors such as the position of the existing dwelling on the site, the economic ability of owners to subdivide, the lifestyle

choice of people living in and moving to Mangawhai.

- Minor dwellings will not be a viable option for a number of existing residential zoned sites for similar reasons as infill subdivision.
- Intensification around Wood Street and the Village will be limited due to the compact size of the commercial areas and economic and lifestyle choices of Mangawhai residents.

For all options it is also assumed that the existing percentage of unoccupied (holiday) homes will remain high (currently 42% of total dwellings in the Mangawhai area). It is noted that the percentage of unoccupied homes has been reducing over time, with new permanent residents occupying existing dwellings. Thus, there is capacity to accommodate additional permanent residents in Mangawhai without additional residential development.

It is however, difficult to predict whether this rate of change will continue into the future and therefore it has not been included in the calculations.

<sup>1</sup> Census 2018: Mangawhai wide average household size is 2.4 people. The New Zealand average household size is 2.7 people.



## APPENDIX C - PROVISIONAL RESIDENTIAL GROWTH AREA ASSESSMENT

The Spatial Plan process identified potential residential growth areas A-G. The practical suitability of these areas for residential development was assessed during the inquiry-by-design workshop against the criteria outlined in the table below.

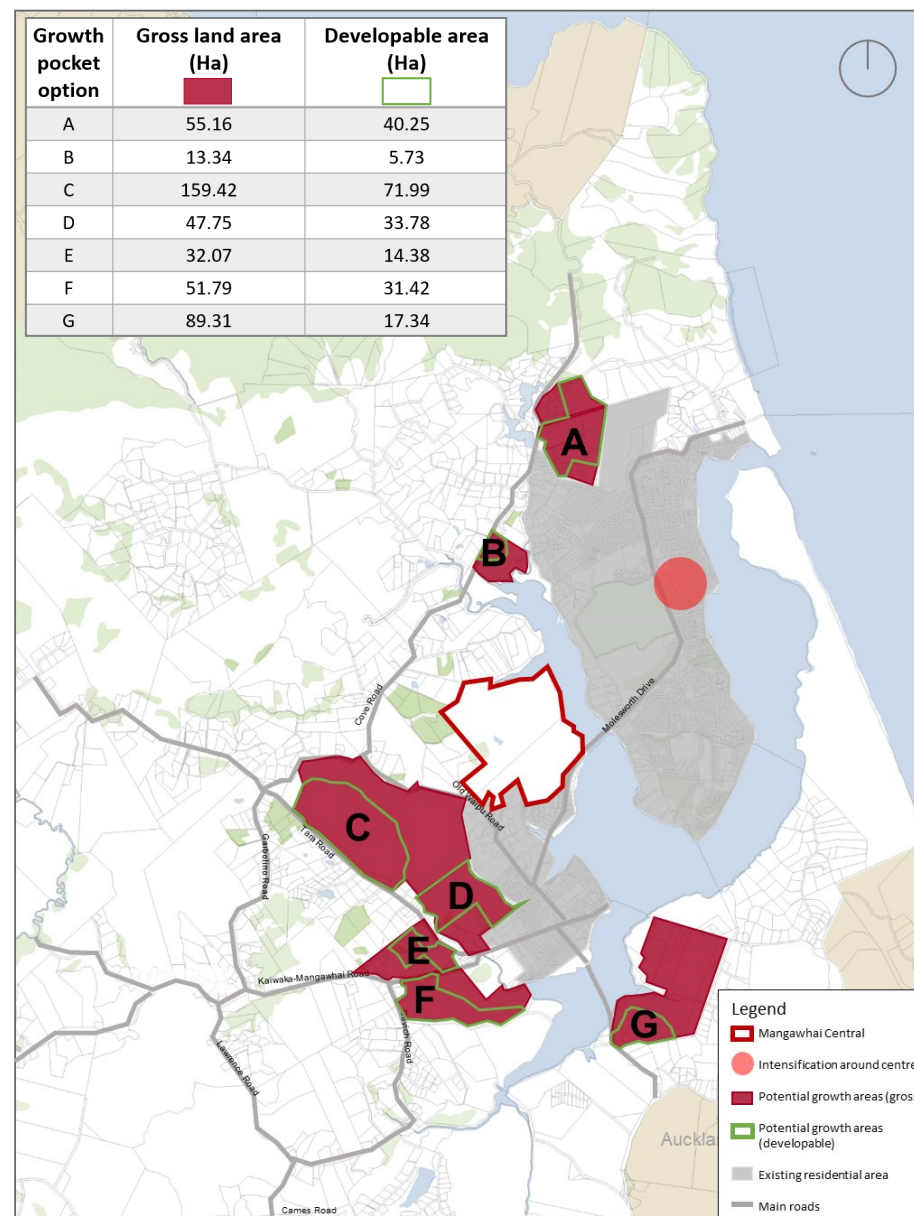
Red = Least suitable

Yellow = Moderate, subject to technical improvement

Green = Most suitable

Whilst Area A and Area D were identified as preferred growth areas, the findings from this assessment will require further comprehensive and formal studies to provide evidence and support.

Growth pocket option	planning	landform	fragmentation	tsunami risk	coastal flooding	protected features	wastewater	landscape	geohazards	soils	flooding	transport
A	Green	Yellow	Green	Green	Green	Green	Green	Green	Green	Green	Yellow	Green
B	Yellow	Green	Green	Red	Red	Yellow	Yellow	Green	Yellow	Green	Red	Green
C	Yellow	Yellow	Green	Green	Green	Green	Green	Yellow	Yellow	Green	Yellow	Yellow
D	Yellow	Yellow	Green	Green	Green	Green	Green	Yellow	Yellow	Green	Yellow	Yellow
E	Yellow	Yellow	Green	Green	Green	Green	Green	Yellow	Yellow	Green	Yellow	Yellow
F	Yellow	Yellow	Green	Yellow	Yellow	Green	Red	Yellow	Green	Green	Green	Green
G	Yellow	Green	Green	Yellow	Yellow	Green	Green	Yellow	Green	Yellow	Green	Yellow

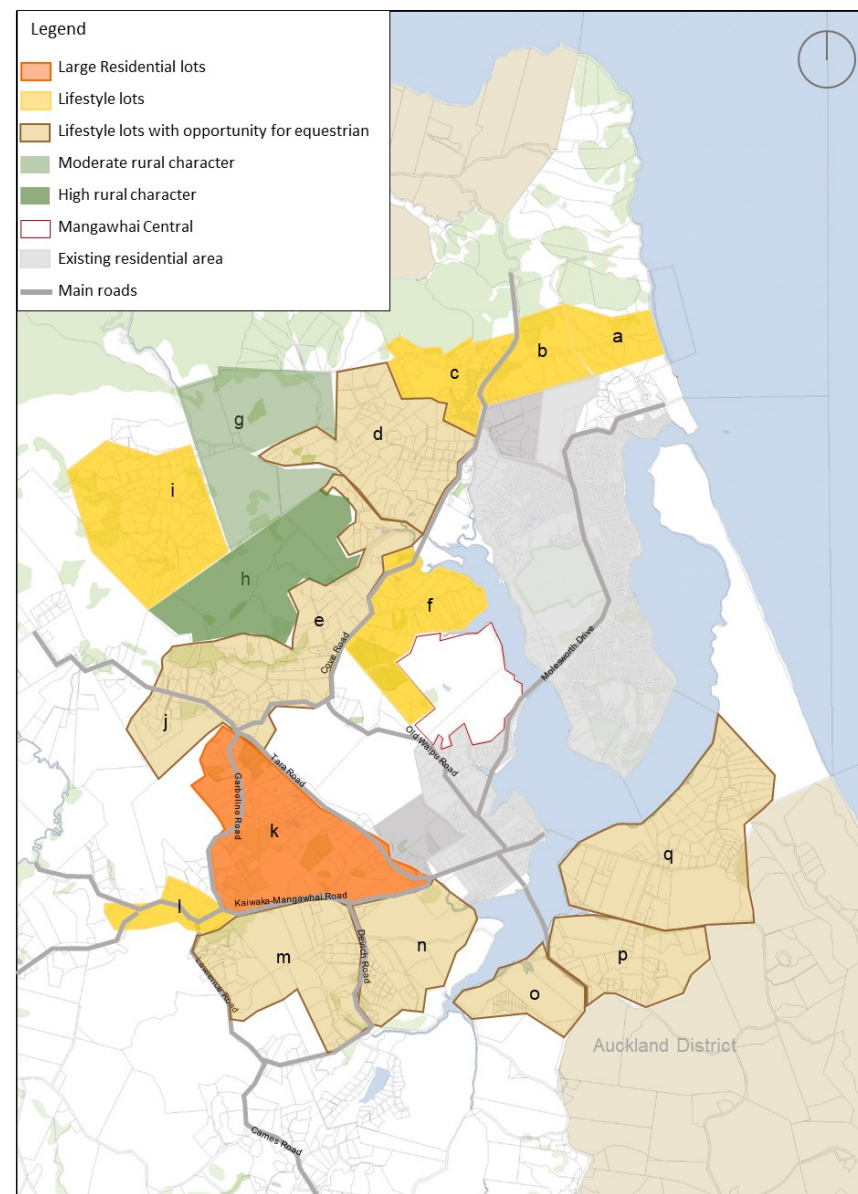


## APPENDIX D - PROVISIONAL DETAILED ASSESSMENT OF RURAL-RESIDENTIAL AREAS

A provisional desktop assessment of the rural residential areas was carried out in the Inquiry-by-Design workshop as part of the Spatial Plan process. Five categories of rural residential areas were identified and a provisional range for the minimum lot size proposed, based on the characteristics of each area. The result is shown on the maps in this appendix, with a rationale for the zone application outlined in the following tables.

Further technical assessments are required to refine and formalise the zone application and determine detailed provisions.

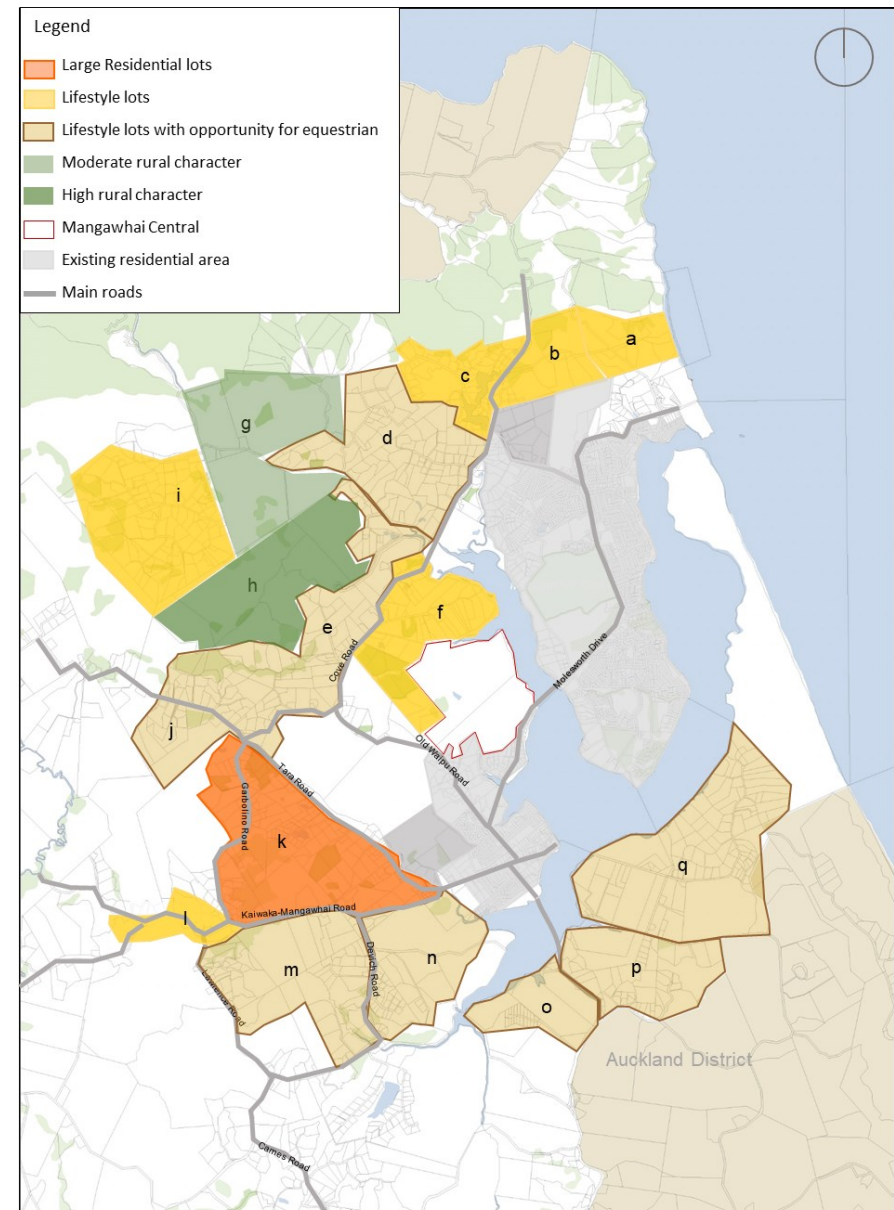
Zone reference	Min lot size (ha)
Large residential lots	0.4 - 0.8
Lifestyle lot	0.8 - 2.0
Lifestyle lot with opportunity for equestrian activity	2.0 - 4.0
Moderate rural character	Avoid
High rural character	Avoid



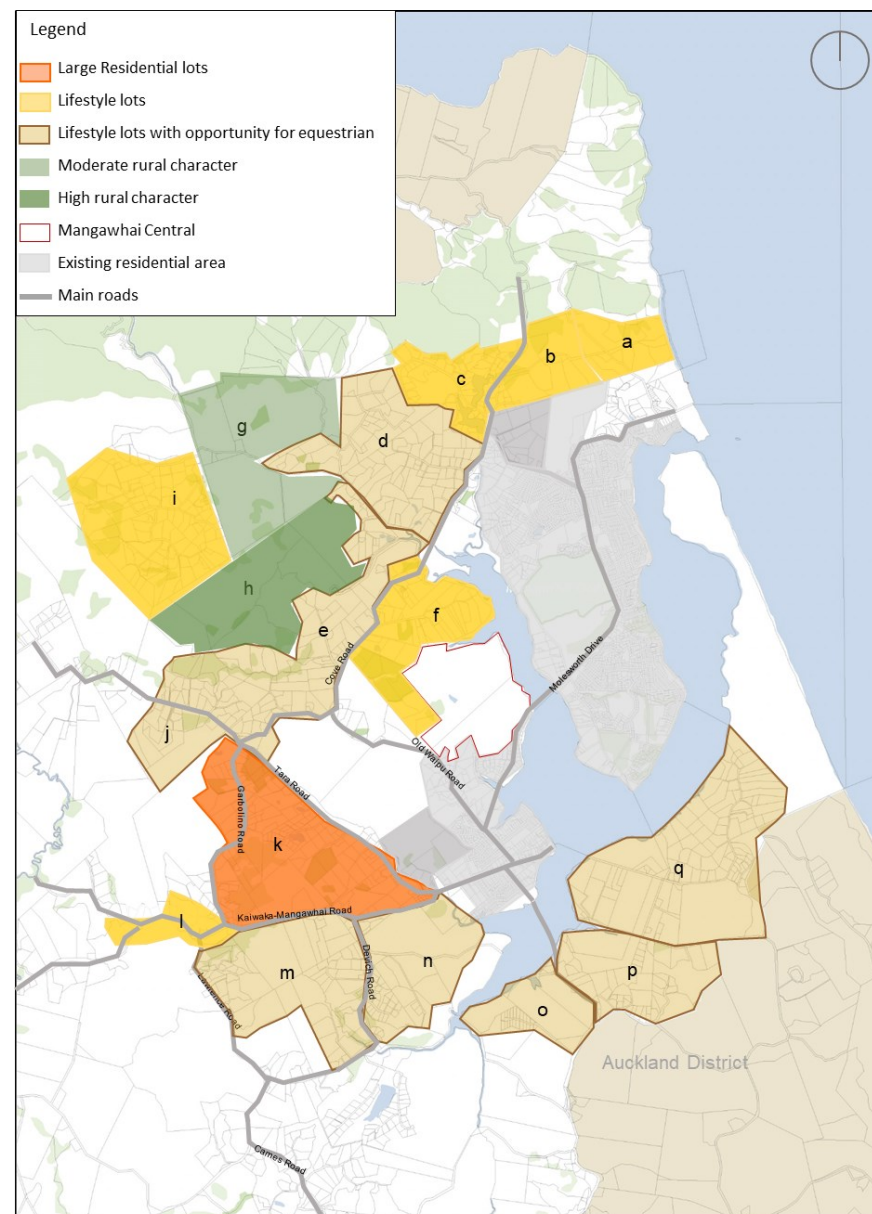
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Area	Land area (ha)	Zone reference	Minimum lot size	Rationale
g	313.2	Avoid		
h	231	Avoid		These areas contain high value soils for rural production, horticultural and agricultural land use as well as significant ecological and amenity values that offers unbroken rural views through to the Brynderwyn ranges, maintaining the rural character and landscape. As viewed from Cove Road and Mangawhai-Kaiwaka Road drivers experience rural vistas through to the ranges which is viewed as a culturally significant and defining feature of the Mangawhai Spiritual personality and has high impact on incoming tourists. Note: Council reinforce the establishment of an urban growth boundary which clearly defines the extent of lifestyle and urban spaces, whilst maintaining the countryside aesthetic.
i	198.5	Lifestyle lot	0.8 - 2ha	This area of subdivision is a historic anomaly. The initial subdivision create modest size lots 2-4 ha. The site is bounded by large productive farms. This is a very pretty part of the district and have interconnecting waterways rolling landscape, productive soil and a beautiful backdrop of the Brynderwyns. The attractive nature of this area and the ecological values mean that landowners have sought to use 'environmental benefit rules' with the DP to enable subdivision. The roading network is a series of cul-de-sacs with a combination of private roads, JOALs and ROW easements to access individual lots. The roading is very disjointed and therefore unable to be upgraded for further subdivision. This is a high density kiwi site and intensification is compromising this species due to predators, cats and dogs. A pathway forward would be to restrict further intensification to protect what is left and recognise the area as an anomaly only. the same principle should apply to Spioenkop / Peeblebrooke Road, and another small cluster on Tara Road.

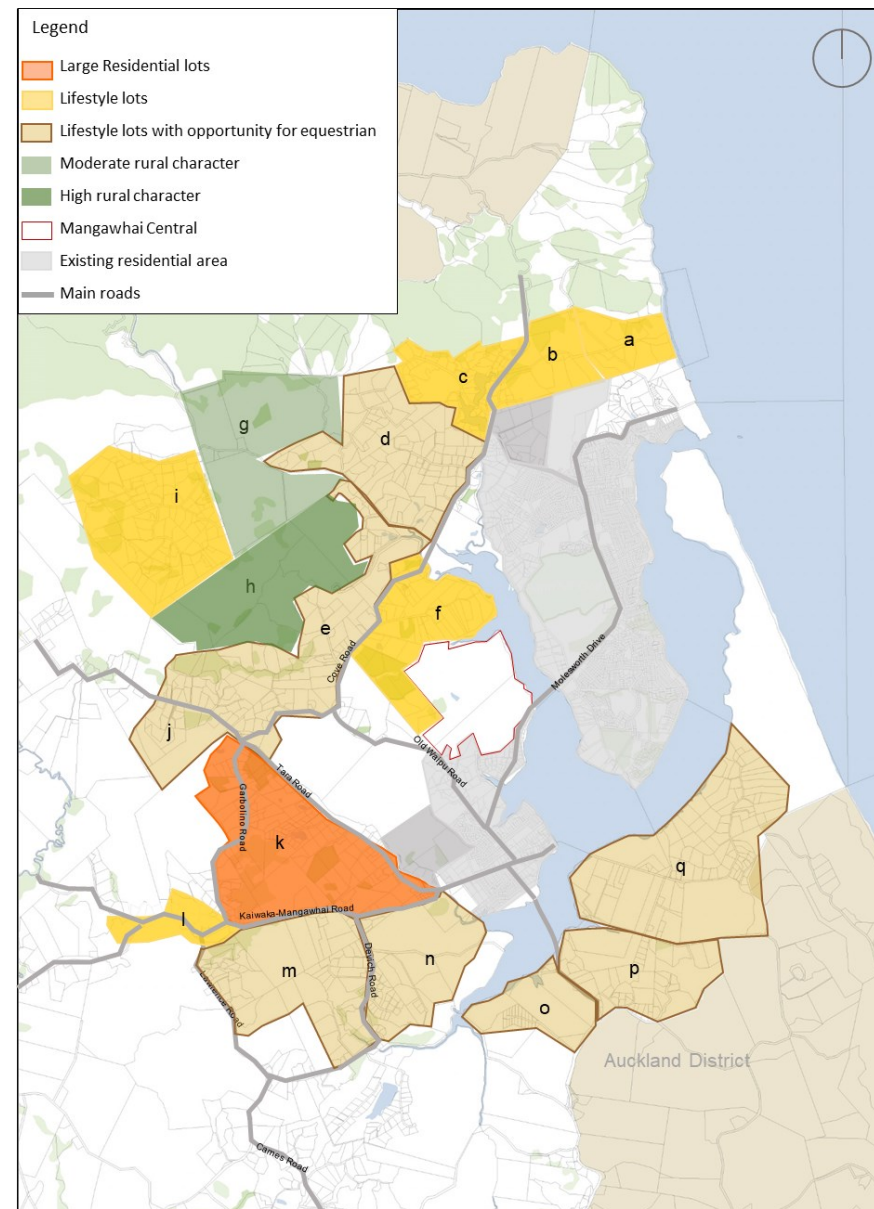


Area	Land area (ha)	Zone reference	Minimum lot size	Rationale
j	47.9	Lifestyle lot with opportunity for equestrian activity	0.4 - 0.8ha	Development in this area is somewhat constrained by topography (steep) and natural features (gullies and links to waterways). There is a high value wetland to the rear of this area which should not be developed. The area sits up on a ridge so existing developments are exposed and intensification has the potential to cumulatively erode the landscape values of this area including views of the Brynderwyns. The lot size is already small and development capacity has likely been fully absorbed. As such it is recommended that further intensification should not be sought.
k	250.1	Large residential lots	0.4 - 0.8ha	This area provides the opportunity for clear 'boundaries' to the more intensified large lot zone l. This area is somewhat constrained by topography and ecological values (Garbolino bush). This bush is very high quality and needs protection and buffering. A majority of this area is already intensified and mostly residential. The lot sizes are already small but the development capacity has not been fully absorbed. Therefore large lot/lifestyle intensification should be considered. The lots on Tara Road borrow the landscape value of Frecklington Farm and so this should be a consideration when determining the design of Frecklington farm and its intensity. Note: Council has recently upgraded both Tara Road and Cove road including a 50km zone so it signals that this area is higher density.
l	29.5	Lifestyle lot	0.8 - 2ha	This area has some undesirable intensification patterns that have been historically allowed. The area has views across the rural landscape in the mid-ground with the Brynderwyn ranges in the background. As this area is close to town, it is targeted for intensification, but the development of poor quality housing is cumulatively eroding the landscape values of this area. This should be acknowledge but not replicated. The development capacity has been full absorbed in the area and not further intensification should be considered. Note: Council is concerned about the cumulative adverse effects of residential intensification on both sides of Kaiwaka Mangawhai Road, due to visual impacts.





Area	Land area (ha)	Zone reference	Minimum lot size	Rationale
m	209	Lifestyle lot with opportunity for equestrian activity	2 - 4ha	Some existing mixture of lifestyle lots. Area n has the best connection to the estuary through walkways, waterways and high value bush areas. It is recommended that an intensified development pattern is not to be sought as it would set an undesirable precedent to allow further intensification south of the Kaiwaka Mangawhai Road. MK Road is a cultural link and a tourist drive so protection of the landscape values on both sides is important. Given the modest size lots, there is potential for future coordinated development to avoid 'gated' or ad-hoc development. There are some notable gullies, waterways and ecological area (riparian) that should be considered when determining
n	181.7	Lifestyle lot with opportunity for equestrian activity	2 - 4ha	
o	131.7	Lifestyle lot with opportunity for equestrian activity	2 - 4ha	This area has nice views of the harbour and Mangawhai and some ecological features. It is recommended an intensified development pattern is not to be sought. Land is close to the beach, estuary and sand dunes and could play a role in reinforcing connection to protection for flora and fauna, especially at risk birds which nest in the dune systems. Given the modest size lots, there is potential for coordinated development. The area is also directly on the road to Auckland and the gate to Mangawhai Village so development should acknowledge this role as the key entry point and be respectful of the public experience of the area.
p	145.4	Lifestyle lot with opportunity for equestrian activity	2 - 4ha	
q	316.9	Lifestyle lot with opportunity for equestrian activity	2 - 4ha	This area is highly constrained due to risk of sea level rise, coastal hazards and ecological protection. The area is relatively flat and is particularly suitable for hobby farms, horticultural, and commercial/industrial type uses. We recommend not seeking an intensified development pattern. It is preferred to have a gradual change from ecological coastline to horticultural/ agricultural land use close to the sand dunes. Given the modest size lots, there is potential for coordinated development. This area has the best connection to the coast and the only southern accessible beach to Mangawhai.



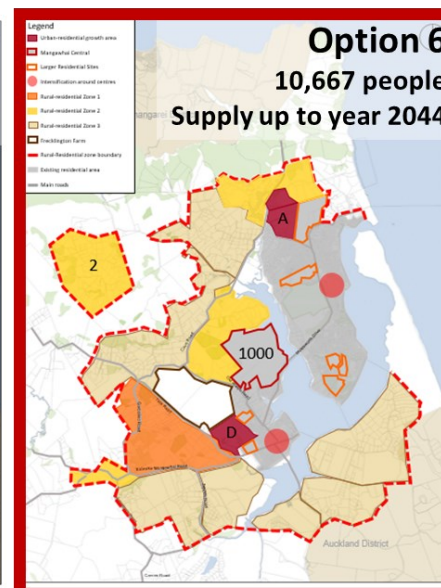
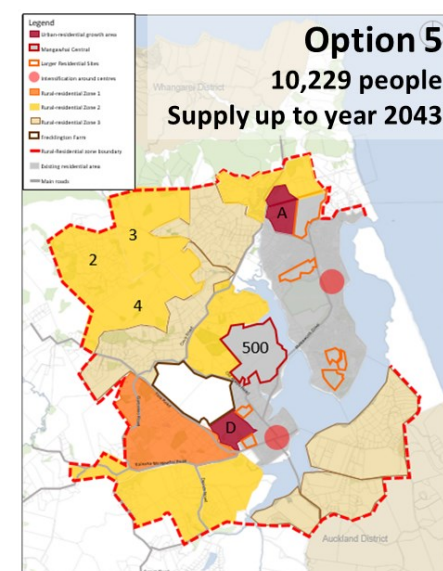
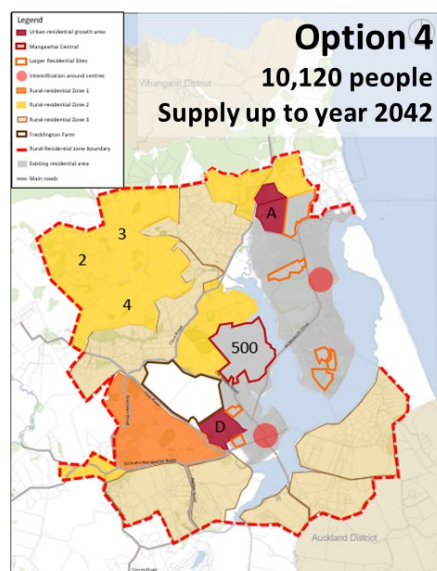
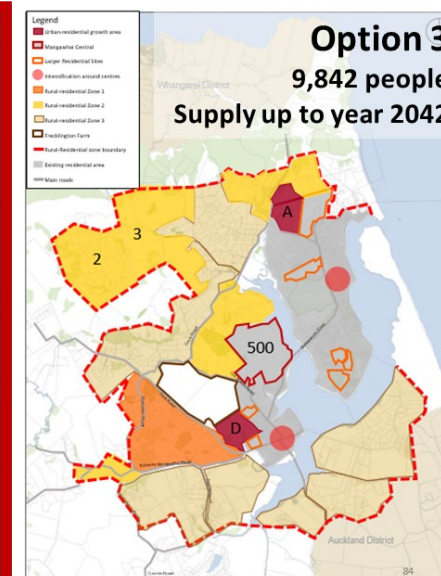
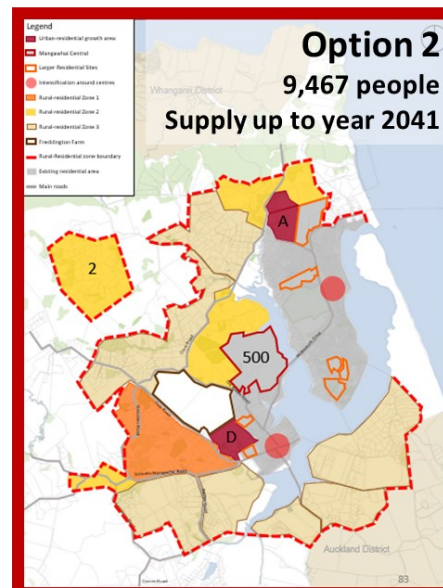
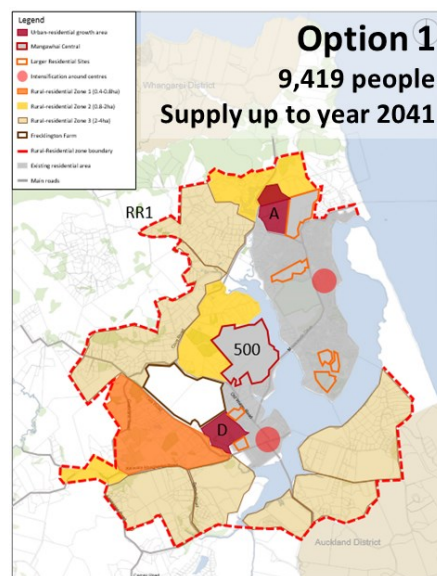


## APPENDIX E - GROWTH OPTIONS CONSIDERED

The growth options considered are shown in the maps on this page.

The major variation between these is the extent of the rural residential activities, to be provided for in the recommended new rural residential zone(s).

As explained, Options 2 and 6 are preferred, with the difference between these the assumption for the number of dwellings to be provided in the Mangawhai Central development.



## APPENDIX F - CURRENT DISTRICT PLAN EMPLOYMENT LAND CAPACITY CALCULATION

		Business-Commercial	Business-Industrial	Total
Existing	Mangawhai Heads	1.89ha	2.77ha	4.66ha
	Mangawhai Heads North		1.34ha	1.34ha
	Mangawhai Village	3.69ha		3.69ha
	School*			4.80ha
	<b>SUBTOTAL</b>			<b>14.49ha</b>
Additional Future	Mangawhai Central (as per existing District Plan)	4.00ha	3.20ha	7.20ha
	Mangawhai Central (Plan Change)	3.90ha**	6.17ha	10.07ha
<b>TOTAL (existing District Plan)</b>		<b>9.58ha</b>	<b>7.31ha</b>	<b>16.89ha</b>
<b>TOTAL (Plan Change)</b>		<b>9.48ha</b>	<b>10.28ha</b>	<b>19.76ha</b>

\* Mangawhai School (4.8 hectares) is not zoned for business but employs approximately 50 people

\*\*accommodates 6,032sqm retail buildings and 4,801sqm non retail buildings