

Agenda for a meeting of the Strategy & Finance Committee to be held in the Council Chambers, District Office, 15 Galileo Street, Ngaruawahia on **WEDNESDAY 27 FEBRUARY 2019** commencing at **9.00am**.

*Information and recommendations are included in the reports to assist the Committee in the decision making process and may not constitute Council's decision or policy until considered by the Committee.*

**1. APOLOGIES AND LEAVE OF ABSENCE**

**2. CONFIRMATION OF STATUS OF AGENDA**

*Dr Stephen McTaggart, University of Auckland, will be in attendance from 9.00am to discuss item 5.1.*

*Mr Jason Dawson, Hamilton & Waikato Tourism, will be in attendance from 9.00am to discuss item 5.2.*

**3. DISCLOSURES OF INTEREST**

**4. CONFIRMATION OF MINUTES**

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GJ Ion  
**CHIEF EXECUTIVE**

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**Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Gavin Ion Chief Executive
<b>Date</b>	30 November 2018
<b>Prepared by</b>	Lynette Wainwright Committee Secretary
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318
<b>Report Title</b>	Confirmation of Minutes

**1. EXECUTIVE SUMMARY**

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To confirm the minutes of the Strategy & Finance Committee meeting held on Wednesday 28 November 2018.

**2. RECOMMENDATION**

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**THAT the minutes of the meeting of the Strategy & Finance Committee held on Wednesday 28 November 2018 be confirmed as a true and correct record of that meeting.**

**3. ATTACHMENTS**

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S&F minutes 28 November 2018

**MINUTES** for a meeting of the Strategy & Finance Committee of the Waikato District Council held in the Council Chambers, District Office, 15 Galileo Street, Ngaruawahia on **WEDNESDAY 28 NOVEMBER 2018** commencing at **9.02am**.

**Present:**

Cr JM Gibb (Chairperson)  
His Worship the Mayor Mr AM Sanson [*until 10.30am and from 11.05am*]  
Cr A Bech [*until 10.40am and from 11.03am*]  
Cr JA Church  
Cr DW Fulton  
Cr S Henderson  
Cr SD Lynch [*until 10.40am and from 11.04am*]  
Cr RC McGuire  
Cr FM McInally  
Cr EM Patterson  
Cr JD Sedgwick  
Cr NMD Smith [*until 10.40am and from 11.04am*]  
Cr LR Thomson

**Attending:**

Mr T Whittaker (Chief Operating Officer)  
Mr C Morgan (General Manager Community Growth)  
Mrs LM Wainwright (Committee Secretary)  
Mr W Gauntlett (RM Policy Team Leader)  
Ms K Nicolson (Senior Policy Planner)  
Mr V Ramduny (Strategic Projects Manager)  
Mr J Ebenhoh (Planning and Policy Manager)  
Mr G Boundy (Senior Environmental Planner)  
Ms L Van den Bemd (Community Development Advisor)  
Ms M Russo (Acting Corporate Planning Team Leader)  
Ms A Diaz (Finance Manager)  
Ms D Dalbeth (Business Analyst)  
Mr D MacDougall (Open Spaces Team Leader)  
Members of staff  
Media

**APOLOGIES AND LEAVE OF ABSENCE**

**Resolved: (Crs Sedgwick/Patterson)**

**THAT an apology be received from Cr Main.**

**CARRIED on the voices**

**S&F1811/01**

## **CONFIRMATION OF STATUS OF AGENDA ITEMS**

**Resolved: (Crs Thomson/Church)**

**THAT the agenda for a meeting of the Strategy & Finance Committee held on Wednesday 28 November 2018 be confirmed and all items therein be considered in open meeting with the exception of those items detailed at agenda item 8 which shall be considered with the public excluded;**

**AND THAT all reports be received;**

**AND FURTHER THAT the Chair of the Raglan Community Board be given speaking rights for the duration of the open section of this meeting.**

**CARRIED on the voices**

**S&F1811/02**

## **DISCLOSURES OF INTEREST**

Cr Gibb advised members of the Committee that she would declare a non financial conflict of interest in item 6.1 [*Hearings for Proposed Waikato District Plan – Appointment of external independent hearings commissioners and delegation of powers to Hearings Panel to make decisions on submissions on Proposed Waikato District Plan (Stages 1 and 2)*], item 6.2 [*District Plan Review – Stage 2 Update*] and item 6.3 [*National Policy Statement on Urban Development Capacity Minimum Housing Tags*].

Cr Fulton advised members of the Committee that he would declare a non financial conflict of interest in item 6.1 [*Hearings for Proposed Waikato District Plan – Appointment of external independent hearings commissioners and delegation of powers to Hearings Panel to make decisions on submissions on Proposed Waikato District Plan (Stages 1 and 2)*], item 6.2 [*District Plan Review – Stage 2 Update*] and item 6.3 [*National Policy Statement on Urban Development Capacity Minimum Housing Tags*].

Cr Sedgwick advised members of the Committee that she would declare a non financial conflict of interest in item 6.1 [*Hearings for Proposed Waikato District Plan – Appointment of external independent hearings commissioners and delegation of powers to Hearings Panel to make decisions on submissions on Proposed Waikato District Plan (Stages 1 and 2)*], item 6.2 [*District Plan Review – Stage 2 Update*] and item 6.3 [*National Policy Statement on Urban Development Capacity Minimum Housing Tags*].

## **CONFIRMATION OF MINUTES**

**Resolved: (Crs McInally/Bech)**

**THAT the minutes of a meeting of the Strategy & Finance Committee held on Wednesday 26 September 2018 be confirmed as a true and correct record of that meeting.**

**CARRIED on the voices**

**S&F1811/03**

**RECEIPT OF MINUTES****Resolved: (Crs Sedgwick/Bech)****THAT the minutes of a meeting of the Audit & Risk Committee held on Monday 17 September 2018 be confirmed as a true and correct record of that meeting.****CARRIED on the voices****S&F1811/04****REPORTS**

Cr Gibb vacated the chair and Cr Bech assumed the chair for the following 3 items.

Hearings for Proposed Waikato District Plan - Appointment of external independent hearings commissioners and delegation of powers to Hearings Panel to make decisions on submissions on Proposed Waikato District Plan (Stages 1 and 2)

Agenda Item 6.1

The report was received [*S&F1811/02 refers*] and discussion was held. The RM Policy Team Leader gave a verbal presentation and answered questions of the committee.

**Resolved: (Crs Smith/Church)****THAT the Strategy & Finance Committee recommends to Council that two external independent commissioners be appointed to the pool to make up the Hearings Panel of the Proposed Waikato District Plan, Stages 1 and 2.****CARRIED on the voices****S&F1811/05****Resolved: (Cr Smith/His Worship the Mayor)****THAT the Strategy & Finance Committee recommends to Council that, subject to staff discussions with iwi, Dr Phil Mitchell be appointed as Chair and Mr Paul Cooney be appointed as Deputy Chair of the Hearings Panel of the Proposed Waikato District Plan, Stages 1 and 2.****CARRIED on the voices****S&F1811/06****Resolved: (Crs Church/Smith)****THAT the Strategy & Finance Committee recommends to Council that, following engagement with tangata whenua, at least one further independent commissioner with an understanding of tikanga Maaori and of the perspectives of local iwi or hapuu, be appointed, at a later date by Council, to the pool to make-up the Hearings Panel of the Proposed Waikato District Plan, Stages 1 and 2.****CARRIED on the voices****S&F1811/07**

**Resolved: (Cr Patterson/His Worship the Mayor)**

**THAT the Strategy & Finance Committee recommends to Council that it delegates to the Chair of the Hearings Panel the power to determine the composition of the Hearings Panel for specific topics and/or individual hearings of submissions on the Proposed Waikato District Plan, Stages 1 and 2.**

**CARRIED on the voices**

**S&F1811/08**

Crs Henderson, Lynch and McGuire voted against the resolution and requested their dissenting votes be recorded.

**Resolved: (Cr Smith/Church)**

**THAT the Strategy & Finance Committee recommends to Council that it delegates to the Hearings Panel all powers, duties and functions under the Resource Management Act 1991 to consider, hear, deliberate and decide on all submissions and further submissions received on the Proposed Waikato District Plan Stages 1 and 2.**

**CARRIED on the voices**

**S&F1811/09**

**Resolved: (Crs Smith/Patterson)**

**THAT the Strategy & Finance Committee recommends to Council it adopts the Terms of Reference for the Proposed Waikato District Plan Hearings Panel as set out in Attachment 1 to the agenda.**

**CARRIED on the voices**

**S&F1811/10**

District Plan Review – Stage 2 Update  
Agenda Item 6.2

The report was received [*S&F1811/02 refers*] and discussion was held. The Senior Policy Planner gave a verbal presentation and answered questions of the committee.

National Policy Statement on Urban Development Capacity Minimum Housing Targets  
Agenda Item 6.3

The report was received [*S&F1811/02 refers*] and discussion was held. The Strategic Projects Manager gave a verbal presentation and answered questions of the committee.

**Resolved: (His Worship the Mayor/Cr Smith)**

**THAT the recommended mandatory changes to the Operative Waikato District Plan (Waikato and Franklin Sections) and the Proposed District Plan are approved;**

**AND THAT these changes take place prior to 21 December 2018 with public notice issued within 5 working days of implementation.**

**CARRIED on the voices**

**S&F1811/11**

Cr Bech vacated the chair and Cr Gibb assumed the chair for the remainder of the meeting.

Consideration of Conservation Fund Application  
Agenda Item 6.4

The report was received [*S&F1811/02 refers*] and discussion was held. The Senior Environmental Planner gave a verbal presentation and answered questions of the committee.

**Resolved: (Crs Church/McGuire)**

**THAT the Strategy & Finance Committee recommends to Council that the Conservation Fund application from B Carsons for \$5,000 be approved in full.**

**CARRIED on the voices**

**S&F1811/12**

Update on Waikato District Heritage Forum  
Agenda Item 6.5

The report was received [*S&F1811/02 refers*] and discussion was held. The Community Development Advisor gave a verbal presentation and answered questions of the committee.

**Resolved: (Crs Smith/Church)**

**THAT the Strategy & Finance Committee recommends that Council support exploring a regional approach for a Waikato Regional Archival Respository.**

**CARRIED on the voices**

**S&F1811/13**



Consultation on the proposed Raglan Food Waste Targeted Rate  
Agenda Item 6.6

The report was received [S&F1811/02 refers] and discussion was held. The Corporate Planner gave a verbal presentation and answered questions of the committee.

**Resolved: (Crs McGuire/Thomson)**

**THAT the Strategy & Finance Committee recommend to Council to approve to consult with the Raglan community on the proposed targeted rate to continue the kerbside food waste collection service for Raglan.**

**CARRIED on the voices**

**S&F1811/14**

His Worship the Mayor withdrew from the meeting at 10.30am during discussion on the above item and was not present when voting took place.

Cr Bech withdrew from the meeting at 10.40am following discussion on the above item and was present when voting took place.

Cr Lynch withdrew from the meeting at 10.40am following discussion on the above item and was present when voting took place.

Cr Smith withdrew from the meeting at 10.40am following discussion on the above item and was present when voting took place.

The meeting adjourned at 10.40am and resumed at 11.01am.

Economic Development Update November 2018  
Agenda Item 6.7

The report was received [S&F1811/02 refers] and discussion was held.

**Resolved: (Crs Sedgwick/Lynch)**

**THAT the Strategy & Finance Committee supports and recommends to Council to adopt the Economic Development Work Programme for 2018/19.**

**CARRIED on the voices**

**S&F1811/15**

Cr Bech re-entered the meeting at 11.03am during discussion on the above item and was present when voting took place.

Cr Lynch re-entered the meeting at 11.04am during discussion on the above item and was present when voting took place.

Cr Smith re-entered the meeting at 11.04am during discussion on the above item and was present when voting took place.

His Worship the Mayor re-entered the meeting at 11.05am during discussion on the above item and was present when voting took place.

Financial Review of Key Projects

Agenda Item 7.1

The report was received [*S&F1811/02 refers*] and discussion was held. The Chief Operating Officer gave a verbal presentation and answered questions of the committee.

Summary of Movements in Discretionary Funds to 31 October 2018

Agenda Item 7.2

The report was received [*S&F1811/02 refers*] and discussion was held.

Treasury Risk Management Report 30 September 2018

Agenda Item 7.3

The report was received [*S&F1811/02 refers*] and discussion was held. The Finance Manager gave a verbal presentation and answered questions of the committee.

2019 First Quarter Non-Financial Performance Report

Agenda Item 7.4

Tabled: Updated 2019 1<sup>st</sup> quarter LTP KPI report.

The report was received [*S&F1811/02 refers*] and discussion was held. The Business Analyst gave a verbal presentation and answered questions of the committee.

Summary of rates and water-by-meter debt

Agenda Item 7.5

The report was received [*S&F1811/02 refers*] and discussion was held. The Finance Manager gave a verbal presentation and answered questions of the committee.

Treasury Risk Management Policy Minor Updates  
Agenda Item 7.6

Tabled: Treasury Risk Management Policy (including Liability and Investment Policies). This replaces the attachment in the agenda.

The report was received [*S&F1811/02 refers*] and discussion was held. The Finance Manager gave a verbal presentation and answered questions of the committee.

**Resolved: (Crs Sedgwick/Patterson)**

**THAT the Strategy & Finance Committee approves the minor amendments to the Treasury Risk Management Policy.**

**CARRIED on the voices**

**S&F1811/16**

Council Controlled Organisations Annual Reports  
Agenda Item 7.7

The report was received [*S&F1811/02 refers*] and discussion was held. The Finance Manager gave a verbal presentation and answered questions of the committee.

Local Government Funding Agency Annual Report 2018  
Agenda Item 7.8

The report was received [*S&F1811/02 refers*] and discussion was held. The Finance Manager gave a verbal presentation and answered questions of the committee.

Request to Purchase RTV for Wainui Farm  
Agenda Item 7.9

The report was received [*S&F1811/02 refers*] and discussion was held. The Open Spaces Team Leader gave a verbal presentation and answered questions of the committee.

**Resolved: (Crs Smith/Church)**

**THAT Council approve the funding proposal for the Purchase of the Kubota RTV-x900.**

**CARRIED on the voices**

**S&F1811/17**

**EXCLUSION OF THE PUBLIC**

Agenda Item 8

**Resolved: (Crs Thomson/Patterson)****THAT the public be excluded from the meeting to enable Council to deliberate and make decisions on the following items of business:****Confirmation of Minutes dated Wednesday 26 September 2018****Receipt of Minutes of the Audit & Risk Committee dated Monday 17 September 2018****REPORTS****a. Economic Development Verbal Update****The general subject of the matter to be considered while the public is excluded, the reason, and the specific grounds under section 48(1) of the Local Government Official Information and Meetings Act 1987 are as follows:****Reason for passing this resolution to withhold exists under:** **Ground(s) under section 48(1) for the passing of this resolution is:****Section 7(2)(f)(i)(h)(i)(j)****Section 48(1)(3)(a)(d)****CARRIED on the voices****S&F1811/18***Resolutions S&F181119 – S&F1811/21 are contained in the public excluded section of these minutes.*

Having resumed open meeting and there being no further business the meeting was declared closed at 12.23pm.

Minutes approved and confirmed this \_\_\_\_\_ day of \_\_\_\_\_ 2018.

JM Gibb  
**CHAIRPERSON**

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### **Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Clive Morgan General Manager Community Growth
<b>Date</b>	19 February 2019
<b>Prepared by</b>	Sandy Mason Personal Assistant
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318 / 2170723
<b>Report Title</b>	Impact of rapid urbanisation on the governance of small and rural primary schools in the Northern Waikato

## **1. EXECUTIVE SUMMARY**

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Dr Jennifer Tatebe, Senior Lecturer at the University of Auckland's Faculty of Education and Social Work will be in attendance to present on a study of the impact of rapid urbanisation on the governance of small and rural primary schools in the Northern Waikato.

Dr Tatebe and co-investigator Dr Stephen McTaggart's study has identified some key areas with respect to planning for growth in the Northern Waikato and its subsequent impact on local primary schools.

## **2. RECOMMENDATION**

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**THAT the report from the General Manager Community Growth be received.**

## **3. ATTACHMENTS**

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WDC Policy Brief Urbanisation and Rural School Governance



**EDUCATION AND  
SOCIAL WORK**

**THE IMPACT OF RAPID URBANISATION ON THE  
GOVERNANCE OF SMALL AND RURAL PRIMARY SCHOOLS  
IN THE NORTHERN WAIKATO**

Dr Jennifer Tatebe and Dr Stephen McTaggart  
University of Auckland

**Research brief prepared for the Waikato District Council  
February 27, 2019**

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# THE IMPACT OF RAPID URBANISATION ON THE GOVERNANCE OF SMALL AND RURAL PRIMARY SCHOOLS IN THE NORTHERN WAIKATO

Dr Jennifer Tatebe and Dr Stephen McTaggart  
University of Auckland  
February 27, 2019

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## Executive Summary

This research project engaged with school and local communities in the Northern Waikato that are currently experiencing rapid demographic and cultural changes. National population statistics identify the Waikato region as one of Aotearoa's fastest growing regions with a 2.4% annual increase in 2017, second only to Auckland at 2.6% and above the national 2.1% annual population increase (Statistics New Zealand, 2017a, b and c). New major housing developments in the region arguably reflect and influence demographic change, which we show, directly impacts on the culture and capabilities of local schools.

This study examined the social, economic and political impact of rapid urban development in small and rural communities in the Northern Waikato. The primary focus of the research was school and community engagement, policy and governance. The key research question was, "**In what ways does urban development in small and rural communities impact on local primary schools?**" The related sub questions explored the role of primary schools in small and rural communities experiencing significant population growth, infrastructure and cultural changes; the challenges experienced by these schools, and the ways the Boards of Trustees responded to urban development challenges.

To answer the research questions, multiple sources were canvassed. They included:

- 1) Six focus group interviews with Boards of Trustees in South Auckland and the Northern Waikato district of Franklin.
- 2) Six one-on-one interviews with each participating school Principal
- 3) Two one-on-one interviews with Waikato District Councillors

## Key Study Findings

All three sources of data were subject to an iterative thematic analysis in NVivo qualitative software. The themes that emerged from the data inform the following **five key study findings**.

### 1. Communication

All participants/stakeholders (Boards of Trustees, Principals and District Councillors) identified a distinct **lack of communication** about the (urban) development in their respective communities. Similarly, all participants identified the absence of a cohesive flow of information between the three parties. One Principal neatly summarized this perspective when he said, "I think we'd probably have to create [better communication] ourselves."

## 2. Child Safety

Child safety was a major concern for Principals and Board of Trustees. The rapid housing and community development sparked concerns about road safety, road speeds, road calming and traffic management strategies, and bus transportation pick up and drop off locations. Principals and Boards of Trustees' top three concerns were:

- 1) Road speeds: half the participating schools identifying unchanged road speeds of up to 70-100km/hr around their schools.
- 2) Creating/adapting safe pick up and drop off areas in response to the high road speeds and general construction around their schools.
- 3) Perceived need for new road/traffic management including more visible road crossings, better road signage and more pedestrian islands to ensure the safety of their students.

## 3. Uncertainty

Uncertainty was a major topic discussed by all participants in slightly different ways.

**Councillors:** heard concerns related to how the residential population would impact upon previously small and rural communities. Issues such as housing consent approvals, currently existing and future infrastructure and transportation options were raised.

**Principals:** were most concerned about how a growing community would influence the school roll, student demographics, school culture and identity, building capacity, and staff recruitment and retention.

**Boards of Trustees:** expressed concerns about the uncertainty of their previous "rural school" identity, along with additional stresses on the school bus network, need for new buildings and staff, and possible need to alter zoning policies. They also perceived different parent expectations of the school, its staff and the Board.

## 4. Semi-rural identity formation

This project identified the formation of a new "semi-rural" identity which has varied levels of acceptance amongst community members. Some residents continue to hold onto traditional rural narratives based in New Zealand's colonial farming narrative. Others acknowledge what we call the "urban-rural drift" and are open to the opportunity for the possibilities created by rapid demographic growth in their community. Still others view the mix of long standing and new community members positively speaking of enhanced business opportunities, new community groups and clubs, and an infusion of greater diversity of people in their local areas.

## 5. School response to change

School Principals and Boards of Trustees responded differently aligning with their different roles and contexts; however, the most relevant to the Waikato District Council is the unanimous focus on forward planning in response to new housing developments. Schools reiterated the desire and need to be informed about upcoming housing developments yet to be approved, number of consents given to provide schools with future school roll indications, and to have greater contact with developers about the progress of new housing developments.



## Recommendations

We present four key recommendations at the conclusion of this phase of our research. They are:

- 1) Develop a communications network between the Ministry of Education, Council, Housing Developers, schools/Board of Trustees, local iwi and wider the school community.
- 2) Create a standing agenda item for community committees and Council town hall events about rapid urban development and growing communities.
- 3) Develop a resource guide for schools and their communities about the various stages of development.
- 4) Development of a research-informed network of schools and local communities experiencing rapid urban development changes to share knowledge and to act as a support mechanism and to discuss their plans forward.

## Conclusion

This initial phase of the research project has a wide applicability to schools, Board of Trustees, community committees and other local community interest groups, the District Council, housing developers and the New Zealand School Trustees Association. This research project will now move onto its next phase which involves data collection in two other sites (Tauranga and Christchurch). Additional site data will grow the study into one of more generalizable national significance. This study expansion will include one more stakeholder- the voice of housing developers.

Stage two of our research will further engage our kaupapa Māori research focus and our commitment to our Treaty of Waitangi obligations. We will grow our relationship with local iwi/ and Māori in small and rural communities. We see the potential for school boards and Principals to have better engagement in consultation with local Māori regarding the provision of education for Māori children and young people. As such, we have also added in a specific question about Board and school relationships with Māori in our revised methodology.

## Acknowledgements

We would like to thank all the school Principals and Boards of Trustees, and District Councillors for their generosity in time and involvement in this study. Without them, this research would not have been possible. We also acknowledge PhD candidate Research Assistants Wendy Choo and Florence Wong for their background research and transcription assistance.

**Funding:** This research project received contestable funding from the Faculty of Education and Social Work and the School of Critical Studies in Education at the University of Auckland, and a Trustee grant from the New Zealand School Trustee Association.

**Suggested citation:** Tatebe, J., & McTaggart, S. (2019). *The Impact of rapid urbanisation on the governance of small and rural primary schools in the Northern Waikato*. Auckland: Faculty of Education and Social Work, the University of Auckland.

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**Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Clive Morgan General Manager Community Growth
<b>Date</b>	15 February 2019
<b>Prepared by</b>	Sandy Mason PA General Manager Community Growth
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1301 / 2170597 / 2176397
<b>Report Title</b>	Hamilton & Waikato Tourism Six Monthly Report: 01 July – 31 December 2018

## **1. EXECUTIVE SUMMARY**

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To provide the Strategy & Finance Committee with the Hamilton & Waikato Tourism (“HWT”) Six Monthly Report to 31 December 2018.

Jason Dawson, Chief Executive Officer HWT will present this report.

## **2. RECOMMENDATION**

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**THAT the report from the General Manager Community Growth be received.**

## **3. ATTACHMENTS**

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Hamilton & Waikato Tourism Six Monthly Report: 01 July – 31 December 2018.



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## Six Monthly Report to Waikato District Council 1 July – 31 December 2018

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### Executive Summary

Hamilton & Waikato Tourism (HWT) is the region's Regional Tourism Organisation (RTO) whose role is to generate competitive economic benefit through visitor sector strategies focused on increasing visitor length of stay and spend. HWT is funded through a public/private partnership with the region's seven local authorities and the tourism industry.

Recent data released by the Ministry for Business, Innovation and Employment (MBIE) show the region's visitor expenditure has climbed to \$1.557 billion for the 12 months ended November 2018, a 6% increase on the previous year. Hamilton and Waikato are the fifth largest region by expenditure behind Auckland, Christchurch, Queenstown and Wellington.

Currently international visitors contributed an estimated \$359 million to the region, while domestic spend delivered \$1.199 billion. Commercial guest nights are also growing with an estimated 1.4 million commercial guest nights in the region, a slight increase of 0.2% on the previous year (Commercial Accommodation Monitor: year ending November 2018).

Hamilton and Waikato is now the fourth largest region behind Auckland, Wellington and Christchurch for conventions, meetings and business events for the year ending September 2018. Our region has now secured an 10.4% market share of total events of this lucrative market.

Every conference we can secure for Hamilton and Waikato is significant for the region, regardless of the sector or size. Conference delegates are also influenced to return for a future holiday based on their positive Waikato experiences.













Two game-changer projects from the Tourism Opportunities Plan have been delivered during this reporting period.

The region's first Major Events Strategy was adopted in July 2018 with a focus to grow our current events to increase length of stay and expenditure, as well as attract new events to our region during our shoulder season.

Our regional visitor brand – 'The Mighty Waikato – where magic runs deep' was launched in December 2018 following two years of research, stakeholder consultation and development.

## Performance targets

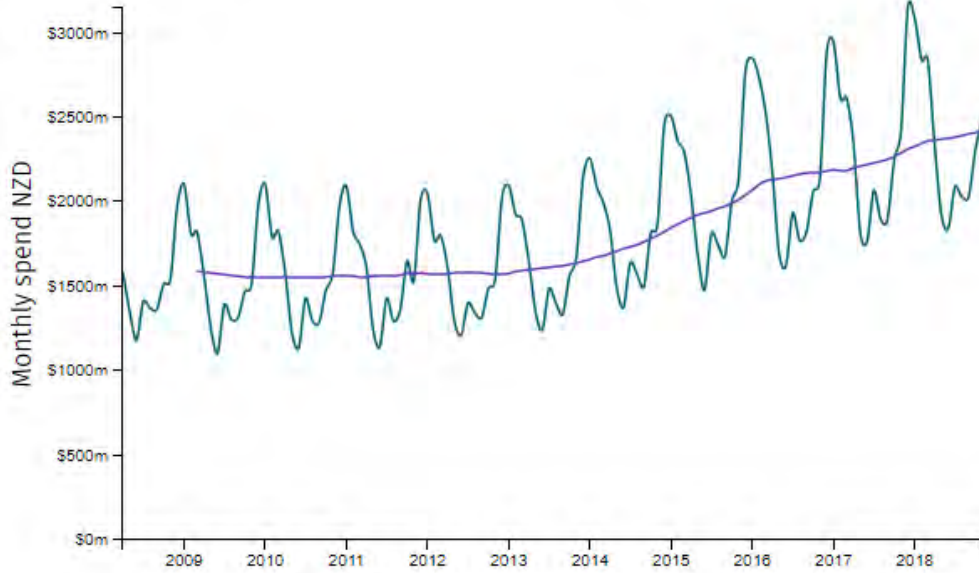
Hamilton & Waikato Tourism (HWT) have seven performance targets which are set in the 'Schedule of Services for Local Government 2018-2019'. Results from 1 July to 31 December 2018 are reported below.

Measure	Result
 <b>Visitor nights</b> 5% increase of total visitor nights' vs national	 <b>0.2%</b> for Hamilton & Waikato 2.6% national growth rate (Year ending November 2018)
 <b>Visitor spend</b> 5% increase in visitor spend across the region	 <b>6%</b> increase on previous year <b>\$1.557 billion</b> annual expenditure (Year ending November 2018)
 <b>Conventions &amp; business events</b> Grow market share of business events from 9% to 10%	 <b>10.4%</b> market share Fourth largest region behind Auckland, Wellington and Christchurch (Year ending September 2018)
 <b>Visitor awareness &amp; perceptions</b> Improve by 3 points, including Waikato residents	 <b>To be completed</b> This research is conducted in June 2018.
 <b>Website &amp; social media: hamiltonwaikato.com</b> 5% digital engagement on previous year	 <b>11.60%</b> 1 July – 31 December 2018
 <b>Industry investment</b> \$450,000 of industry contributions towards marketing activities	 <b>\$291,392</b> international & domestic partnerships, trade show investment, famil in-kind contributions and visitor guide sales (Year ending December 2018)
 <b>Return on investment</b> Total visitor spend per dollar of HWT spend	 <b>\$1,279</b> Visitor spend per dollar of council funding  <b>1.15</b> Commercial guest nights per dollar of council funding (Year ending October 2018)

## Visitor statistics and expenditure

### Hamilton & Waikato Regional Tourism Organisation

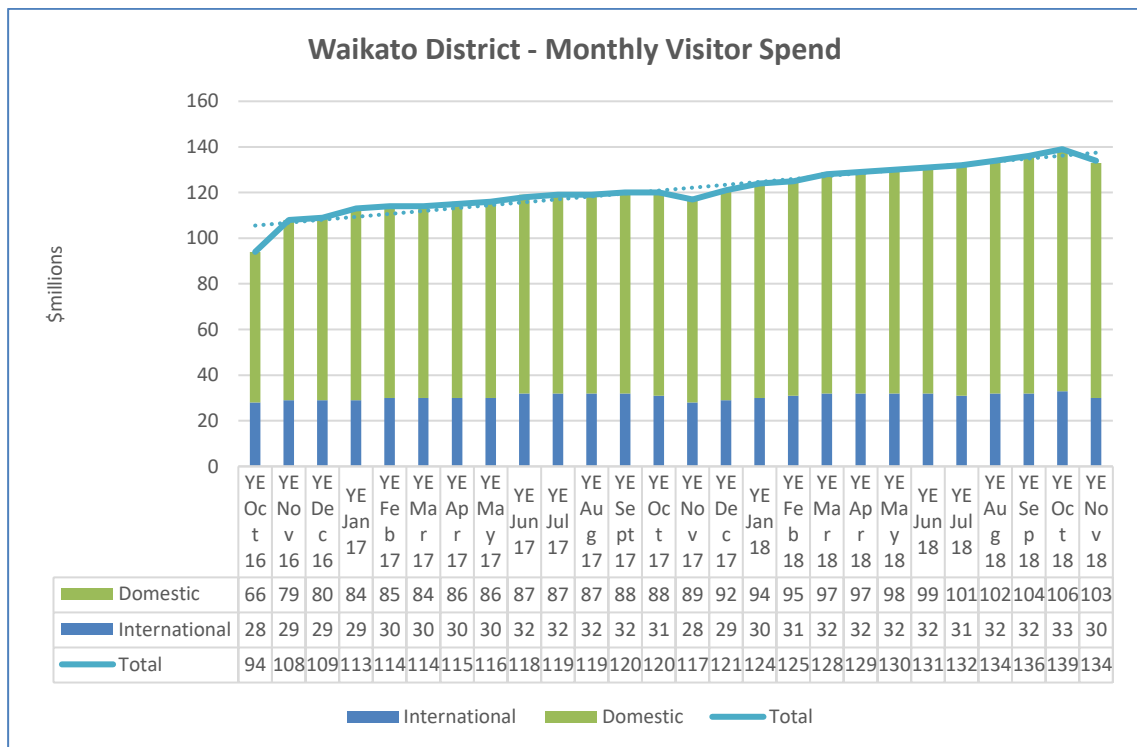
Historical monthly spending pattern



Source: Monthly Regional Tourism Estimates, MBIE (November 2018)

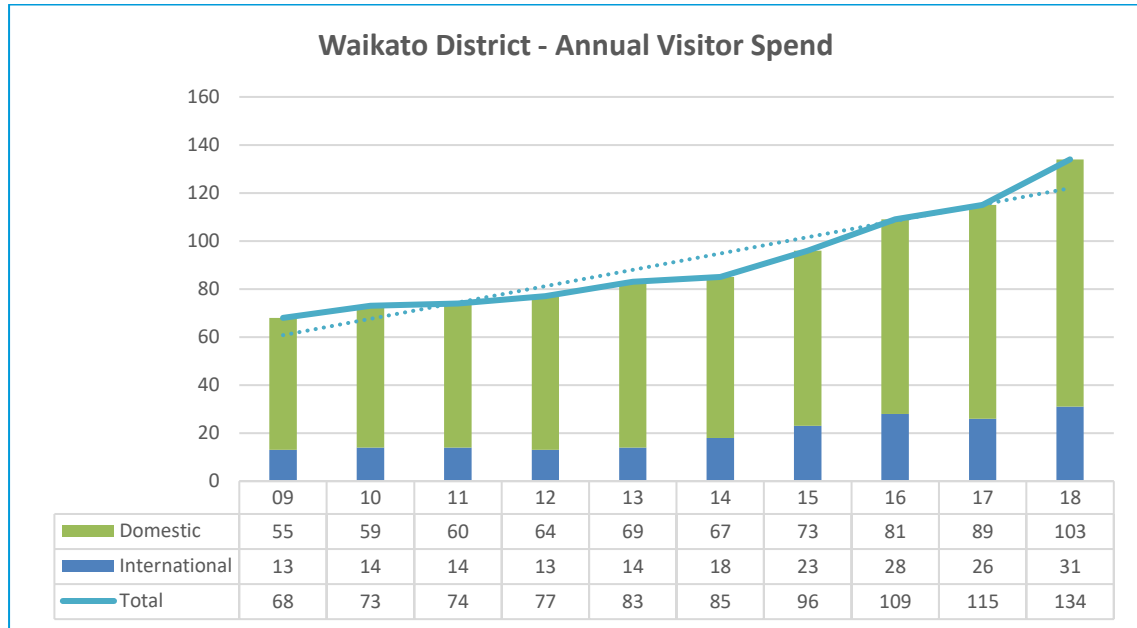
### Visitor expenditure in Waikato District

Visitor expenditure data is measured by the Ministry of Business, Innovation and Employment (MBIE) in the Monthly Regional Tourism Estimates (MRTE). Data was originally captured at a regional level only. However, from September 2016 we can now provide data at a territorial local authority level.



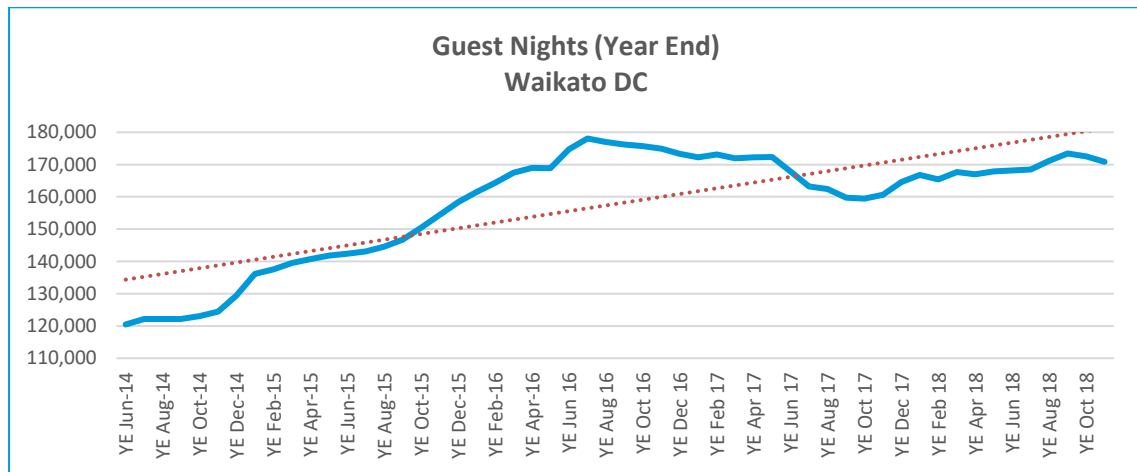
Source: Monthly Regional Tourism Estimates, MBIE (November 2018)

Overall annual visitor expenditure for Waikato continues to rise, with significant growth achieved of 14% total annual increase between November 2017 and November 2018.



Source: Monthly Regional Tourism Estimates, MBIE (November 2018)

Commercial guest nights (hotels, motels, backpackers & holiday parks) for Waikato have remained stable over last 12 months. The latest statistics confirm 170,872 commercial guest nights for the year ending November 2018. While there has been a decline, the overall trend continues to steadily improve.



Source: Commercial Accommodation Monitor, Stats NZ (November 2018)

Air BnB data has now been available and collected since May 2018. During that time, Waikato District’s AirBnB listings have increased from 433 to 574 (December 2018) with occupancy levels climbing to 60% (December 2018).

## Trade & leisure marketing

Hamilton & Waikato Tourism partnered in 2018 again with Tourism NZ and our neighbouring upper and central North Island regions on a \$1.4m+ (NZD) consumer campaign targeting Australia's eastern seaboard. Taking place in July – August the campaign focussed on touring itineraries including the Waikato-featured Thermal Explorer and Volcanic Loop, along with must-do experiences and holiday deals from Air New Zealand and Flight Centre.

The first Short Escapes domestic campaign of the year took place in November and focussed on Spring and pre-Christmas travel to the region. The online campaign targeted our drive and fly markets of Auckland, Bay Of Plenty, Taranaki, Wellington and Christchurch and included some lightbox advertising at Christchurch Airport to promote the new additional Christchurch to Hamilton services as a co-op initiative between HWT, Hamilton Airport and Christchurch Airport.

HWT ran a mini 'Christmas Gift Guide' campaign in early December to promote vouchers for tourism operator partners' experiences and upcoming events as ideal Christmas gifts to Waikato residents. This was followed in late December by a Summer Explore Your Own Backyard campaign which aimed to encourage locals to explore the Waikato over the festive holiday season.

100,000 copies of the 2019 official Regional Visitor Guide were published in December 2018, featuring the new Mighty Waikato branding. Distributed nationally through i-SITES and airports, national and international trade shows and conference delegate packs, the guide is a cost-neutral project with advertising sales funding production and distribution.

HWT continues to be an active partner in the central North Island international marketing alliance with Rotorua, Taupō, Coromandel, Bay of Plenty, Ruapehu and Hawke's Bay regional tourism organisations. Working together under the 'Explore Central North Island' (ECNI) umbrella the collective has undertaken several activities in the July-Dec period including securing an in-market representative in the UK and a joint-trade training mission in the USA and Canada.

### Regional Visitor Brand Strategy

The new 'Mighty Waikato' regional consumer brand was launched in December. The Regional Visitor Brand Strategy project was one of five game-changers identified in the Hamilton & Waikato Tourism Opportunities Plan which was adopted in 2016. The need for a definitive brand and story for the region was required to inform how the area is perceived in the market and with locals; provide consistent messaging and set the region apart from other destinations.

Taking the key themes from the local and domestic perception research and the Waikato Story, the co-curated Mighty Waikato visitor brand has been developed by the tourism sector, local government, iwi, business and community representatives. Research was also undertaken in other parts of New Zealand to help address our domestic perceptions as an emerging visitor destination. The two-year project cost \$60,000 including research, stakeholder consultation and development.



Bringing together our key attributes around a sense of people and place, our brand story reflects who we are as a region and showcases the Waikato's unique visitor proposition. All consumer facing campaigns, channels and collateral features this new brand including our website. As part of this process we have also recently changed our website URL to be [www.waikatoz.com](http://www.waikatoz.com) to aligns with our Mighty Waikato brand. It also gives us the longevity we need from a destination web address, while also aligning us with other cities and regions in the country. Social media names and handles will follow suit shortly.

### Marketing activity for Waikato District

A summary of specific trade and leisure marketing for Waikato District is detailed below.

Target market	Campaign or activity	Waikato experiences profiled
<b>International consumer and travel trade - Australia</b>	Jul-Aug 2018: Annual Tour the North Island Campaign (in partnership with Tourism NZ and upper and central North Island)	Raglan, Helicorp City to Surf experience, Zealong Tea Estate
<b>Media – domestic &amp; international</b>	Media hosting and famils profiling Waikato District: <ul style="list-style-type: none"> <li>• KiaOra Magazine – Destination Piece</li> <li>• Kirk Owers – Escape (Sunday Telegrapgh)</li> <li>• International Hobbit Day Influencers</li> <li>• Erik Conover – American Airlines</li> <li>• AA Traveller / Directions</li> <li>• Taiwan Freelancers</li> <li>• Hijab Travelling – Indonesian Broadcast</li> </ul>	Zealong Tea Estate, Cherry Tree Festival, Raglan Surf School, Solscape, Bridal Veil Falls, Hampton Downs, Cornerstone Alpacas
<b>Travel Trade – Famils</b>	Waikato profiled in following trade famils: <ul style="list-style-type: none"> <li>• Pacific Travel Ltd &amp; Scenic Pacific NZ Tour Famil-August 2018</li> </ul>	Zealong Tea Estate
<b>Travel Trade – events</b>	Sales calls to ITOs and wholesalers throughout the period	Internationally Trade-Ready Product: Raglan Surf School, Wahine Moe, Zealong Tea Estate, Raglan Kayak & Paddleboard, Solscape, Raglan EELS

Target market	Campaign or activity	Waikato experiences profiled
<b>Travel Trade – Explore Central North Island Alliance</b>	<p>HWT are part of the Central North Island RTO alliance known as ‘Explore Central North Island’ which includes the two touring routes – The Thermal Explorer Highway and the Pacific Coast Highway</p> <ul style="list-style-type: none"> <li>• ECNI North America Roadshow, Sept 27 – 2 Oct 2018 (Frontline Agent Training)</li> <li>• Tourism NZ US Roadshow 8-12 Oct 2018</li> </ul>	<p>Raglan Surf School, Wahine Moe, Zealong Tea Estate, Raglan Kayak &amp; Paddleboard, Solscape, Raglan EELS, Franklin Tourism Cluster, Go Skydive.</p>
<b>Domestic – consumer</b>	<p>Waikato District was profiled as part of regional promotions in the following publications:</p> <ul style="list-style-type: none"> <li>• KiaOra Magazine – August</li> <li>• KiaOra Magazine - November</li> <li>• AA Great Spots</li> <li>• NZ/AU Golf Digest</li> <li>• All About Waikato</li> <li>• Go Travel – Summer</li> <li>• INSPO Magazine – December</li> <li>• Waikato Times</li> </ul>	<p>Raglan Surf School, Raglan Kayak &amp; Paddleboard, Raglan Roast, Raglan Fish Shop, YOT Club Raglan, The Shack Raglan, Wallis St Bistro, Wild Coast Ruapuke, Orca Restaurant, Rock-it Kitchen, Soul Shoes, Tony Sly Pottery, Hampton Downs, Bridal Veil Falls, Te Toto Gorge, Zealong Tea Estate, Hakarimata Summit Track, Go SkyDive, Solscape</p>
<b>Domestic consumer – Auckland, Bay of Plenty &amp; Taranaki, Wellington, Rotorua, Christchurch</b>	<p>‘Short Escapes’ campaign – October- November 18</p>	<p>Soundsplash, Hampton Downs, Zealong Tea Estate, Raglan Kayak &amp; SUP, Raglan Surf School, GoSkyDive, Hakarimata Walkway</p>
<b>Domestic consumer -Local, Hamilton &amp; Waikato</b>	<p>‘Explore Your Own Backyard’ campaign, Dec 2018 -Jan 2019</p>	<p>Raglan, Raglan Kayak &amp; SUP, Soundsplash, Zealong Tea Estate, Raglan Surf School, Hampton Downs, GoSkyDive, Hakarimata Walkway</p>

Target market	Campaign or activity	Waikato experiences profiled
<b>Domestic consumer – Chinese New Zealanders</b>	Ongoing campaign activity has continued through our Weibo social media channel, blogs, forums etc	Raglan, Bridal Veil Falls, Hampton Downs, Waikato Cherry Tree Festival, Zealong Tea Estate, Te Toto Gorge, Karakariki Scenic Reserve, Pukemokemoke Bush Loop Track, strawberry picking, GoSkyDive, Raglan Surf School
<b>Domestic &amp; International consumer and trade</b>	2019 Waikato Regional Visitor Guide	Waikato District profiled in 'Regional Highlights' section and through the 'Raglan' and 'North Waikato' sections through editorial and operator advertisements
<b>Domestic &amp; international consumer, travel trade and media</b>	Quarterly e-newsletters are distributed to our consumer, trade and media databases	Waikato Cherry Tree Festival, Raglan craft market, Bridal Veil Falls, Soundsplash, Hampton Downs, GoSkyDive, Raglan Kayak & SUP, Raglan Surf School, Zealong Tea Estate, Chrome Expression Session, Raglan, Raglan Rock
<b>Domestic &amp; international consumer</b>	Waikato District profiled through HWT's various social profiles including Facebook, Instagram, Twitter & YouTube.	Hakarimata summit track, Raglan, Bridal Veil Falls, Solscape, Tamahere Reserve, Vivian Falls, Waikato Cherry Tree Festival, Nikau Cave, Ngarunui Beach, Tough Mudder NZ, Te Awa The Great NZ River Ride, North Waikato, Soundsplash, Hampton Downs, Mt Karioi, Te Toto Gorge, Waikato River, Karioi Classic, Raglan Kayak & SUP, Go SkyDive, Raglan Surf School, Zealong Tea Estate

## Conferences & Business Events

The Hamilton & Waikato region is now the fourth largest region behind Auckland, Wellington and Christchurch for conferences, meetings and business events for the period ending September 2018. Our region has secured 10.4% market share of total business events and 7.5% market share of delegate days.

Every conference we can secure for Hamilton and Waikato is significant for the region, regardless of the sector or size. Conference delegates are also influenced to return for a future holiday based on their positive Waikato experiences.

A delegate attending a business event is worth twice as much of a leisure traveller to the region, with an average delegate per night value of \$299 per night for international delegates and \$461 per night for domestic delegates.

Our main marketing engagement for the year, the Business Events Waikato Showcase, was held in August 2018. This was our third Business Events Showcase which had nearly 60 venues and suppliers from throughout the Waikato region exhibiting with more than 130 conference and business event organisers through the doors.

In November 2018, HWT hosted a multiday famil for 20 national buyers around our region. This famil showcased 26 partners of the HWT Convention Bureau.

### **Convention bureau activity for Waikato District**

A summary of specific trade and conference marketing activity between 1 July to 31 December 2018 is detailed below.

<b>Activity</b>	<b>Detail</b>
<b>Enquiries</b>	93 total enquiries received and managed <b>Waikato:</b> <ul style="list-style-type: none"> <li>• Leads: 8</li> <li>• Recommendations: 3</li> <li>• Basic assists: 2</li> </ul>
<b>Buyers Hosted</b>	91 buyers hosted to the region.
<b>Famils</b>	<b>19-22 November 2018:</b> Annual multiday mega famil, attended by 20 buyers from Wellington, Auckland and Christchurch for three nights. Attendees included conference & event organisers, in-house & corporate meeting planners, association conference organisers  26 BEW (Business Event Waikato) Partners involved including three Waikato District partners.
<b>TNZ Famils</b>	Five TNZ famils were delivered, hosting 51 International business event buyers.
<b>Bespoke Famils</b>	Six bespoke famils organised. Hosting 20 buyers and visiting 45 venues across Waikato, including four Waikato District Partners.

Activity	Detail
<b>Trade Shows</b>	<ul style="list-style-type: none"> <li>• July 2018: Get Global, Sydney</li> <li>• August 2018: Third Hamilton &amp; Waikato Business Events Showcase – 58 exhibiting BEW Partner companies, including 6-9 from Waikato. 133 buyers through the door. The Business Events Waikato Showcase is owned and organised by HWT</li> <li>• September 2018: Regional stand Australian Society of Association Executives (AuSAE) Link Conference, Auckland</li> <li>• December 2018: Exhibited with Tourism NZ at PCO Conference in Melbourne</li> </ul>
<b>Hosted Events</b>	October 2018: Wellington function, attended by 42 guests. Co-hosted with seven BEW Partners including one Waikato District partner
<b>Sales Activity</b>	<ul style="list-style-type: none"> <li>• October: Sales blitzes with Platinum &amp; Gold BEW Partners – Wellington and Auckland</li> <li>• December: Sales blitz with Platinum Partner - Christchurch.</li> </ul>
<b>Tourism NZ Activity</b>	<ul style="list-style-type: none"> <li>• September 2018 - co-hosted table with Tourism NZ at The Kudos Awards</li> </ul>
<b>Partner Communication &amp; Development</b>	<ul style="list-style-type: none"> <li>• Tuesday 2 August: Sustainability breakfast for BEW Partners</li> <li>• Tue 28 August: Incentive Workshop</li> <li>• Partner EDM newsletters/updates x 4</li> <li>• Monthly lead reporting to Platinum &amp; Gold Partners</li> <li>• 76 BEW Partners. <b>Waikato District: 8 partners</b></li> <li>• 38 Face-to-face BEW Partner meetings - includes mentoring &amp; support. <b>Waikato District: Three meetings</b></li> </ul>
<b>Communications &amp; Media</b>	<ul style="list-style-type: none"> <li>• Client newsletters x 2 (database over 2,500)</li> <li>• Editorial x 24</li> <li>• Business Events Directory</li> <li>• Website</li> </ul>

### **INTERNATIONAL CONFERENCE BIDS – in conjunction with Tourism New Zealand’s Conference Activity Programme (CAP)**

Bidding for international conferences is a key activity of the Hamilton & Waikato Convention Bureau, with the support of the Conference Assistance Programme from Tourism New Zealand.

The following international conferences have been secured or pending a decision:

Status	Name	Date of Conference
Won	International Conference on Asian Digital Libraries -ICADL- 2018	19/11/2018
Won	Association of Australasian Engineering Educators - AAEE 2019	2018
Won	Native American Indigenous Studies Association Annual Conference	1/06/2019
Won	IEEE International Conference on Trust, Security and Privacy in Computing	1/08/2019
Won	International Conference on Polar and Alpine Microbiology -PAM	23/09/2019
Pending	Congress of the International Society of Limnology - SIL	2022
Pending	Int Conference on Tertiary Education Governance	2020
Bid submitted	World Indigenous Peoples Conference on Education - WIPSE	2020
Pending	ICAIL International Conf on AI & Law	2022
Pending	IEEE International Conf on Industrial Technology	2022
Pending	Asia Pacific Tourism Conference	2020

## Product development

Development that furthers the Hamilton & Waikato Tourism Opportunities Plan (adopted 2016) continues to be a focus based around the five game-changers:

1. Activating the Waikato River
2. Development of a Regional Visitor Brand Strategy
3. Support for the continued development of the Hamilton City Riverfront
4. Telling the Kiingitanga Story through Maori tourism development
5. Development of a Regional Major Events Strategy

We will shortly be undertaking a three-year review of the Plan to report on progress towards achieving our development goals and targets set for the region in 2016.

### Activating tourism opportunities in Waikato District

New opportunities, product development and events supported in Waikato over the last six months by Hamilton & Waikato Tourism include:

- Kimihia Lakes development (Huntly)
- Tata Valley development (Pokeno)
- Native Iwi Theme Park (Eureka)
- Zirka Circus – school and permanent performance base (Gordonton)
- Evergreen Drift Park (Meremere)
- Ozone Kitesurfing (Raglan)

To find download a copy of the Tourism Opportunities Plan:

[www.hamiltonwaikato.com/TOP](http://www.hamiltonwaikato.com/TOP)

## **Regional Major Events Strategy – Waikato District**

In 2018, Hamilton & Waikato Tourism developed the region's first Major Events Strategy to ensure the spotlight continues to shine and grow on our region, as we work to develop a full calendar of events, especially outside of our peak summer period.

It is important to develop an events programme that smooths seasonal fluctuations in the visitor industry, providing increased, more reliable employment and greater returns to businesses.

The development of this strategy involved a number of Waikato event stakeholders, including Waikato District Council representatives and Hampton Downs Motor Sport & Events Park.

We are very fortunate to have our biggest international, iconic anchor event in June, our quieter winter season. The annual New Zealand National Agricultural Fieldays is an event that attracted over 130,000 visitors in 2018, generated \$492 million in sales and contributed \$221 million to New Zealand's GDP.

Events like Fieldays not only generate significant economic impact for our region – it also contributes to cultural and social outcomes for our community.

The Regional Major Events Strategy builds on our successful track record of delivering star-studded international events by identifying gaps and opportunities for the attraction of new events while supporting the long-term growth of our current events.

With the growth and attraction of major events into the region, it also grows our reputation in the domestic market as an emerging visitor destination.

As part of activating the strategy, we now provide co-ordination and support for major event bids into the Waikato region. We have supported the following successful event bids over the previous six months:

- New Zealand's World Series of Darts – Claudelands (23-24 August 2019)
- International rugby – All Blacks v Tonga, FMG Waikato Stadium (7 September 2019)

We are continuing to work on further major event bids for the benefit of the region.

## **Industry development**

### **Regional visitor levies**

2019 is shaping up to be the year where regional visitor levies becomes a hot topic of discussion, one where regional tourism agencies will be a prominent voice in support. All regional tourism organisations have formed a position advocating for a discussion on regional levies to alleviate the cost burden of provision for tourism on local councils and communities.

At its recent board meeting, our national advocacy body Tourism Industry Aotearoa (TIA), agreed to play a more active role by endeavouring to identify a new regional funding model that would be fair and equitable.

This is aligned with Local Government New Zealand's (LGNZ) view to undertake a significant piece of work to determine the issues around tourism provision, gaps, and causes and effects. This will help to inform the Productivity Commission report into local government funding.

As a sector, we remain united with LGNZ to ensure we will work together for the common goal with the potential to hold a national visitor levy symposium, in Wellington during 2019.

### **The Tiaki Promise**

Seven key New Zealand organisations joined forces to conceive and develop *Tiaki – Care for New Zealand*, an initiative that actively encourages international and domestic travellers to act as guardians of Aotearoa.

Tiaki is a powerful and diverse word in te reo Māori, meaning to care and protect, and to look after people and place.

Launched in November 2018 by Tourism Minister Hon Kelvin Davis, the seven organisations involved included Air New Zealand, the Department of Conservation, Local Government New Zealand, New Zealand Māori Tourism, Tourism Holdings Ltd, Tourism Industry Aotearoa and Tourism New Zealand.

The Tiaki Promise communicates why caring for New Zealand is important and how to care for Aotearoa while travelling around the country.

A range of Tiaki Promise materials are provided free of charge to all New Zealand tourism organisations, including a brochure and supporting video. The resources are initially available in English, Te Reo Māori, German and Chinese, with more languages to follow.

The seven stakeholder organisations will promote The Tiaki Promise to their customers, trade partners and staff, ensuring messaging is reinforced at visitor touchpoints across the country and around the world. Kiwis are able to show their support on social media using #tiakipromise.

Further future initiatives will be rolled out under the Tiaki – Care for New Zealand brand, including a responsible camping campaign planned for later this year. Find out more at [www.tiakinewzealand.co.nz](http://www.tiakinewzealand.co.nz).

### **Provincial Growth Fund**

The Provincial Growth Fund (PGF) continues to target investment to lift productivity, create jobs and provide economic benefits to communities.



Working with Matamata-Piako District Council and Te Waka, we were able to secure the first successful funding application of \$900,000 to complete a feasibility study for the activation of the Te Aroha Mineral Spas and the surrounding area. This project was identified in our Tourism Opportunities Plan 2016.

We are working closely with Te Waka to assess any future tourism opportunities for the Provincial Growth Fund, including the North Waikato tourism cluster projects such as the Rangiriri Heritage Centre.

### **Tourism Infrastructure Fund (TIF)**

The Tourism Infrastructure Fund (TIF) will be maintained and remain separate from the PGF. During the previous two rounds, we supported the following successful Waikato councils funding applications:

- Matamata-Piako District Council (\$221,000 for Wairere Falls carpark);
- Waikato District Council (\$868,000 for new toilet and rubbish facilities at Raglan);
- Waipā District Council (\$250,000 for toilet facilities in Pirongia); and
- Hamilton City Council (\$220,00 for toilet facilities at Hamilton Gardens).

Round Two funding decisions are yet to be announced. We continue to work with our seven local councils to actively support and pursue any tourism infrastructure funding to help develop your local communities.

## **Conclusion**

On behalf of the board and management of Hamilton & Waikato Tourism, we would like to thank Waikato District Council, our local government partners and the industry for their continued support. We are proud to help super-charge our regional visitor economy to deliver economic, social and cultural outcomes for our communities.

**Jason Dawson**

**Chief Executive**

Hamilton & Waikato Tourism

February 2018

### **Open Meeting**

<b>To</b>	Strategy & Finance Committee
<b>From</b>	Clive Morgan General Manager Community Growth
<b>Date</b>	15 February 2019
<b>Prepared by</b>	Jim Ebenhoh Planning and Policy Manager
<b>Chief Executive Approved</b>	Y
<b>Reference #</b>	GOV1318 / 2172825 / 2173907
<b>Report Title</b>	Approval of draft Waikato Blueprint for public feedback

## **I. EXECUTIVE SUMMARY**

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The purpose of this report is to seek the Strategy and Finance Committee's agreement to release the draft Waikato Blueprint document (including District and Local Area Blueprints) for one month of public feedback from 8 March to 8 April.

The feedback period will be supported by eight drop-in sessions from Wednesday 13 March to Wednesday 27 March across the District. At these sessions, copies of the draft Blueprint, summarised versions of the document, and information on how to provide feedback will be available. This information will also be on the Council website and in Council libraries and service centres. Respondents will be asked to list their top priority initiatives from the Blueprint documents, and will have the opportunity for open-ended feedback.

## **2. RECOMMENDATION**

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**THAT the report from the General Manager Community Growth be received;**

**AND THAT the Strategy and Finance Committee agree to release the attached draft Waikato Blueprint document (including District and Local Area Blueprints) for one month of public feedback.**

## **3. BACKGROUND**

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Council initiated the Blueprint project in July 2018. The aim has been to develop a high-level 'spatial picture' of how the district could progress over the next 30 years, address the community's social, economic and environmental needs, and respond to its regional context. From July through November 2018, ten local area Blueprint community workshops were

held, followed by district-wide focus group workshops (including cultural, environment, and social workshops) in order to better understand and document the community's aspirations for the District as a whole and its various local areas.

The resulting draft Blueprint document contains hundreds of potential initiatives, grouped under nine key themes (Identity, Nature, Iwi, Communities, Growth, Economy, Transport, Infrastructure and Governance). In addition to a District-wide Blueprint, there are 15 Local Area Blueprints. These documents have been prepared by consultants Urbanism Plus, with review from Council staff.

The table below provides an overview of the process to date, and planned for the future:

<b>The process</b>	<b>Task</b>	<b>Description</b>
August 2018	Local Area Blueprints Community Workshops 1-5	<ol style="list-style-type: none"> <li>1. Te Kauwhata / Rangiriri</li> <li>2. Huntly</li> <li>3. Meremere</li> <li>4. Pokeno / Mercer</li> <li>5. Tuakau</li> </ol>
October 2018	Local Area Blueprints Community Workshops 6-10	<ol style="list-style-type: none"> <li>6. Tamahere / Matangi</li> <li>7. Raglan</li> <li>8. Te Kowhai / Whatawhata</li> <li>9. Ngaruawahia / Taupiri / Horotiu</li> <li>10. Ohinewai</li> </ol>
November 2018	Focus Groups District-Wide Workshops	<p>Including:</p> <ul style="list-style-type: none"> <li>▪ Three Iwi Sessions</li> <li>▪ NZTA Session</li> <li>▪ Cultural, Environment, Social Workshop</li> <li>▪ DIA, Education, Health Sector Workshop</li> <li>▪ Staff Sessions</li> <li>▪ Councillor Session</li> </ul>
December 2018	Presentations	<p>Urbanism Plus delivered presentations to:</p> <ul style="list-style-type: none"> <li>▪ Councillors</li> <li>▪ Joint Community Board meeting</li> <li>▪ WDC staff</li> </ul>
January 2019 / February 2019	Reviewing draft report	Staff provided information, clarification and feedback on the consultants' first-cut list of proposals and provisional prioritisations, as well as on draft Blueprint text.
27 February 2019	S & F meeting	Seeking approval to consult with communities on draft Blueprint Report
8 March 2019 to 8 April 2019	Proposed Feedback Period	Includes drop in sessions and material publicly available
29 May 2019	S & F meeting	Revised Blueprint Report presented to S&F following consultation
10 June 2019	Council Meeting	Blueprint formally adopted

## **4. DISCUSSION AND ANALYSIS OF OPTIONS**

### **4.1 DISCUSSION**

The draft Blueprint document provides a strategic synthesis of the results of an extensive community consultation exercise, which included input from staff, Elected Members, and

experts in the fields of urban planning and economic development. Rather than simply presenting a summary of feedback received, the Blueprint groups the ideas and initiatives into nine strategic themes, provides supporting data and illustrative diagrams, and organises potential initiatives into prioritised tables.

The intent is for the Blueprint to inform a range of Council planning and operational processes, including the 2021 Long Term Plan, the District Plan, a review of the existing strategic framework such as the District Development Strategy, and day-to-day decision-making within existing programmes and budgets. For this to occur, it is important to ensure that the Blueprint is an accurate reflection of the community's priorities. A month of public feedback, including asking respondents to rank their top priorities, will provide confidence that this is the case.

It is important to note that the Blueprint will need to be implemented over time through funding decisions (such as through the LTP), changes to the regulatory framework (e.g. the District Plan), and incorporation into staff work programmes. Some of the initiatives will take longer than others to implement, and others may prove to be unaffordable or impossible given Council's powers and capabilities. At the same time, having a clear sense of the community's priorities will increase the chances that Council's resources will be directed towards the things that are really important to the community.

## 4.2 OPTIONS

The options at this stage are: (1) not to request further public feedback at all, but instead just to adopt the draft Blueprint in its current form; (2) release the draft Blueprint for public feedback as recommended in this report; (3) amend the draft Blueprint prior to releasing for feedback; or (4) abandon the Blueprint process. The recommended option is the second one, for reasons briefly outlined below

### **Option 1: Do not request further public feedback; adopt current draft Blueprint as final**

**Benefits:** The only potential benefit to this is a small cost savings in not having to produce consultation material or revise the document further, and time savings in reaching a finished product.

**Disadvantages:** The key disadvantage to this option is not allowing the public and other interested parties to provide feedback and confirm that the Blueprint reflects community wishes, or to provide any prioritisation of the hundreds of initiatives in the draft document.

**Risks:** There are significant risks of the community and stakeholders feeling aggrieved at the lost opportunity to confirm the accuracy and validity of the Blueprint, and of the Blueprint not being a document that the Council can confidently base its planning upon.

**Stakeholder impact:** Stakeholders would likely feel disempowered and frustrated with this option, particularly if the draft Blueprint did not accurately represent their views or priorities.

**Costs:** While there would be some small cost savings in the short-term, this option would put at risk the entire investment made in the Blueprint process to date.

**Conclusion:** This option is **not** recommended.

### **Option 2: Release the draft Blueprint for public feedback as recommended in this report**

**Benefits:** This option would allow the public and other interested parties to provide feedback and confirm that the Blueprint reflects community wishes. This would provide a more solid basis for the Council's future planning and operational decisions. Importantly, it also explicitly allows for prioritisation of the many initiatives in the draft Blueprint.

**Disadvantages:** This option has some time and costs associated with running the public feedback process, but this was always envisioned as part of the project.

**Risks:** There is a slight risk that new participants in the process will provide feedback that is at odds with the comments that led to the draft Blueprint, which could pose a challenge in finalising the Blueprint document. However it is better to hear any contrasting views now rather than when the Blueprint is being implemented.

**Stakeholder impact:** Stakeholders would have the opportunity to prioritise the hundreds of initiatives in the draft Blueprint, and would likely feel satisfied that they had a chance to ensure that the Blueprint accurately represents their views.

**Costs:** While there would be some costs in the short-term, these costs were envisioned throughout the process, and this option would protect the entire investment made in the Blueprint process to date.

**Conclusion:** This option **is** recommended.

### **Option 3: Amend the draft Blueprint prior to releasing for public feedback**

**Benefits:** This option would enable Elected Members to alter the draft Blueprint document to reflect their understanding of issues, potential initiatives, and priorities. This could possibly improve the accuracy of the document in terms of reflecting the community's views as understood by their elected representatives, and the acceptability of the document from the perspective of Council's political leadership.

**Disadvantages:** This could undermine the intent of the public feedback period. The draft Blueprint document has been extensively reviewed by Council staff to ensure factual accuracy, but staff have consciously held back on rewriting the document to make it perfectly mirror Council views. The Blueprint is meant to reflect community input, and the public feedback period will test this. The most appropriate time to make changes would be in response to public feedback, prior to adopting the final Blueprint.

**Risks:** There is a risk that ‘wordsmithing’ the draft Blueprint at this stage will become a time-consuming exercise, particularly if there is no consensus on the changes, and that it may alter or lose the intent of the community and stakeholder feedback that the draft Blueprint is summarising for public feedback.

**Stakeholder impact:** Stakeholders could potentially see an improved document as a result of this option, or they might have preferred the previous version. The proposed public feedback period on the existing draft Blueprint would be the most straightforward way to test this.

**Costs:** There would be some additional time costs to revise the document prior to the public feedback session, depending on the nature of changes made.

**Conclusion:** This option is **not** recommended.

#### **Option 4: Abandon the Blueprint process**

**Benefits:** There are no obvious benefits to this process unless the Council felt that the content of the draft Blueprint was so inaccurate or unhelpful that it could not be salvaged, or that the process was fatally flawed so that a ‘clean slate’ was required.

**Disadvantages:** The key disadvantages to this option are failing to obtain any benefit from the considerable investment in this project to date, namely the lack of a resulting document that could guide Council’s planning and decision-making, and most likely a considerable amount of frustration from participants who would feel they had wasted their time in the process to date.

**Risks:** There are considerable reputational risks with this option, and operational risks in terms of not having the guidance that the Blueprint would provide for the Council’s strategic framework.

**Stakeholder impact:** Stakeholders would likely feel disempowered and frustrated with this option, seeing no result from their time and effort to date.

**Costs:** While there would be some small cost savings in the short-term, this option would negate the entire investment made in the Blueprint process to date.

**Conclusion:** This option is **not** recommended.

## **5. CONSIDERATION**

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### **5.1 FINANCIAL**

This report has no financial implications, other than the use of communications-related budget and staff time, which has been envisioned throughout this project.

### **5.2 LEGAL**

There are no legal considerations, as the Blueprint will not have any legal weight. The Blueprint process aids in the achievement of the purpose of local government as stated in

Section 10 of the Local Government Act 2002, particularly “to enable democratic local decision-making and action by, and on behalf of, communities.” With regard to the performance of regulatory functions, the Blueprint could eventually lead to changes to the District Plan, bylaws, reserve management plans and other documents with regulatory power.

### 5.3 STRATEGY, PLANS, POLICY AND PARTNERSHIP ALIGNMENT

The Blueprint itself will be a key part of the Council’s Strategic Planning Framework, as represented on page 5 of the draft Blueprint attached. It will influence key strategic documents such as the District Development Strategy and the District Plan, the Long Term Plan, Asset Management Plans, and potential various other policies and bylaws.

It is possible that the Local Area Blueprints may be adopted by some communities as their Community Plan, but discussions regarding this will not occur until the Blueprint is finalised and the implementation phase begins. Part of implementation will include identifying what duplication there may be with existing documents, what documents need to be reviewed, and what documents might no longer be necessary to keep ‘alive’ through periodic review and continued implementation.

The Joint Management Agreement with Waikato-Tainui (JMA) is not directly affected by the Blueprint, but Section 3.3 of the draft Blueprint is entitled “Iwi” and specifically discusses the relationships between Council and tangata whenua.

### 5.4 ASSESSMENT OF SIGNIFICANCE AND ENGAGEMENT POLICY AND OF EXTERNAL STAKEHOLDERS

Consideration of Council’s Significance and Engagement Policy suggests that the draft Blueprint, being a highly strategic and important document, should be subject to further consultation before being finalised. Today’s decision on whether to release the draft document for public feedback is therefore important.

A summary of methods for obtaining feedback on the draft Blueprint is provided in the table below. Details on the drop-in sessions are provided in Appendix 3.

Highest levels of engagement	Inform	Consult	Involve	Collaborate	Empower
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For the upcoming public feedback period  <i>Note: the development of the draft Blueprint incorporated the Involve and Collaborate levels of engagement.</i>	<ul style="list-style-type: none"> <li>- Website material</li> <li>- Handouts (Local Area Blueprints and Summaries)</li> <li>- Drop-in sessions (via Facebook events)</li> <li>- Facebook posts</li> <li>- Flyers distributed at events such as Turangawaewae Regatta, school drop offs, businesses, libraries, etc</li> <li>- Newspaper adverts</li> <li>- Media releases</li> <li>- Office and library displays</li> <li>- Key stakeholders (iwi, Councillors/Community Board and Committee chairs, schools, local sports groups, churches etc)</li> </ul>				

The following external stakeholders have been and will be engaged with.

Planned	In Progress	Complete	
x	x		Internal
x	x		Community Boards/Community Committees
x	x		Waikato-Tainui/Local iwi Via Iwi workshop last year, and through direct contact planned for this round of feedback
x	x		Households
x	x		Business

## 6. CONCLUSION

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An extensive process of community engagement and contribution from Elected Members, staff, stakeholders and consultants has led to the creation of a draft Blueprint document which can provide guidance for Council's future planning and decision-making.

A one-month period for public feedback on the attached draft Blueprint would provide a critical opportunity to test the validity of the Blueprint content and help with prioritising the various proposed initiatives. This would provide a solid basis for implementation of the community's vision, through funding decisions in the Long Term Plan, regulatory decisions through the District Plan, other strategic planning exercises, asset management planning, and day-to-day operations and decision-making.

## 7. ATTACHMENTS

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Appendix 1: Draft Waikato Blueprint

Appendix 2: Sample consultation summary materials

Appendix 3: Schedule of proposed drop-in sessions



# WAIKATO BLUEPRINT

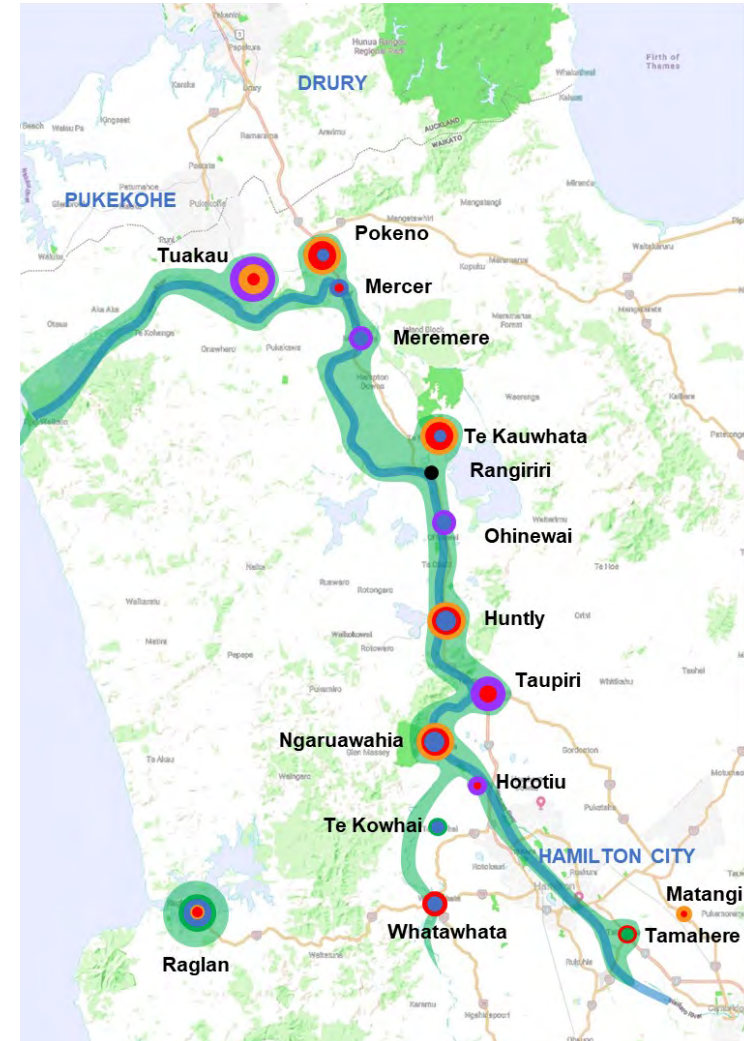
## DISTRICT AND LOCAL AREA BLUEPRINTS

WAIKATO DISTRICT COUNCIL

FEBRUARY 2019

BY:  
**URBANISPLUS LTD**

WITH EMPLOYMENT EXPERT INPUT BY:  
**PROSPEROUS PLACES**



# WAIKATO BLUEPRINT

## DISTRICT AND LOCAL AREA BLUEPRINTS

FOR WAIKATO DISTRICT COUNCIL

BY:

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J0661

*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 Waikato District Council commissioned the development of a Blueprint for the district. The Blueprint was developed and delivered through a series of intensive consultation and Inquiry-By-Design workshops between July and November 2018.

The aim of the Blueprint is to provide a high-level 'spatial picture' of how the district could progress over the next 30 years, address the community's social, economic and environmental needs, and respond to its regional context.

The Blueprint will provide the Waikato District Council 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

The Waikato District Blueprint works to achieve the overall vision established by the Council for the district:

*"Liveable, Thriving and Connected Communities / He nohanga aahuru, he iwi whai ora, he hapori tuuhono tahi"*

### Blueprint themes

To achieve the vision and respond to the opportunities identified through the process, nine district-wide themes were developed. Each theme has a series of associated initiatives. The nine themes are as follows:

1. **Identity:** create a world class Waikato River

- corridor identity and strengthen Raglan's local character
2. **Nature:** protect the natural environment with revegetated biodiversity links and clean waterways
  3. **Iwi:** build on the Joint Management Agreements and other agreements, celebrate Maaori culture, and promote the use of Te Reo
  4. **Communities:** strengthen, enable and connect local communities and citizens, and support those most in need
  5. **Growth:** direct cohesive growth outcomes which support all community needs
  6. **Economy:** support the rural and urban economy, and attract more visitors, entrepreneurs, and employment uses
  7. **Transport:** leverage value off accessibility, help those disadvantaged by a lack of transport options, prepare for future passenger rail
  8. **Infrastructure:** develop and maintain efficient infrastructure that is environmentally clean and will serve the community well into the future
  9. **Governance:** devolve some decision making, and engage more effectively at community and Hapuu level

### Local Area Blueprints

In addition to the nine district-wide themes and related initiatives, 15 Local Area Blueprints have been developed. These focus on initiatives, also arranged under the nine themes, that address the specific needs of each settlement within the district.

The comprehensive list of initiatives for each place is included in **Section 4** of this report. The following are examples of initiatives for each local area:

- **Tuakau:** town centre improvements and review of industrial land provision.
- **Pokeno:** town centre strategy that covers retail,

- community and employment needs.
- **Mercer:** village centre development and community facilities.
- **Meremere:** social and employment initiatives.
- **Te Kauwhata and Rangiriri:** town centre development, school move and integrated growth approach.
- **Ohinewai:** lifestyle character protection, support the school, and integrated approach, should industrial uses occur.
- **Huntly:** employment and youth initiatives, with town centre improvements after revocation of SH1.
- **Taupiri:** village centre improvements, and new industrial and commercial land provision.
- **Ngaruawahia:** community and employment initiatives, town centre and wider amenity enhancements
- **Horotiu:** town centre development, and new industrial and commercial land provision.
- **Te Kowhai:** village centre connections, and walking and biodiversity link with the Waipa River.
- **Whatawhata:** resolve the SH roundabout, additional commercial land and community facilities.
- **Raglan:** town centre and wider amenity enhancements, social and employment initiatives.
- **Tamahere:** walking, cycling, and biodiversity links, and zero waste initiatives.
- **Matangi:** village centre improvements and commercial land provision.

## SECTION 1 - INTRODUCTION

### 1.1 PROJECT BACKGROUND

The Waikato District Council commissioned Urbanismplus to develop a Blueprint for the Waikato District. This was delivered through a series of intensive consultation and Inquiry-By-Design workshops.

#### Waikato District Context

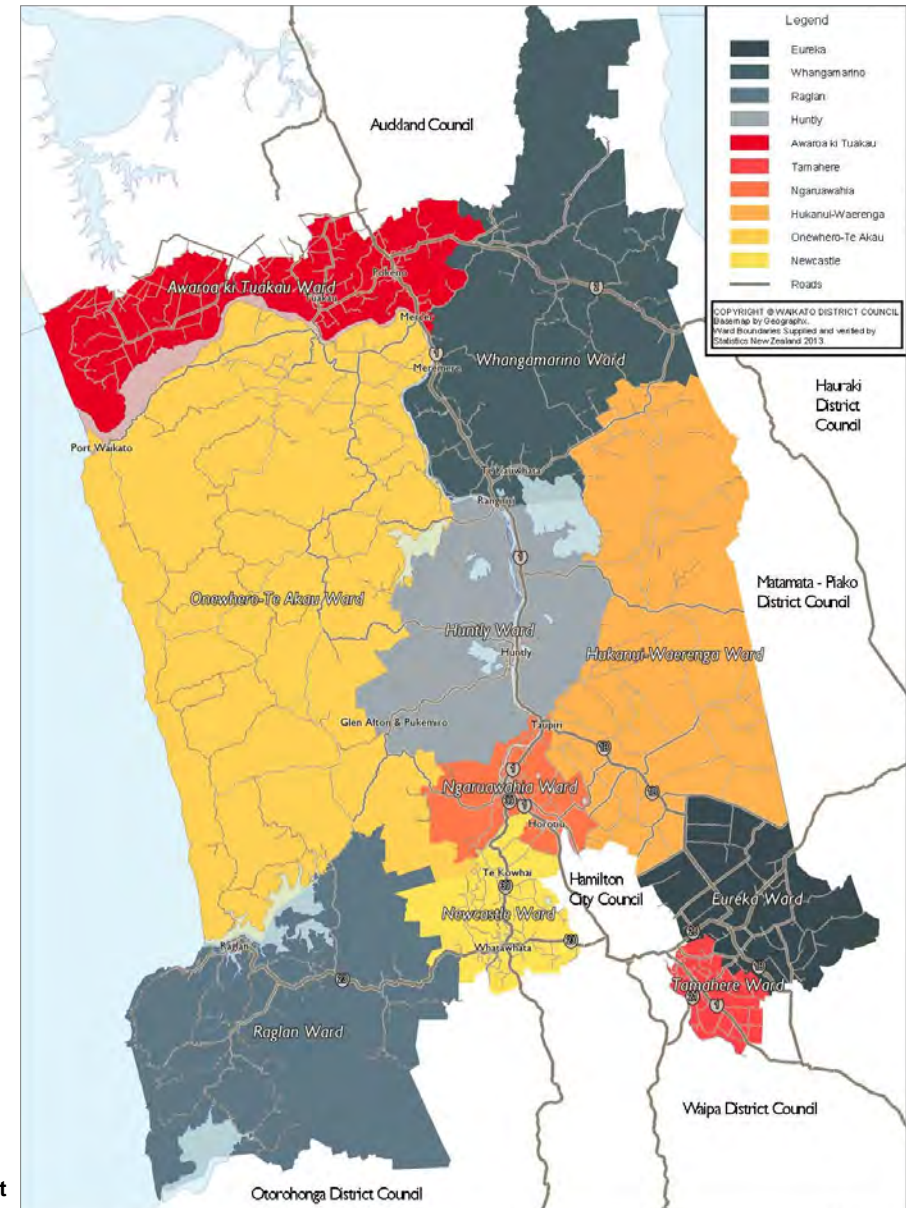
The Waikato District is made up of mainly small settlements surrounded by rural land which is used for a variety of productive and conservation purposes. The wider district has been divided into 10 wards for local governance purposes, refer to **Figure 1-1**.

With Auckland to the north and Hamilton and Tauranga to the south and east, the district plays an increasingly significant role nationally as well as locally. Settlements are generally located in a linear sequence, following State Highway 1 which connects the wider sub region.

The significant Waikato and Waipa Rivers are significant rivers which form a strong part of the district's character. Further contributing to this are the unique western coastline and strong tangata whenua presence.

### 1.2 PROJECT PURPOSE

The aim of the Blueprint project is to provide a high-level 'spatial picture' of how the district could progress over the next 30 years, address the community's social, economic and environmental needs, and respond to its regional context. The work includes addressing local conditions and more immediate needs.



RIGHT FIG. 1-1: Waikato District

### 1.3 PROJECT OUTPUTS: DISTRICT BLUEPRINT

The project output is a Blueprint for the Waikato District. The Blueprint provides the Council with an effective and legible tool to move from vision to strategy, and from strategy to action.

The Blueprint is a conduit between Council strategies, policies and plans, and places them in an integrated, spatial context.

In addition, the Blueprint aims to provide:

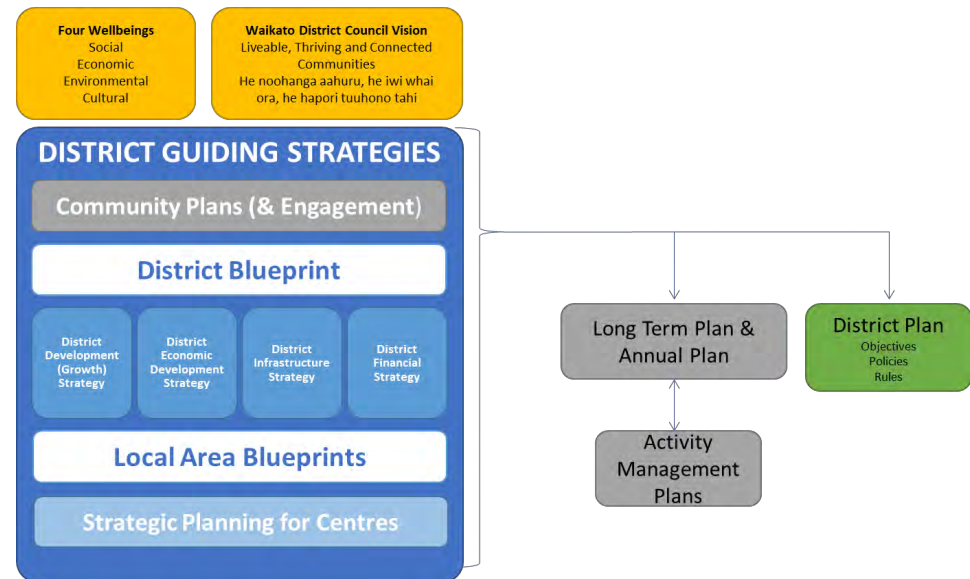
- Clarity: of direction and certainty for the Council, the community, and the private sector.
- Integration: of different disciplines (e.g. transport, environmental, community services, urban design, etc.) to achieve enhanced gains.
- Alignment: between policy and planning directions, and infrastructure investment priorities.

### 1.4 STATUS OF THE BLUEPRINT

The District Blueprint is one of the district's guiding strategies. It contains proposals for the implementation of the Council's Vision: "Liveable, Thriving and Connected Communities / He noohanga aahuru, he iwi whai ora, he hapori tuuhono tahi".

The status of the Blueprint within the strategic planning framework is diagrammatically depicted in **Figure 1-2**. It informs the district's four key strategies, including its Development / Growth Strategy, Economic Development Strategy, Infrastructure Strategy, and Financial Strategy. These strategies contain more specific information on their respective topic.

The Local Area Blueprints provide place-specific proposals that form part of the District Blueprint. Together with the other guiding strategies indicated, the Blueprint will inform the Long Term Plan, Annual Plan, and District Plan. Most of the proposals in the Blueprint are dependent on the funding decisions in the next Long Term Plan (LTP) or LTP amendment as well as changes to the District Plan.



ABOVE FIG. 1-2: Status of the Blueprint within the strategic planning framework

#### Councillor commitment

The Blueprint production is a Council-led process. The outcome will be adopted by the Council and therefore recognised as a legitimate planning document, and part of the Strategic Planning Framework. Funding for the process and towards achievement of its outcomes will be allocated through the Long Term Plan.

#### Commitment to ongoing community engagement and input

Waikato District Council (WDC) has philosophically committed to meaningful engagement with the community, evidenced by the fact that it is one of first councils to prepare an Engagement Strategy. A dedicated team, committed to engagement, ensures the process of working with the community is 'business as usual'.

The engagement strategy will be included as a key work stream in the Council's Project Management Framework. It will form an integrated part of the way the Council will plan for, and manage, projects going forward.

## SECTION 2 - PROJECT PROCESS

### 2.1 WAIKATO BLUEPRINT WORKSHOPS

The Waikato Blueprint process commenced in July 2018 with councillor and staff sessions to set the scope for and direction of the project. Local Area Blueprint (LAB) workshops were held in August and October, and the district-wide workshop in November 2018.

#### Local area workshops

The LAB workshops were held first, in order to inform the district-wide workshop. The LABs investigated specific local needs and constraints including land use, transport, environmental and open space, and other infrastructure. A number of towns and villages were covered over ten workshop sessions, attended by approximately 400 members of the public, with each entailing the following activities:

- Visiting the location.
- Meeting the community board and / or community committees.
- Facilitating an evening public workshop.
- A four-hour design session with Council staff, usually on the morning following the public workshop.

The schedule for the LAB workshops was as follows:

- **Tuakau:** 15 August 2018 at Tuakau Town Hall, with approximately 40 attendees.
- **Pokeno and Mercer:** 9 August 2018 at Pokeno Town Hall, with approximately 45 attendees.

- **Meremere:** 8 August 2018 at Meremere Community Centre, with approximately 15 attendees.
- **Te Kauwhata and Rangiriri:** 6 August 2018 at Te Kauwhata Rugby Football Club, with approximately 60 attendees.
- **Ohinewai:** 24 October 2018 at Ohinewai Hall, with approximately 26 attendees.
- **Huntly:** 7 August 2018 at Huntly Civic Centre, with approximately 50 attendees.
- **Taupiri, Ngaruawahia, and Horotiu:** 11 October 2018 at Ngaruawahia War Memorial Hall, with approximately 40 attendees.
- **Te Kowhai and Whatawhata:** 10 October 2018 at Te Kowhai Hall, with approximately 26 attendees.
- **Raglan:** 9 October 2018 at Raglan Town Hall, with approximately 66 attendees.
- **Tamahere and Matangi:** 8 October 2018 at Tamahere Model Country School, with approximately 25 attendees representing Tamahere, Matangi, and Newstead.

The public workshops were effective in gaining ideas, setting the tone for the strategy, and gaining support for the process from the public.

For a brief summary of the consultation feedback, refer to **Section 2.2** and to each of the Local Area Blueprints in **Section 4**. A comprehensive overview of the outputs of the public workshops can be found in **Appendix A**.

Following each public workshop, Council staff and the consultant team reviewed the public workshop outcomes and undertook a design exercise, including highlighting areas of commonality and contradiction, and determining possible initiatives. This work also included analysis of technical constraints and opportunities, and an evaluation of



local social wellbeing (summarised in **Appendix B**), which served as a starting point for gaining a better collective understanding of local strengths and weaknesses, opportunities and constraints.

The proposed initiatives for each of the LABs are documented in **Section 4** of this report.

### District-wide workshop

The district-wide workshop was held on 5 - 9 November 2018 at Waikato-Tainui Endowed College in Hopuhopu. Various consultation sessions, including several with iwi representatives, were held in the period July - November 2018.

The workshop involved developing 'place based' concepts and strategies in response to the identified local area opportunities across the district. It explored the bigger-picture context as well as local urban planning responses. The investigation involved all key discipline areas; cultural, infrastructure, transport, growth / zoning, employment, community / social, environmental, communications, GIS, and governance.

Parts of the workshop were attended by the following stakeholders:

- Waikato District Council staff (including the leadership teams);
- Waikato District Councillors;
- Iwi representatives; and
- New Zealand Transport Agency, Ministry of Business, Innovation and Employment, Ministry of Social Development, District Health Board, Department of Internal Affairs representatives.

The district-wide Blueprint is summarised in **Section 3** of this report, presenting the core district-wide strategic priorities.

## 2.2 CONSULTATION FEEDBACK

As explained, public workshops were held in locations across the district. While feedback was place-specific, there were a number of more or less universal responses across the different local areas. When asked, 'what is holding your area back?', the following issues were identified (in no particular order):

- Not enough jobs and skills;
- Little ability to make more decisions locally;
- Waste water service and quality;
- Not enough growth or, conversely, too much growth;
- Not benefitting from tourists travelling through;
- Poor public transport; and
- Lack of affordable housing.

When asked, 'what is your vision for the area?', the following ideas were brought up (in no particular order):

- Vibrant and bustling towns and villages that form a network and are complementary;
- New businesses and employment for youth;
- Be a tourism destination;
- A healthy environment with recreation and cycling opportunities;
- More education and training options; and
- Improved public transport.

As explained, local area-specific feedback is documented in **Section 4**. A comprehensive overview of the outputs of the public workshops can be found in **Appendix A**.

## 2.3 POSSIBLE NEXT STEP: STRATEGIC PLANNING FOR CENTRES

It is expected that, following the District and Local Area Blueprint, there will be a need to undertake strategic planning for several centres within the district. District Development Strategy should be revised and provide a framework for this.

These planning exercises would likely include but not be limited to:

- Location and extents of retail, employment uses and town centre housing;
- Public space design including streets;
- Walkability, parking, vehicle circulation and servicing;
- Town centre management, events and activation; and
- Biodiversity and water quality initiatives.



## SECTION 3 - DISTRICT-WIDE BLUEPRINT

### The Vision

The Waikato District Blueprint works to achieve the overall vision for the district:

*Liveable, Thriving and Connected Communities / He noohanga aahuru, he iwi whai ora, he hapori tuuhono tahi.*

### The Opportunity

The opportunity identified through the process to achieve the vision for the Waikato District is diagrammatically depicted in **Figure 3-1**.

#### *Binding together' the towns*

The process identified that there is an opportunity to improve the cohesive identity of the district as a whole. To respond to this opportunity it is proposed that the Waikato River, and to a lesser extent the Waipa River, are strengthened as the elements that 'bind together' the individual settlements, with the exception of Raglan, which is somewhat more isolated.

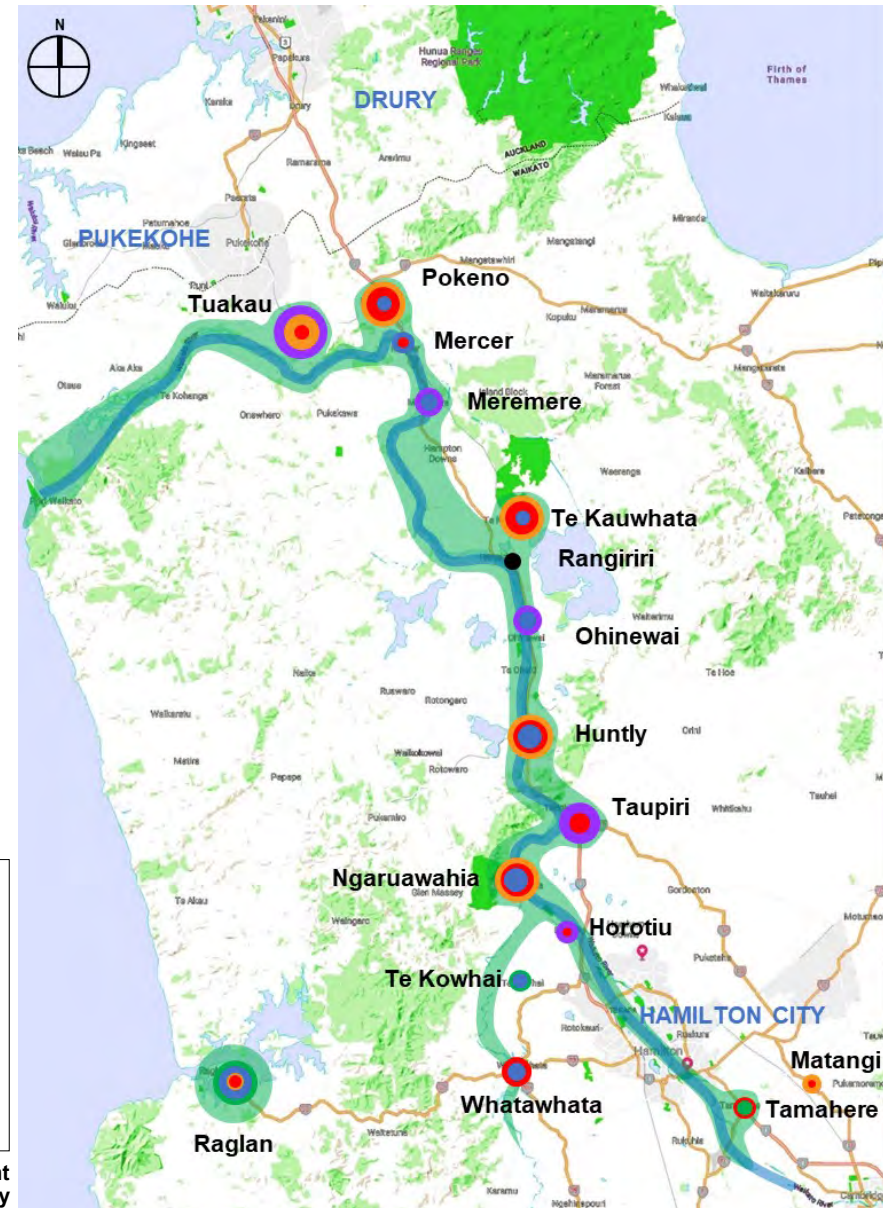
#### *The response to each community*

The opportunity to achieve the vision in each community requires a different mix of responses, as further explained in **Section 4** of this report. This includes investment in:

- The strengthening or development of a 'heart' with facilities and services;
- The provision of commercial land and premises for employment;



**RIGHT FIG. 3-1: Waikato Blueprint opportunity**



- The provision or improvement of community facilities and / or social services;
- The provision of industrial and / or clean production land; and / or
- Environmental initiatives, often in combination with other initiatives.

This is expanded upon in **Subsections 3.1 through to 3.9** and in **Section 4**.

### Blueprint Themes

In response to the opportunities identified, nine district-wide themes were identified (as shown on the right). Multiple initiatives have been developed for each theme at both the district and local area level. These initiatives have then been prioritised.

The following sub-sections present the proposed district-wide initiatives in the following sequence:

- 3.1. Identity;
- 3.2. Nature;
- 3.3. Iwi;
- 3.4. Communities;
- 3.5. Growth;
- 3.6. Economy;
- 3.7. Transport;
- 3.8. Infrastructure; and
- 3.9. Governance.

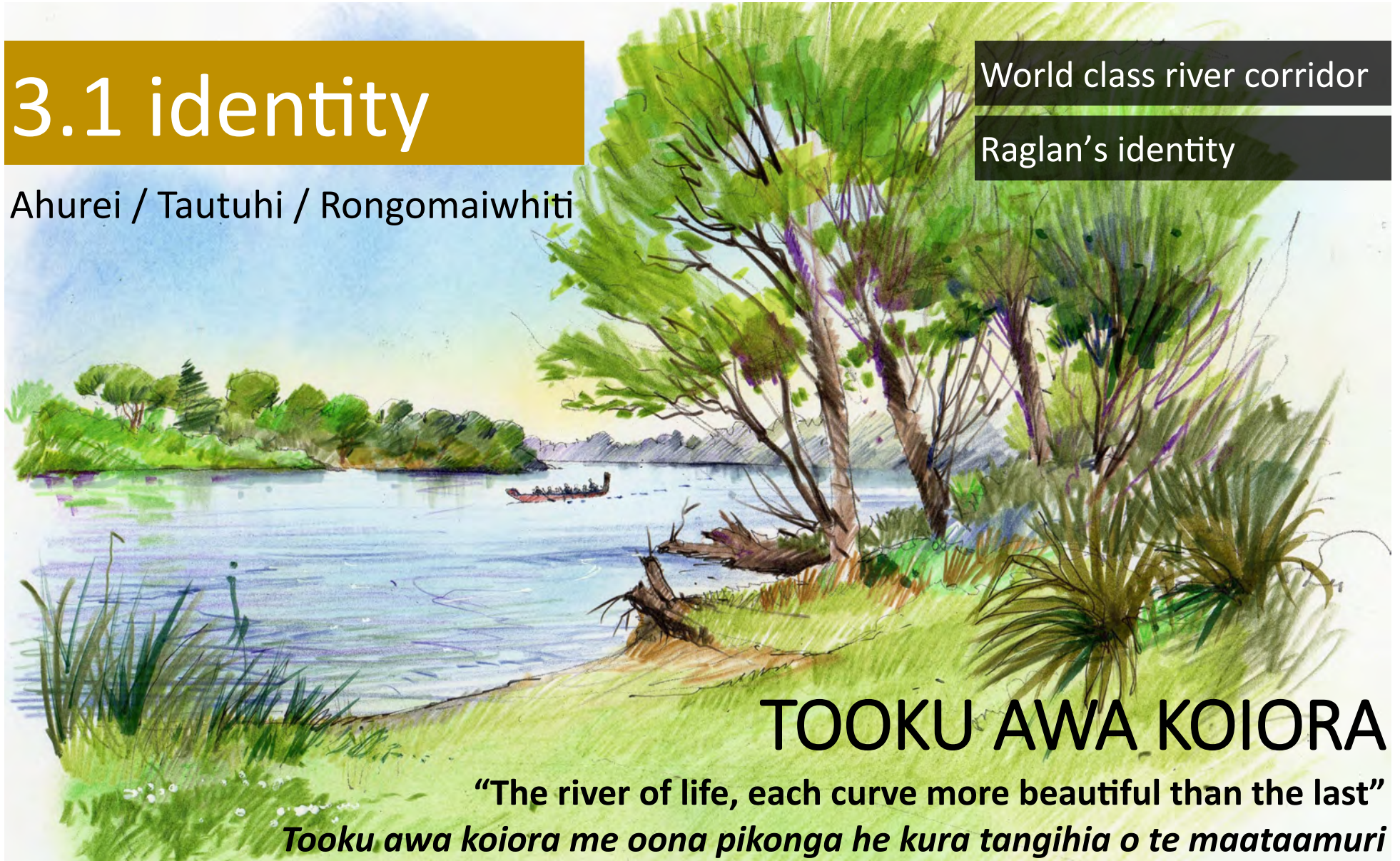
1	identity	create a world class Waikato River corridor identity and strengthen Raglan's local character
2	nature	protect the natural environment with revegetated biodiversity links and clean waterways
3	iwi	Build on the Joint Management Agreements and other agreements, celebrate Maaori culture, and promote the use of Te Reo
4	communities	strengthen, enable and connect local communities and citizens, and support those most in need
5	growth	direct cohesive growth outcomes which support all community needs
6	economy	support the rural and urban economy, and attract more visitors, entrepreneurs, and employment uses
7	transport	leverage value off accessibility, help those disadvantaged by a lack of transport options, prepare for future passenger rail
8	infrastructure	develop and maintain efficient infrastructure that is environmentally clean and will serve the community well into the future
9	governance	devolve some decision making, and engage more effectively at community and Hapuu level

# 3.1 identity

World class river corridor

Raglan's identity

Ahurei / Tautuhi / Rongomaiwhiti



## TOOKU AWA KOIORA

“The river of life, each curve more beautiful than the last”

*Tooku awa koiora me oona pikonga he kura tangihia o te maataamuri*

### 3.1 IDENTITY

The aim under this theme is to:

**Create a world class Waikato River corridor identity and strengthen Raglan's local character.**

The following aspects are covered under this theme:

- The Waikato River corridor and its significance for iwi;
- Walking and cycling routes along the rivers; and
- Local identity of the district settlements.

#### Waikato River corridor

It is proposed that the district's identity be strengthened, based on a stronger identity of the Waikato and Waipa Rivers (refer to the diagrammatic interpretation of the corridor influence on the district in **Figure 3-2**). Building a strong corridor identity could be defined by:

- More actively acknowledging the river's special iwi significance and promoting cultural tourism in the river corridor – see below.
- Working towards completing the walking and cycle linkages along the rivers – see below.
- Branding the collective Waikato District settlements 'The River Towns', while marking the unique identity of each individual town, based on current characteristics, attributes or cultural heritage - see below.

#### Iwi significance of the river corridor

The Waikato River is called, '*Tooku Awa Koiora*' ('*The river of life, each curve more beautiful than the last*'). This could form the basis for appropriate forms of cultural tourism in the river corridor. This idea would need to be championed by Waikato-Tainui and may include:

- Waka journeys.
- Controlled visits to cultural sites.

RIGHT FIG. 3-2: Waikato District's settlements along the river corridors



- Culturally appropriate learning experiences.
- Way-finding and iconic sculptures with cultural themes.
- Basic weaving (as a way to teach maths, physics and environmental science).
- Environmental appreciation (translating into environmental management, restoration and recovery, park ranging, interpretation guides training and job opportunities).
- Through signage linking the river corridor with strengthened paa routes.

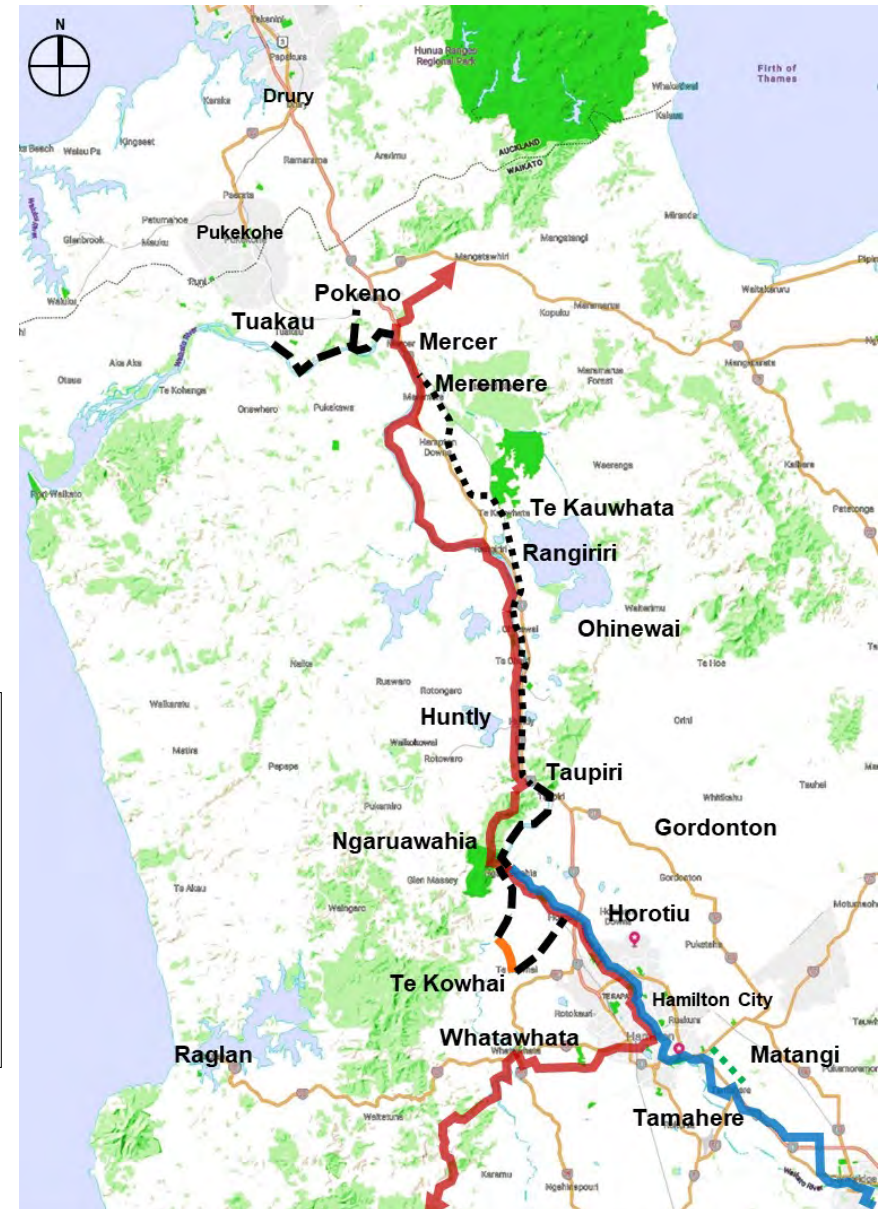
### Walking and cycling trails and routes along the rivers

The significance of the river corridor for the district could be strengthened through a network of attractive walking and cycling trails and routes along the Waikato and Waipa Rivers.

Opportunities in the context of existing routes (the Te Araroa Trail, the Te Awa River Ride, and the Te Otamanui Trail) are shown on **Figure 3-3**.

The following actions are proposed:

- Better promote the existing trails.
- Review the existing trails strategy, identify missing local links, and then prioritise the construction of these.
- Devise a program to source funding.
- Work with landowners to secure key links across private land.



RIGHT FIG. 3-3: Waikato District's settlements along the river corridors

### Local identity of the 'River Towns'

Under the umbrella of the District's identity based on the river corridor, the local identity of the individual settlements could be built and strengthened. This could be done through signage, interpretation panels linked with web-based information, branding, and public art or a large icon located along the river. The latter could form photo opportunities for tourists or the basis of a story unfolding as one follows the river.

The Council should work with local heritage groups and other local stakeholders to identify what makes each place unique. The following ideas are only starting points for consideration:

#### Tuakau

- Sir Edmund Hillary
- Trading centre for passing waka
- Saleyards

#### Pokeno

- Dairy and ice cream
- Markets
- Bacon

#### Mercer

- Tourism
- Wine and cheese
- Skydiving

#### Meremere

- Motorsport
- Whangamarino wetlands
- Former power station

#### Te Kauwhata and Rangiriri

- Viticulture
- Whangamarino wetlands
- Rangiriri Paa

#### Ohinewai

- Ferry landing

#### Huntly (Ranui-Pookeka)

- Lakes
- Power
- Mining
- Bricks
- Arts
- Rugby League

#### Taupiri

- Taupiri Maunga
- Flaxmill

#### Ngaruawahia (Ngaaruawaahia)

- Te Kiingitanga
- Confluence of the Waipa and Waikato Rivers
- Hakarimata Ranges

#### Horotiu

- Maaori gardens
- Business park

#### Te Kowhai

- Airpark
- Kowhai trees

#### Whatawhata

- Peach trees
- Local paa sites

#### Tamahere

- Gully network
- Wiremu Tamihana
- Markets

#### Matangi

- Matangi Factory

### Raglan (Whaingaroa)

Raglan's location is relatively isolated from the other settlements and the town is not on the Waikato or Waipa Rivers. It also already has a special identity. For these reasons it is proposed that WDC should work with the Community Board and Raglan Naturally to define, strengthen and communicate Raglan's special identity.

The following ideas are only starting points for consideration:

- Nature
- Regeneration
- Environmental awareness and programmes
- The arts
- Surfing



## Proposed initiatives under this theme

Theme	No.	Action	Considerations	Priority
Identity	DW1.1	Build a strong river corridor identity.	<p>This could be defined by:</p> <ul style="list-style-type: none"> <li>• The 'River Towns'.</li> <li>• Special Iwi significance.</li> <li>• Paa routes.</li> <li>• Cycle linkages.</li> <li>• River activities.</li> <li>• Other cultural heritage (mining, wine research, energy, horticulture etc.).</li> <li>• Identify heritage areas with explanation plaque, map, website.</li> <li>• Engage heritage groups for local signage to identify: heritage items; walkways; marae; MSOs/MAOs; Recreation areas to stop / picnic.</li> <li>• Signage 'you are here' maps at information centres / town centres.</li> <li>• Give each town a theme / draw card / 'signature', which could be heritage related, but not necessarily.</li> <li>• Consider locating an icon in each town along the river, which could serve as a photo opportunity.</li> </ul>	High
	DW1.2	Build the identity of each town under the umbrella of the entire District.	<p>Consider:</p> <ul style="list-style-type: none"> <li>• Tuakau: Sir Edmund Hillary, trading centre for passing waka, saleyards.</li> <li>• Pokeno: dairy, markets, ice cream, bacon.</li> <li>• Mercer: tourism, wine, cheese, skydiving.</li> <li>• Meremere: motorsport, Whangamarino wetlands, former power station.</li> <li>• Te Kauwhata: viticulture, Whangamarino wetlands.</li> <li>• Rangiriri: Rangiriri Paa.</li> <li>• Ohinewai: ferry landing.</li> <li>• Huntly (Ranui-Pookeka): Lakes, power, mining, bricks, arts, rugby league.</li> <li>• Taupiri: Taupiri maunga, sawmill, flaxmill.</li> <li>• Ngaruawahia (Ngaaruawaahia): Te Kiingitanga, confluence of the Waipa and Waikato Rivers, Hakarimata Ranges.</li> <li>• Horotiu: Maaori gardens, business park.</li> <li>• Te Kowhai: airpark.</li> <li>• Whatawhata: peach trees, local paa sites.</li> <li>• Tamahere: gully network, Wiremu Tamehana, markets.</li> <li>• Matangi: Matangi Factory.</li> <li>• Raglan (Whaingaroa): nature, regeneration, environmental, the arts,</li> </ul>	High

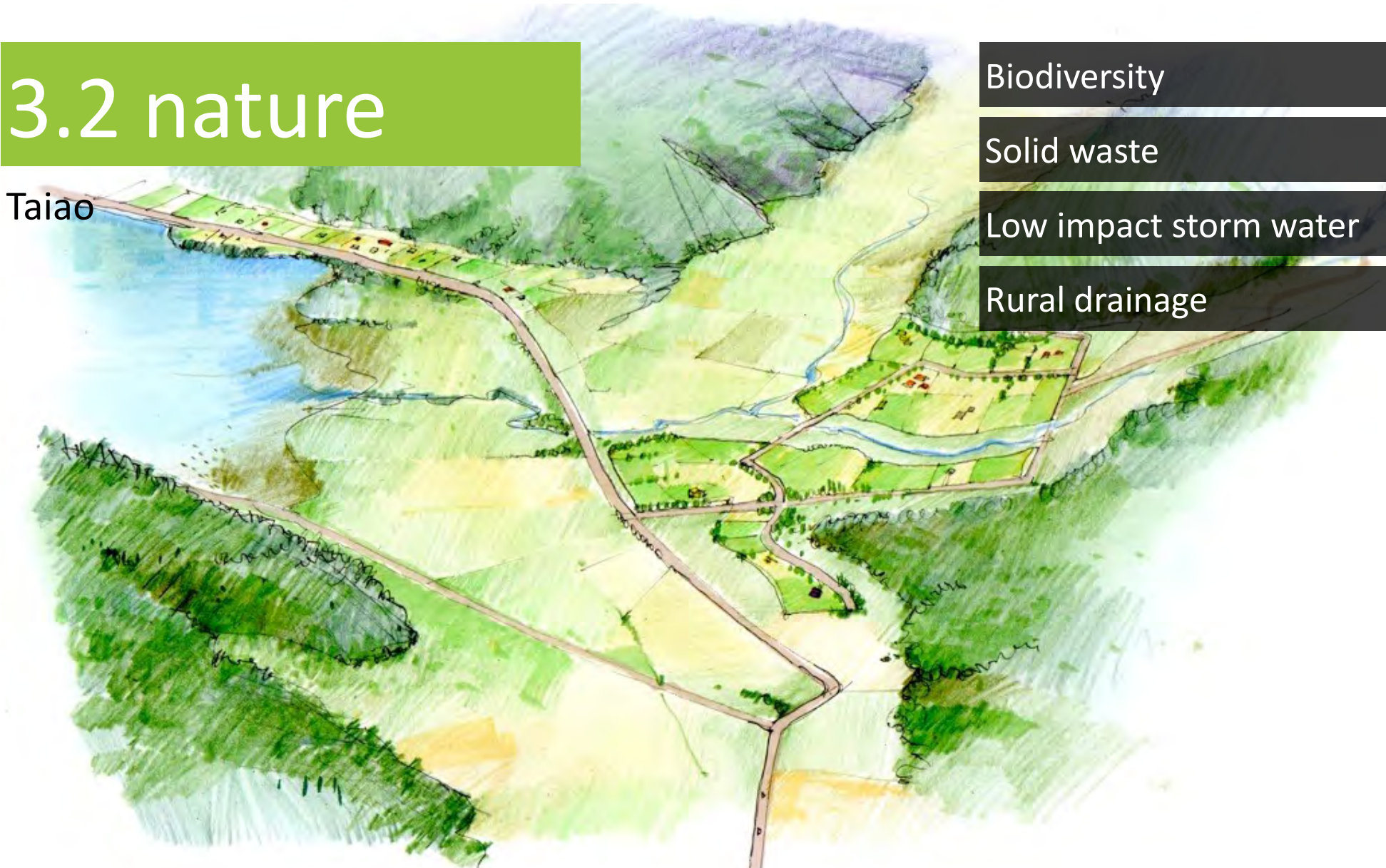
### Proposed initiatives under this theme

Theme	No.	Action	Considerations	Priority
	DW1.3	Strengthen cycling and walking trails along the river corridor.	<p>This could include:</p> <ul style="list-style-type: none"> <li>• Promote existing trails.</li> <li>• Review trails strategy, add missing local links, then prioritise.</li> <li>• Program to source funding.</li> <li>• Secure key links with landowners.</li> <li>• Parks &amp; Reserves at WDC could lead through the Community Connections Team with key inputs from Communications.</li> </ul>	High
	DW1.4	Promote cultural tourism in the river corridor.	<p>This would need to be championed by Waikato-Tainui and may include:</p> <ul style="list-style-type: none"> <li>• Waka journeys.</li> <li>• Controlled visits to cultural sites.</li> <li>• Culturally appropriate learning experiences.</li> <li>• Way-finding and icon sculptures – on cultural themes.</li> <li>• Basic weaving (as a way to teach Maths, Physics and Environmental Science).</li> <li>• Environmental appreciation (translating into environmental management, restoration and recovery, park ranging and interpretation guides training and job opportunities).</li> </ul>	High



# 3.2 nature

Taiao



Biodiversity

Solid waste

Low impact storm water

Rural drainage

### 3.2 NATURE

The aim under this theme is to:

**Protect the natural environment with revegetated biodiversity links and clean waterways.**

The following aspects are covered under this theme:

- Biodiversity;
- Solid waste;
- Low impact stormwater; and
- Rural drainage.

#### Biodiversity

The district's Significant Natural Areas are shown on **Figure 3-4**. To protect and strengthen this network of areas with biodiversity value the following is proposed.

- Support the implementation of the Local Indigenous Biodiversity Strategy, being produced by WRC and due in June 2019.
- Continue to support existing habitat restoration initiatives related to river banks, lakes, gullies, ranges, and wetlands.
- Provide further support to restoration efforts led by community groups, e.g. of the stream gullies in Tamahere.
- Showcase and promote best practice environmental management throughout council operations and delivery of services (e.g. roading, waters, and parks).
- Maintain, promote, and possibly extend Council funding initiatives (e.g. through the conservation fund) and target these to current gaps, such as fencing bush blocks and fragments, and pest control.

**RIGHT FIG. 3-4: Waikato District's Significant Natural Areas**



### Solid waste

The following actions related to solid waste are proposed:

- Continue support of education programmes.
- Review the funding options.
- Analyse, and take learnings from, existing initiatives in Raglan (Xtreme Zero Waste), Waipa (around construction waste), and others in New Zealand and overseas.
- Investigate waste recovery options for areas across the district.
- Investigate container deposit schemes options for areas across the district.

### Low impact storm water

The following actions related to a low impact storm water approach are proposed:

- Complete the ongoing data capture and condition assessment of storm water assets.
- Build a greater awareness of the Waikato Regional Council (WRC) storm water guidelines across WDC.
- Drive Low Impact Urban Design (LIUD) approaches through Catchment Management Plans and Integrated Catchment Management Plans.
- Lead by example by applying LIUD approaches in Council works.
- Investigate options to promote and incentivise LIUD, e.g. through a remission of Development Contributions or an eco-design advice service.

### Rural drainage

The following actions related to rural drainage are proposed:

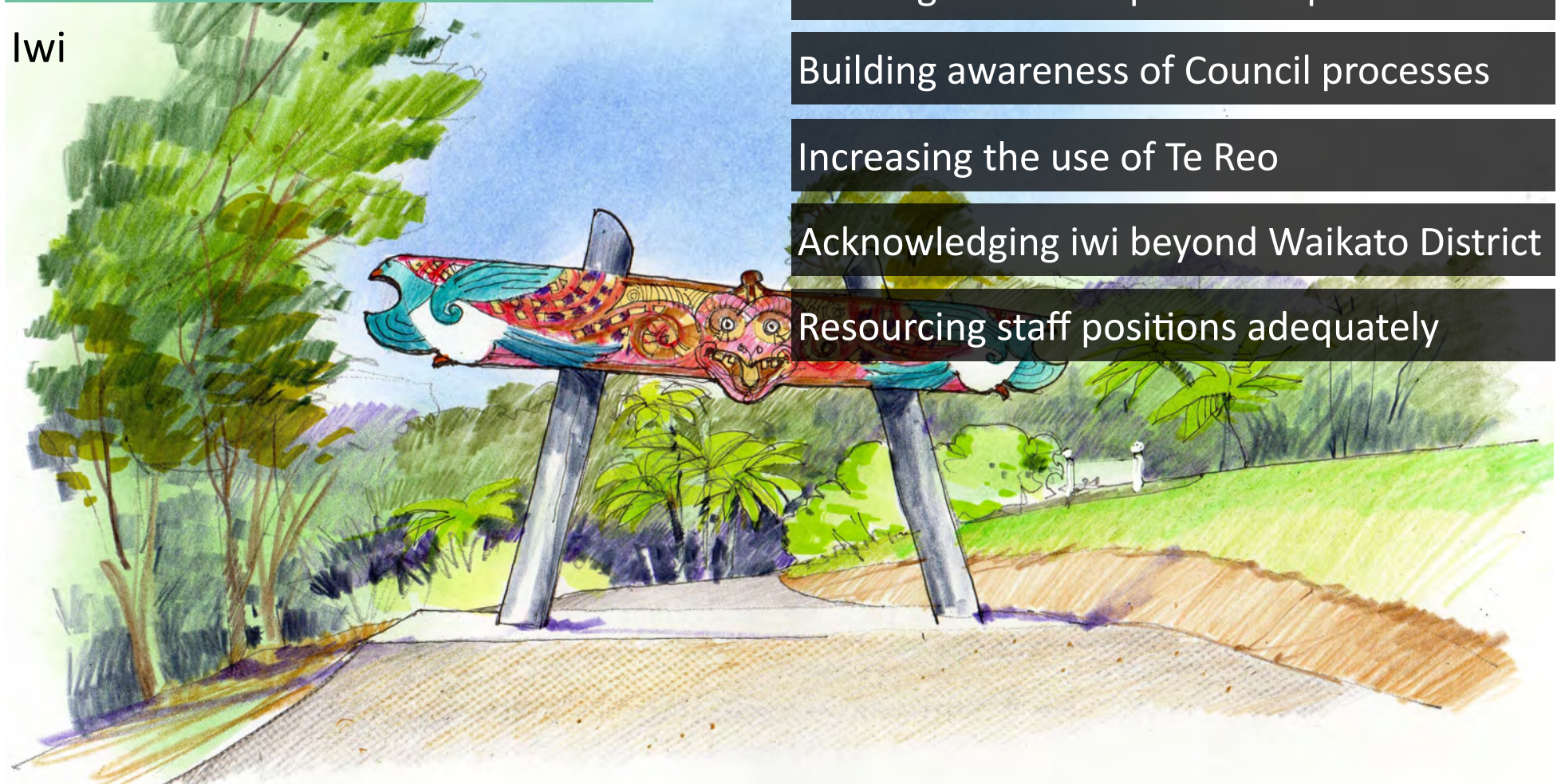
- Develop a better understanding of the asset base and roles and responsibilities of both WDC and WRC.
- Confirm the Council's approach to drainage, and ensure it is reflected in the consenting process.
- Ensure developers know WRC requirements prior to starting developments.

## Proposed initiatives under this theme

Theme	No.	Action	Considerations	Priority
Nature	DW2.1	As a review of Waikato District Council's Conservation Strategy, investigate the development and implementation of a Local Indigenous Biodiversity Strategy for the District, jointly with Waikato Regional Council staff.	Consider: <ul style="list-style-type: none"> <li>• River, lake and lowland habitat restoration.</li> <li>• Community led gully restoration.</li> <li>• Showcase and promote best practice environmental management throughout Council operations and delivery of services, e.g. roading, waters, and parks.</li> <li>• Fence bush blocks and fragments, pest control.</li> <li>• WDC to lead implementation with an environmental planner in charge.</li> </ul>	High
	DW2.2	Review funding options for solid waste services.		High
	DW2.3	Support education programmes around solid waste.		Medium
	DW2.4	Review existing solid waste initiatives in Raglan, Waipa (construction waste), and other domestic and international examples relevant to the district. Implement applicable approaches.		Medium
	DW2.5	Investigate waste recovery options for all areas.		Medium
	DW2.6	Investigate container deposit schemes for solid waste.		Medium
	DW2.7	Complete the ongoing data capture and condition assessment of storm water assets.		Medium
	DW2.8	Build a greater awareness of the Waikato Regional Council (WRC) storm water guidelines across WDC.		Medium
	DW2.9	Drive Low Impact Urban Design (LIUD) approaches through Catchment Management Plans and Integrated Catchment Management Plans.		Medium
	DW2.10	Lead by example by applying low impact storm water approaches in Council works.		Medium
	DW2.11	Investigate options to promote LIUD, e.g. through a remission of Development Contributions or an eco-design advice service.		Medium
	DW2.12	Develop a better understanding of the rural drainage asset base and roles and responsibilities (WDC and WRC).		Medium
	DW2.13	Confirm the Council's approach to drainage, and ensure it is reflected in the consenting process.		Medium
	DW2.14	Ensure developers know rural drainage WRC requirements up front.		Medium

## 3.3 iwi

Iwi



The Joint Management Agreements

Building relationships with hapuu

Building awareness of Council processes

Increasing the use of Te Reo

Acknowledging iwi beyond Waikato District

Resourcing staff positions adequately

### 3.3 IWI

The aim under this theme is to:

**Build on the Joint Management Agreements and other agreements, celebrate Maori culture, and promote the use of Te Reo.**

The following aspects are covered under this theme:

- The Joint Management Agreements (JMA) and other relationship agreements;
- Engagement and relationship building;
- Increasing the use of Te Reo; and
- New staff positions related to Maori partnership.

#### The Joint Management Agreements (JMA) and other relationship agreements

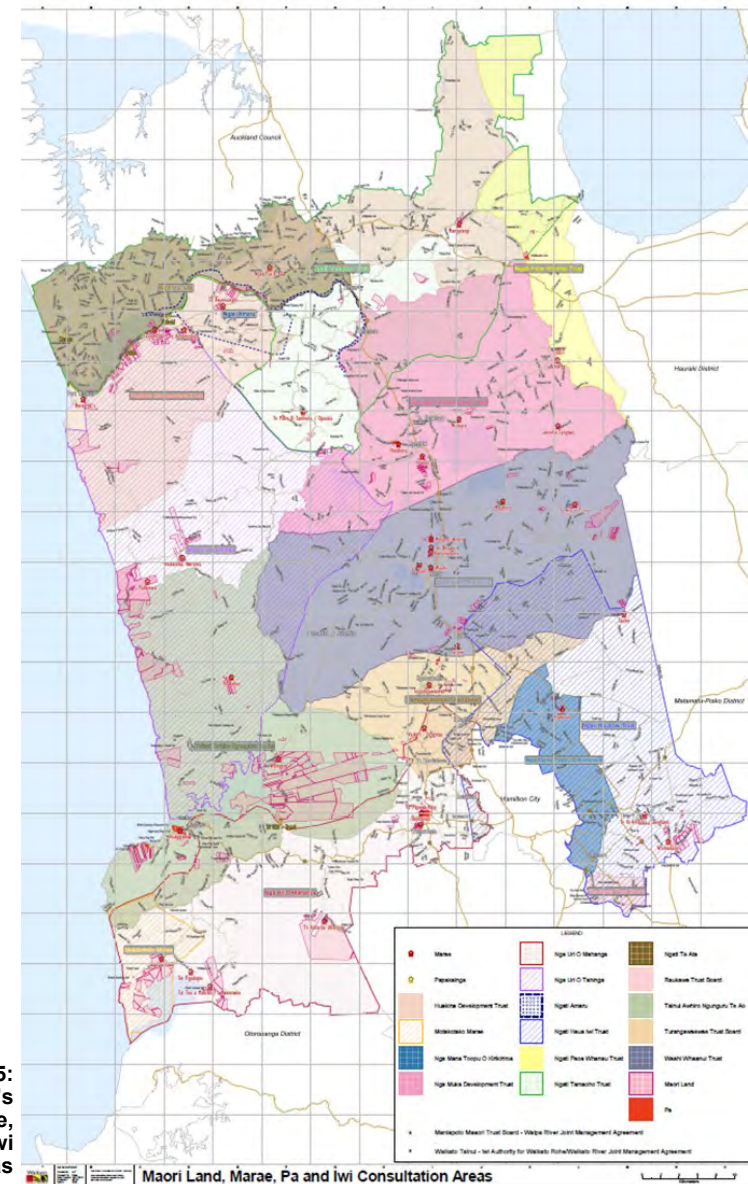
It is proposed that the JMAs and other relationship agreements be used more effectively. The following should be considered in this regard:

- The agreements should be the umbrella accords, Council processes should be put through the lens of the agreements.
- Newly developed processes that are relevant need to be included as a part of the agreements.
- Iwi and hapuu management plans have to be recognised by the Council under legislation. This could also be brought into the agreements.

#### Engagement relationship building

It is proposed that a strategy be formulated to build engagement relationships with Hapuu and to strengthen awareness of Council processes and practices within Hapuu. The following should be considered in this regard:

- Deal with the right people when undertaking WDC processes, i.e. ensure greater awareness of the iwi structure, and the importance of Hapuu.
- Identify and build a relationship with a mandated representative or representatives from iwi who are able to speak on behalf of iwi and who



**RIGHT FIG. 3-5:**  
**Waikato District's**  
**Maori land, Marae,**  
**Pa, and Iwi**  
**Consultation Areas**

- would be able to talk to a document with authority if it were to be tabled at an iwi hui. Furthermore, create a process through which the same people can be dealt with regularly and brought into the process early. This would give the Council the assurance that they are speaking with the right people.
- Reimburse each representative for their knowledge and time.
  - Consider bringing back He Paanui (or something similar). Discuss with iwi the issues that might be important to them that they want to be kept up to date with; Council can also feedback into this.
  - Give support or recognition to the plans of manawhenua, for example, if they have management plans.
  - Consider setting up a reference group made up of manawhenua and marae representatives.
  - Build Iwi / hapuu te aranga principles into WDC projects, designs, and consultation processes.

### Increasing the use of Te Reo

It is proposed that the use of Te Reo be increased. To this end a strategy is needed. The following should be considered in this regard:

- The Council's Te Reo policy and Bilingual Signage policy are both relatively up to date.
- Implementation of this policy in corporate documents and on the website in terms of headings has started, but is only in limited areas.
- The WDC Te Reo policy needs to be socialised again and more deeply with Councillors, because to implement Te Reo also requires more cultural practices being adopted from the highest level.

- Te Reo policy also requires a budget for its implementation, e.g. changes to website, rebuilding and translation budget for corporate documents.
- The policy needs refinement and more decisions around use of 'aa' for well known place names.
- Internally (for Council staff) workshops related to personal mihi, waiata, general protocol for visiting marae, having hui etc. could be of assistance.

### New staff positions

It is proposed that the above propositions be supported by the creation of new staff positions. The following should be considered in this regard:

- The appointment of a Maaori Partnership Manager. This Pohono Iwi ki te Haapori (Maori Partnership Manager) sits with the CE group which will, appropriately, facilitate a "chief to chief" relationship
- WDC likely also needs an operational person supporting the Maaori Partnership Manager.

## Proposed initiatives under this theme

Theme	No.	Action	Considerations	Priority
Iwi	DW3.1	Use the Joint Management Agreements (JMA) more effectively.	<ul style="list-style-type: none"> <li>This should be the umbrella accord, WDC processes should be put through a JMA lens.</li> <li>Newly developed processes that are appropriate need to be included as a part of the JMA.</li> <li>Iwi and hapuu management plans have to be recognised by Council under legislation, this could also be brought into the JMA.</li> </ul>	High
	DW3.2	Formulate a strategy to build engagement relationships with Hapuu and to build awareness of Council processes and practices within Hapuu.	<ul style="list-style-type: none"> <li>WDC processes are not dealing with the right people, i.e. greater awareness of the iwi structure is needed, including the importance of Hapuu.</li> <li>This can be addressed by building a relationship with a mandated person or persons who are able to speak on behalf of iwi, and creating a process through which the same people can be dealt with regularly and brought in early in the process. This would give the Council the assurance that they are speaking with the right people, e.g. someone from iwi who would be able to talk to a document with authority if it were to be tabled at an iwi hui.</li> <li>Each representative needs to be reimbursed for their knowledge and time.</li> <li>Iwi/hapuu te aranga principles need to be built into WDC projects, designs, and consultation processes.</li> <li>Consider bringing back He Paanui (or something similar). Discuss with iwi issues that might be important to them that they want to be kept up to date with; Council can also feedback in to this.</li> <li>Support or recognition should be given the plans of manawhenua if they have management plans (for example).</li> <li>CCL should set up a reference group made up of manawhenua and marae representatives.</li> <li>Iwi/hapuu te aranga principles need to be built into WDC projects, designs, and consultation processes.</li> </ul>	High
	DW3.3	Formulate a strategy for increasing the use of Te Reo	<ul style="list-style-type: none"> <li>The Council's Te Reo policy and Bi-lingual Signage policy are both relatively up to date.</li> <li>Implementation of this policy in corporate documents and on the website in terms of headings has started but is only in limited areas.</li> <li>The WDC Te Reo policy needs to be socialised again and more deeply with Councillors because to implement Te Reo also requires more cultural practices being adopted from the highest level.</li> <li>The Te Reo policy also requires a budget for its implementation, e.g. changes to website, rebuilding and translation budget for corporate documents.</li> <li>The policy needs refinement and more decisions around use of 'aa' for well-known place names.</li> <li>Internally (for Council staff) we could do workshops related to personal mihi, waiata, general protocol for visiting marae, having hui etc.</li> <li>Awaiting the appointment of a Maori Partnership Manager.</li> </ul>	High
	DW3.4	Create new staff positions related to Maori partnership.	<ul style="list-style-type: none"> <li>Pohono Iwi ki te Haapori (Maori Partnership Manager) sits with the CE group in the new structure, which is helpful as it will facilitate a "chief to chief" relationship.</li> <li>An operational team member is likely also required, as there are 40 Marae to engage with.</li> </ul>	High



# 3.4 communities

## Haapori

District-wide community needs

Council communications

Facilitating local communication

Supporting local events



### 3.4 COMMUNITIES

The aim under this theme is to:

#### Strengthen, enable and connect local communities and citizens, and support those most in need.

As part of the Blueprint process an exercise to analyse the social wellbeing of all of the individual settlements was undertaken. A summary of the outcomes of this exercise is included in **Appendix B**. This process usefully served to create a better understanding of the local communities and their needs. This serves as a backdrop for the proposals under this theme (as well as to some extent under several others).

The following aspects are covered under this theme:

- Addressing district-wide community needs;
- The Council's website and social media;
- Facilitating local communications; and
- Supporting local community events.

#### District-wide needs

The following is proposed to address district-wide community needs:

- Several sporting facilities and reserves are in need of upgrades and need to be made fit for purpose. The implementation of the strategy for this should be continued.
- Several arts facilities are in need of upgrades. A strategy for this should be produced.
- Access issues to library services within the Hamilton City Council area should be resolved.

- There is a need for improved access to medical services within the community. This includes the following:
  - The lack of DHB services should be addressed.
  - Isolation issues should be better understood and addressed.
- The strategy for public toilets should be continued to be implemented.
- The youth strategy should be continued to be implemented.
- There is a lack in aged care facilities. A strategy for addressing this shortage should be determined.
- A social audit identifying which services are being funded and by whom, which funding gaps exist, and whether there is any duplication should be undertaken.
- Safer communities initiatives should be supported. This includes:
  - Forming partnerships between communities, police, and the Council to address vandalism;
  - The rollout of CCTV; and
  - Improvements to lighting where needed.
- A strategy for the clean-up of building frontages and streetscapes in town centres and other key areas should be determined in order to back up and strengthen a 'clean green' image.

In relation to medical, aged care, and social wellbeing generally, it is important to realise that the Council is generally only in an advocacy position, rather than a direct provider.

#### Council website and social media

Analysis and consultation identified that the accessibility of the Council's website and social media should be improved. The following should be considered in this regard:

- Plans and policies for the Council's website should be progressed, and some technical adjustments made.
- Information about external groups on the Council website should be better managed.
- Plans and policies for the Council's social media should be progressed. The Customer Delivery team is now monitoring during the day, as many of these are service delivery requests, while the Communications team is monitoring at night. A new part-time position is identified in the organisational structure to provide online support. This position is to be recruited in 2019.

### Local communications

It is proposed that a strategy for facilitating local communities in their website and social media communications be developed. The following should be considered in this regard:

- Online 'poverty' areas should be identified by reviewing social media sites in local communities, e.g. Neighbourly and already developed community pages, blogsites, and email groups.
- 'Champions' within the community, who would be interested to learn what to do to establish a local communications network, should be identified.
- 'Trainers' in the community, who could work with the 'champions or champion teams', should be identified.
- Social media restrictions with regards to 'formal' Council postings should be acknowledged.

### Local community events

It is proposed that Council provide more support to local communities in organising events. The following should be considered in this regard:

- The Council's support role as contact for local community organisers will be via Service Delivery and Parks and Facilities.
- A digital events page could be of help with, for example, the following information:
  - Advice on how to run and market a successful event;
  - Advice on traffic management, safety and other requirements; and
  - Advice on the district events calendar.
- The Council could resource this work by an Engagement Manager and Coordinator, for which a position is being established.

### Proposed initiatives under this theme

Theme	No.	Action	Considerations	Priority
Communities	DW4.1	Continue the implementation of the strategy for the upgrade of sporting facilities and reserves.	Consider the wider regional aspect of facilities in determining what is required.	Medium
	DW4.2	Complete a strategy for the upgrade of arts facilities.		Medium
	DW4.3	Resolve access needs to Hamilton libraries.		Medium
	DW4.4	Address lack in medical services and isolation issues.	The Council is generally only in an advocacy position.	High
	DW4.5	Implement the public toilet strategy.		High
	DW4.6	Implement the youth strategy.		High
	DW4.7	Determine a strategy for addressing the lack in aged care facilities.		Medium
	DW4.8	Undertake a social audit to determine which services are being funded and by whom, which gaps exist, and whether there is any duplication.		High
	DW4.9	Support safer communities initiatives.	Consider: <ul style="list-style-type: none"> <li>• Partnership between communities, police, council to address vandalism.</li> <li>• CCTV rollout.</li> <li>• Lighting.</li> </ul>	High
	DW4.10	Determine a strategy for the clean-up of building frontages and streetscape in town centres and other key areas.	Consider: <ul style="list-style-type: none"> <li>• The Council in a resourcing and coordination role.</li> <li>• partnerships and / or direct engagement with landowners.</li> </ul>	Medium

## Proposed initiatives under this theme

Theme	No.	Action	Considerations	Priority
	DW4.11	Improve accessibility of the Council's website and social media.	Consider: <ul style="list-style-type: none"> <li>• Progressing plans and policies for the Council's website.</li> <li>• Better managing information about external groups on the Council website.</li> <li>• Progressing plans and policies for the Council's social Media, including the monitoring (day vs. night) of the Council's social media.</li> <li>• A new part-time position is identified in the organisational structure to provide online support.</li> </ul>	Medium
	DW4.12	Determine a strategy for facilitating local communities in their communications (website / social media).	Consider: <ul style="list-style-type: none"> <li>• Identifying online 'poverty' areas by reviewing social media sites in local communities, e.g. Neighbourly and already developed community pages, blogsites, and email groups.</li> <li>• Identifying 'champions' within the community who would be interested to learn what to do to establish a local communications network.</li> <li>• Identifying 'trainers' in the community who could work with the 'champions or champion teams'.</li> <li>• Acknowledging social media restrictions with regards 'formal' Council postings.</li> </ul>	Medium
	DW4.13	Support events organised by local communities.	Consider: <ul style="list-style-type: none"> <li>• The Council's support role with Service Delivery and Parks &amp; Facilities as contact for local community organisers.</li> <li>• Events page: advice on how to run and market a successful event; advice on traffic management, safety and other requirements; and advice on the district events calendar.</li> <li>• Council resources: a Senior Engagement Advisor position is being established.</li> </ul>	High

# 3.5 growth

Tupuranga

Growth strategy

Affordable housing

Design guidance



### 3.5 GROWTH

The aim under this theme is to:

**Direct cohesive growth outcomes which support all community needs.**

The following aspects are covered under this theme:

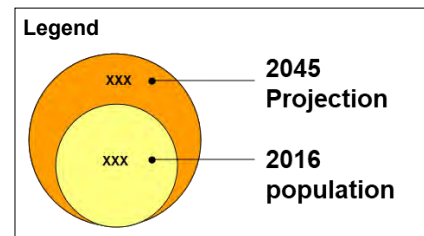
- District Growth Strategy;
- Housing and property affordability; and
- Design guidance.

#### District Growth Strategy

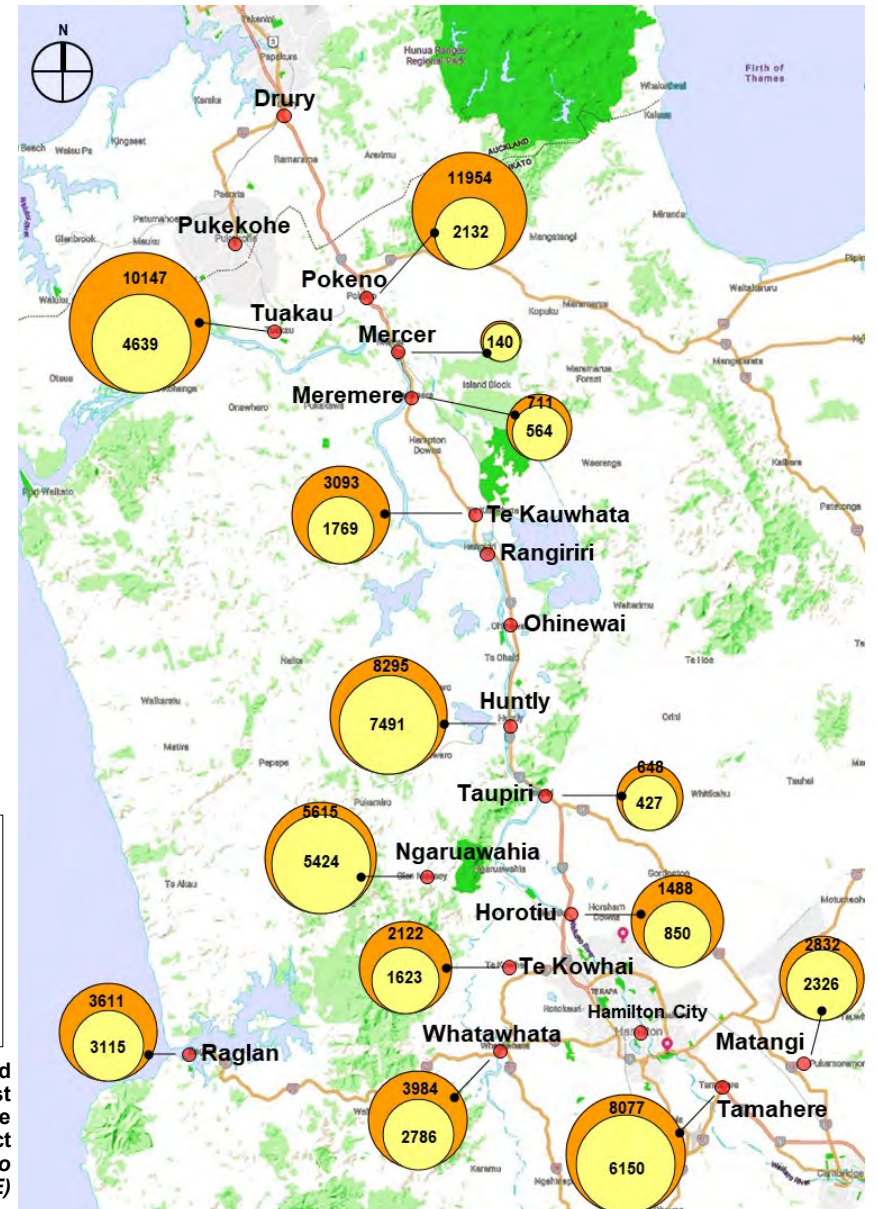
The 2016 population as well as the projected 2045 population for each of the major Blueprint settlements is depicted in **Figure 3-6**. These are based on Census Area Units, and not necessarily aligned with each settlement.

It is understood that these projections are being reviewed (once Statistics NZ releases new data), and that in several parts of the district planning provision is made for much higher numbers. At the same time, the Proposed District Plan (PDP) process is ongoing. For these reasons the following initiatives related to growth and District Plan zoning are proposed:

1. First, receive revised population and household projections.
2. Then, assess the plan enabled and commercially feasible residential, business and industrial capacity against the new projections.
3. Review the District Development (Growth) Strategy.



**RIGHT FIG. 3-6: Population and population growth projections for most of the settlements included in the Blueprint project**  
 (Data source: University of Waikato medium projection and WISE)



4. Lastly, undertaken an exercise to determine future residential, business and industrial zoning opportunities beyond the PDP.

It is understood that the Council will review the growth strategy for the district, as per the Strategic Planning Framework. The actions proposed above and other relevant parts of the Blueprint will provide key input into this strategy.

### Housing and other property affordability

There is a great need to improve housing and other property affordability throughout the district. To this end it is proposed that a district-wide affordable housing strategy be prepared. The following should be considered with regards to this strategy:

- An existing initiative is ongoing in Raglan which should be supported by WDC in whichever way possible. It should also be analysed in order to learn lessons that may be applicable at a district-wide level.
- Tenure alternatives, such as rental, part ownership, co-housing, social housing etc, should be considered.
- Unintended barriers in the District Plan, such as lot size requirements, parking requirements, secondary dwellings, etc, should be identified and, if possible and balanced with amenity imperatives, addressed as part of the ongoing District Plan review.
- Alternative design approaches, such as medium density, shared services, secondary dwellings etc, should be further considered and promoted.
- Consideration should be given to ways in which infrastructure can support affordability, e.g. schools, water tanks etc.
- Government funding options should be explored.

The Council cannot prepare and implement such a strategy on its own. While the Council could take a leadership role, partnerships with relevant agencies, and possibly other territorial authorities should be formed. This would help to make this strategy as holistic as it should be, and be able to address issues (including several of the above) that are outside the Council's control.

### Design guidance

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

- The implementation of better pre-application procedures for design input into 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.
- Design guidelines have been produced as part of the PDP, which is being reviewed. As part of this review, further consideration should be given to whether separate guidelines are needed for specific towns, areas, or specific types of development.



## Proposed initiatives under this theme

Theme	No.	Action	Considerations	Priority
Growth	DW5.1	Receive revised population and household projections.		High
	DW5.2	Assess the plan enabled and commercially feasible residential, business and industrial capacity against the new projections.		High
	DW5.3	Review the District Development (Growth) Strategy.		High
	DW5.4	Undertaken an exercise to determine future residential, business and industrial zoning opportunities beyond the PDP.	<i>Also refer to specific local areas.</i>	High
	DW5.5	Undertake preparatory work in advance of an affordable housing strategy.	Consider: <ul style="list-style-type: none"> <li>• Supporting the initiative in Raglan and learn lessons from this.</li> <li>• Tenure alternatives such as rental, part ownership, co-housing, social housing etc.</li> <li>• Unintended barriers in the District Plan, e.g. lot sizes, parking requirements, secondary dwellings, etc, balanced with amenity imperatives.</li> <li>• Design approaches, e.g. medium density, shared services, secondary dwellings etc.</li> <li>• How infrastructure can support affordability, e.g. schools, water tanks etc.</li> <li>• Government funding options.</li> </ul>	High
	DW5.6	Implement design guidance.	Consider: <ul style="list-style-type: none"> <li>• The implementation of better pre-application procedures for design input.</li> <li>• The production of design guidelines, in addition to those in the PDP.</li> </ul>	Medium

## 3.6 economy

### Oohanga



Existing situation

Office, retail, and industrial

Retaining existing wealth

Creating new wealth

Capturing wealth from elsewhere

### 3.6 ECONOMY

The aim under this theme is to:

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

The following aspects are covered under this theme:

- Analysis of the district’s employment situation.
- Strategies for retaining existing wealth, including:
  - Keeping expenditure local; and
  - Youth and others in unemployment.
- Strategies for creating new wealth, including:
  - Small business and retail growth; and
  - Establishing or expanding business clusters.
- Strategies for capturing wealth from elsewhere, including:
  - Attracting new residents with resources to invest locally; and
  - Recreation and business visitor attraction.

#### Analysis

The growth of jobs in the Waikato District has been relatively slow<sup>1</sup>:

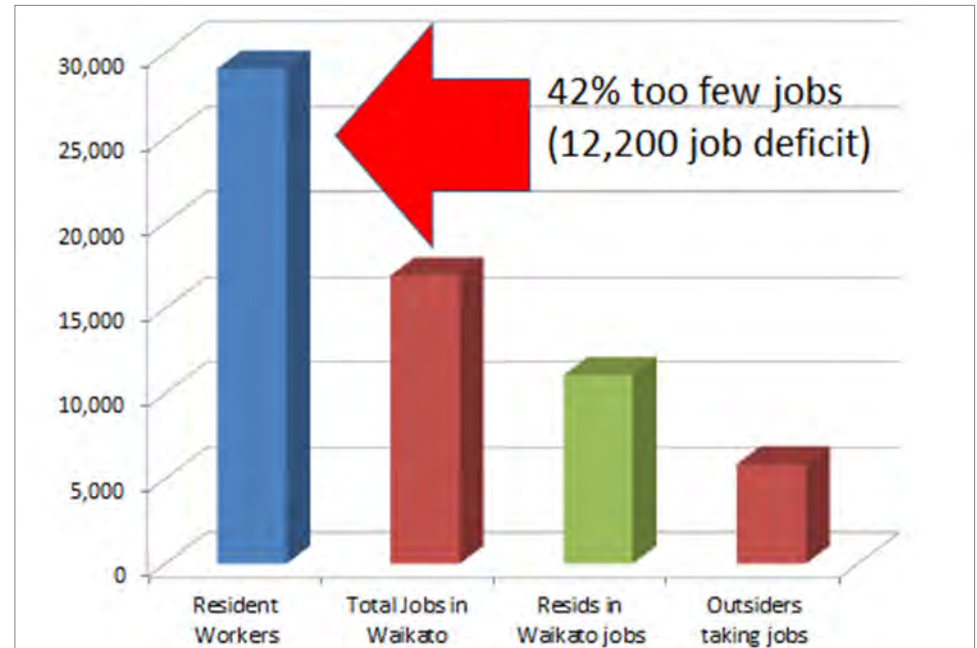
- In 2001 there was 1 job for every 4.5 residents
- In 2017 there was 1 job for every 4.2 residents

Jobs in the Waikato District are only providing work for half of residents who work (ignoring the unemployed), a shortage of 12,200 jobs (refer to **Figure 3-8**)<sup>2</sup>. Ideally Waikato District should be aiming to provide at least one job for every household – whilst recognising that that still does not mean that all residents will find work in in the district because they may not have the skills to match the jobs available and because those living outside the district will be taking some of the available jobs (refer to **Figure 3-9**)<sup>2</sup>.

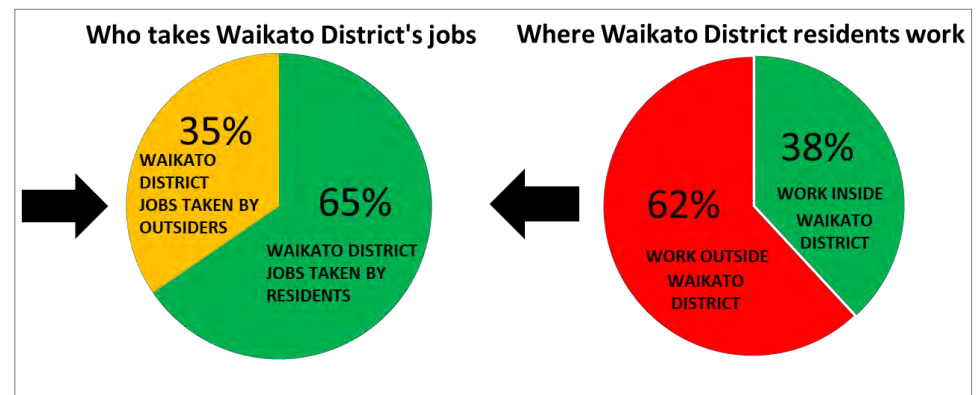
At present this one job for every household target is not even close, with the district only providing one job for every four residents, and there has been very little improvement over the last 16 years.

<sup>1</sup>Based on analysis of information from Statistics New Zealand.

<sup>2</sup>Based on analysis of information from Statistics New Zealand, Journey to Work data.



ABOVE FIG. 3-8: Graph showing the number of working residents in the district versus the total number of jobs in the district (as well as those working in these)

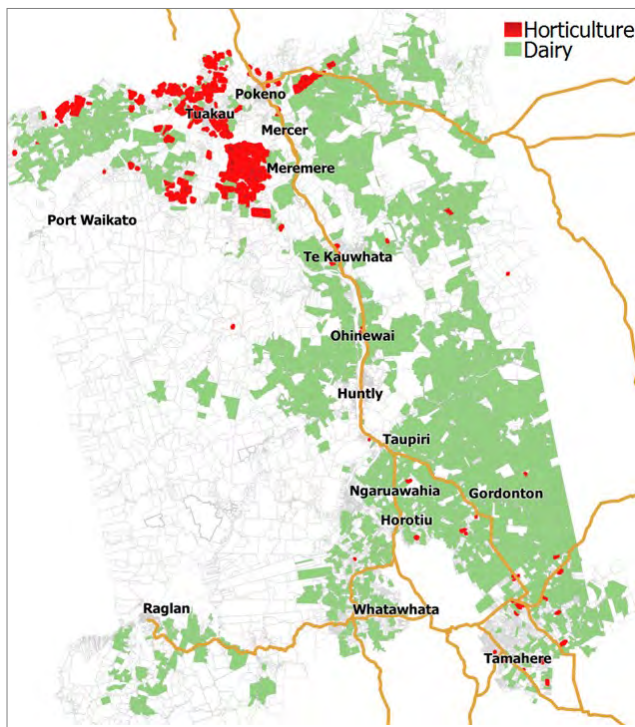


ABOVE FIG. 3-9: Graphs showing who works in the Waikato District’s jobs and where the district’s residents work

### Horticulture and agriculture

This sector is fundamentally important to the district's economy, as is also evidenced by the area of land used for these activities (refer to **Figure 3-10**). There is therefore a need to protect prime and good quality agricultural land. Also, care should be taken to avoid reverse sensitivity issues by using appropriate spray buffers around residential and other sensitive land uses.

However, this sector created only 230 jobs over the last 16 years, which equates to 14 jobs each year (an increase in growth of 0.04% per annum).



**ABOVE FIG. 3-10: Land used for horticultural and agricultural activities within the Waikato District (source: Waikato District Council GIS)**

During this same time:

- The residential population increased by 37%; and
- Employment in the district increased by 46 %.

Relying on horticulture and agriculture alone for employment and wealth is therefore not sufficient; growth should also come from other sectors.

### Job growth based on population growth

It is important to note that population growth alone will not provide sufficient jobs to gainfully employ those coming to live in the district.

If 100% represents all of those who come to live in the district and want to work, then:

- The jobs created to provide for their 'day to day needs' would only represent 15% of the total jobs needed (the teachers, daycare providers, shop employees, garage employees etc. that these residents need for their daily lives); and
- An additional 20% of the jobs needed could be provided if the district begins to provide many of the higher order services that these residents may need (such as doctors, accountants, law firms, optometrists) that are now provided from Auckland and Hamilton.

Providing for more of the needs of the growing district population can therefore only be expected to create 35% (at best) of the jobs needed.

This still leaves 65% of the jobs needed to be provided by activities that serve more than local residents, including factories serving markets outside the district and services serving businesses and residents outside the district, including day visitors and tourists.

### Potential

The work undertaken through the Blueprint process demonstrates the potential for the district to provide one job for every 2.4 residents, which is effectively one job per household.

To achieve this goal, the district will have to:

- Continue to do well in growing employment in all the activities where the district is already growing jobs faster than the other parts of Regional North Island<sup>1</sup> (see below inset 'Waikato's competitive advantages'); and
- Catch up with the jobs growth rates that other parts of Regional North Island have been able to achieve in activities where the district has been comparatively lagging in employment (such as cafes and restaurants).

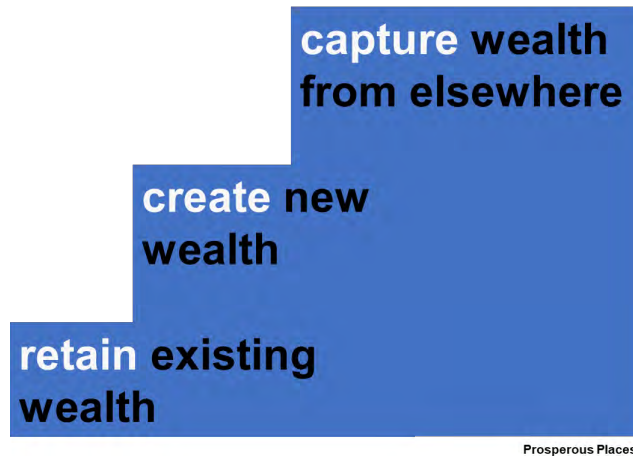
### Waikato's competitive advantages - Comparing with Regional North Island in jobs creation between 2001 and 2017:

- Meat and meat product manufacturing: 190 jobs (22% more than expected);
- Dairy product manufacturing: 148 jobs (92% more jobs than expected);
- Specialised machinery and equipment manufacturing: 116 jobs (77% more than expected);
- Sawmilling and timber dressing: 102 jobs (43% more than expected); and
- Non-building construction services: 119 jobs (48% more than expected).

<sup>1</sup>Regional North Island refers to other parts of the North Island that form a good basis for comparison with the Waikato District due to the absence of major metropolitan areas.

## Approach

In response to the findings, an economic strategy for the Waikato District based on the following approach has been formulated:



More specifically, these three steps translate into the following target areas:

Step 1: Retain existing wealth	Step 2: Create new wealth	Step 3: Capture wealth from elsewhere
<p><b>Keep expenditure local</b></p> <ul style="list-style-type: none"> <li>→ Attract those with high incomes to local centres</li> <li>→ Residents spending time and therefore money locally</li> <li>→ Workers spending time and therefore money locally</li> <li>→ Maximise the trading envelope</li> </ul> <p><b>Youth and others in unemployment</b></p> <ul style="list-style-type: none"> <li>→ Up-skill existing employees/ youth jobs</li> <li>→ Job expectations and aspirations of youth/others</li> <li>→ Transfer new-economy skills to local youth/others</li> </ul>	<p><b>Small business and retail growth</b></p> <ul style="list-style-type: none"> <li>→ Attract high income residents and businesses</li> <li>→ Home business growth/grow-out</li> <li>→ Small business and new-economy skills</li> </ul> <p><b>Establishing and expanding business clusters</b></p> <ul style="list-style-type: none"> <li>→ Attract those with scarce skills</li> <li>→ Ensure sufficient well located, zoned &amp; serviced land</li> <li>→ Attract catalytic first movers</li> <li>→ Vision, promote &amp; market clusters</li> <li>→ Vision, promote &amp; market locations for clustering</li> <li>→ Protect cluster locations from incompatible land uses</li> </ul>	<p><b>Attract new residents with resources to invest locally</b></p> <ul style="list-style-type: none"> <li>→ Families</li> <li>→ Pre-retirees</li> <li>→ Retirees</li> </ul> <p><b>Recreation and business visitor attraction</b></p> <ul style="list-style-type: none"> <li>→ Long activity - 1.5+ hours</li> <li>→ Unique attractions</li> <li>→ Specifically timed activities</li> <li>→ Departing visitors targets</li> <li>→ Short stay attraction master classes</li> <li>→ Large scale cultural or family events</li> <li>→ Corporate and government functions and events</li> <li>→ Film and advertising shoots, product launches</li> <li>→ Regional or difficult to locate sports</li> </ul>

This will be expanded upon over the next pages of this report section.

### Step 1: Retain existing wealth

This could be achieved by:

- Reducing 'leakage' of income, i.e. keep expenditure local; and
- Reducing unemployment, particularly among young people.

### Keep expenditure local

The retail sector in the Waikato District is struggling, evidenced<sup>1</sup> by the fact that:

- Only 17% of all expenditure on retail and hospitality by Waikato residents is spent within the district; and
- Only 19% of all expenditure at cafes, restaurants, bars and takeaways by Waikato residents is spent within the district.

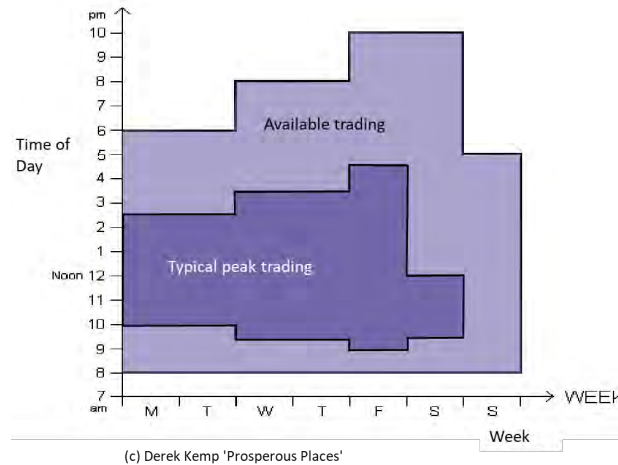
Ways to address this and to improve retail performance include:

- Ensure sufficient retail land supply;
- Seek anchor tenants;
- Encourage regeneration;
- Improve the public realm;
- Activate public spaces; and
- Expand the trading envelope.

### Expanding the trading envelope

Many Waikato town centres are 'dead' in the early morning, the evenings, and in the weekend. As a result people (locals and visitors) are not attracted to visit the town centre and businesses suffer and / or open later and close earlier as trading is not profitable (refer to **Figure 3-11**). This could lead to a downward spiral of even less reason to visit the

<sup>1</sup>Marketview Data from Waikato District Social and Economic Profile: District Plan Review - Section 32. Evaluation (Final) July 2017, pp63-66.



**ABOVE FIG. 3-11: Expanding the trading envelope**

centre and fewer people around. The opposite is also true, 'a crowd attracts a crowd'.

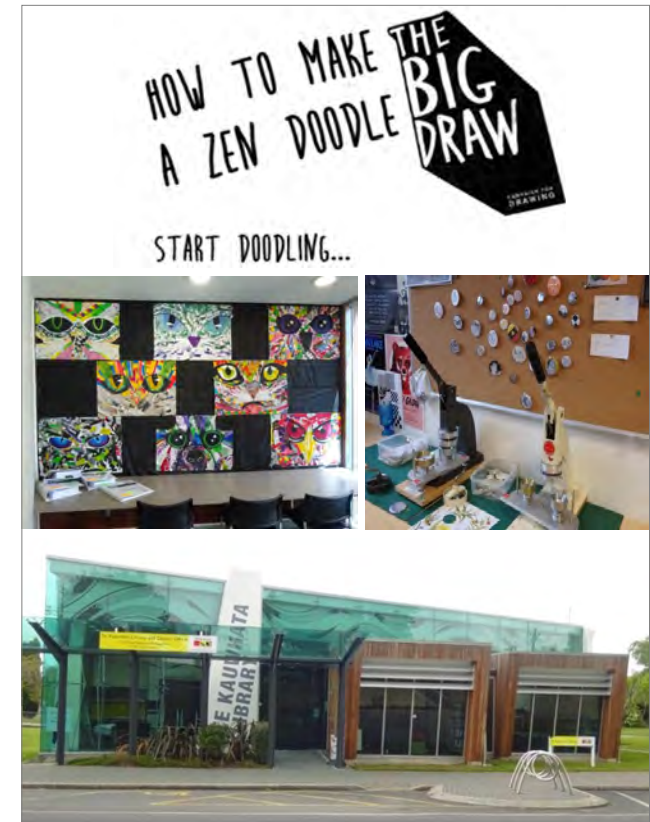
The trading envelope could be expanded by providing activities that keep people longer in the town centre and make them more likely to use its facilities. This could include creative activities as well as other non-commercial community activities (refer to **Figure 3-12**). Also the following uses and activities should be promoted in town centres to generate earlier and later patronage:

- Education and training uses;
- Clubs and societies;
- Adventure play spaces; and
- Events at night and during the weekend.

### Targeting the right people

It is important to focus these activities on people who are already around, including:

- Parents picking up children from schools and bus stops;
- Parents taking children to after school activities;



**ABOVE FIG. 3-12: Creative and non-commercial activities in town centres**

- Those going to clubs, community, special interest groups;
- Those going to gyms and fitness centres;
- Workers heading home from work;
- People going to doctors, dentists and physios;
- Cyclists, walkers and dog walkers; and
- Those training for events

Similar lists could be envisaged for early mornings and weekends.

## Youth and others in unemployment

### Unemployment statistics

Key unemployment statistics<sup>1</sup> for the district include the following:

- 25,000 Waikato District workers are unemployed;
- 10,000 are available and capable of working full time;
- 60% of these are struggling to provide the skills employers want; and
- 15% do not want to work.

Youth unemployment is a special challenge, evidenced by<sup>2</sup>:

- 25% of Waikato District 15 to 19 year olds are unemployed (at any one time); and
- Only one third (34%) of District 15 to 19 year olds work full-time.

### Ways to address youth unemployment

Some approaches to address youth unemployment are listed below.

#### Developing their self worth and aspirations

- Always have high expectations of them individually.
- Reach out to troubled youth with attitude by:
  - spending time with them where they hang out;
  - giving them great things to do in safe places; and
  - introducing them to fun things that help with their self esteem.

<sup>1</sup>Provided in a workshop context by a representative from the Ministry of Business, Innovation and Employment.

<sup>2</sup>Waikato District Social and Economic Profile: District Plan Review - Section 32. Evaluation (Final) July 2017.

- Alter local job perceptions of 'top high school students'.
- Create a barter bank – earn barter points for what they do to spend on what they want.
- Clean up and put pride into public spaces frequented by young people and especially the areas where school children wait for their school bus.

#### Creating work experience with real employers

- Organise that young people spend one or two days a week actually working (more if they are not going to school).
- Engage in activities that are culturally important, such as environment management, dry stone walling, trails/signage, weed eradication etc.

#### School, youth and unemployed engagement activities

These could include:

- Running a 'Venture Club' for young innovators, in which individuals or a small group develop a product idea by working through business and marketing plans with a mentor. They jointly seek investors and capital, and run the business. The profits, if any, are distributed.
- Building computer controlled robotics and automation and remote controlled vehicles.
- Environmental sensing, data logging and monitoring systems.
- Automated robotic games, and computer and remote control led vehicles challenges.
- 3D Printing, circuitry and components, design, printing and assembly.
- Robotics and automation coding and writing control languages (e.g. Python).
- Developing and applying artificial intelligence and expert system programmes.
- Motor repairs, hot rod mechanical work.

- Computer game making, web page, personal home pages for social media.
- 3D printing, cottage crafts, perfume making, cake / marzipan design.
- Building unique children's play equipment.

#### Local initiatives

The following specific local initiatives are included in this Blueprint strategy:

- Support initiatives by the technology and visitor sectors in Raglan to address youth unemployment.
- Develop a youth strategy to tie in with the development of the proposed Puketirini Cluster in Huntly (refer to 'Business clusters' under 'Step 2: Creating new wealth').

## Step 2: Create new wealth

This could be achieved by:

- Generating growth in small businesses; and
- Establishing and expanding business clusters related to the service and industrial sectors.

### Generate growth in small businesses

Analysis identifies that if the district continues to provide the services it does well (such as Research & Development) and matches the recent growth in services that the other regional North Island areas have achieved over the last 16 years, then the district is quite capable of creating a further 25,000 service sector jobs over the next 27 years up to 2045.

This would be equivalent to creating almost 1,000 new service sector jobs in the district each year.

This could be broken down as follows:

- 4,500 (18%) in retailing and hospitality (over half (52%) in cafes, restaurants & takeaways);
- 6,200 (25%) in business services;
- 4,600 (18%) in government & education services; and
- 7,000 (28%) in health & personal services.

The table below indicates (for retail):

- The number of additional jobs projected;
- The approximate area of floor space required;
- The site area required (based on the assumption that retail buildings are generally single-storey and that the non-built areas such as access, carparking and stormwater take up 70% of the site area); and
- The length of retail frontage that the above represents.

The table below indicates (for office):

- The number of additional jobs projected;
- The approximate area floor space required; and
- The site area required (based on the assumption that office buildings are generally double-storey and that the non-built areas such as access, carparking and stormwater take up 60% of the site area).

With regards to the table, it is important to note:

- These figures are only based on population growth projections.
- These figures should be amended after the Proposed District Plan is settled.
- Further adjustments are required to reflect market realities.
- Mercer and Meremere, which have low growth, should have some allocation to allow regeneration.

		Tuakau	Pokeno	Mercer	Meremere	Te Kauwhata	Huntly	Taupiri	Ngaruawahia	Horotiu	Te Kowhai	Whatawhata	Raglan	Tamahere	Matangi
<b>Retail<sup>1</sup></b>	Employment	600	950	2	11	160	170	25	80	74	70	140	100	38	75
	Floor space (m <sup>2</sup> )	15,300	24,000	50	280	4,000	4,300	630	2,000	1,900	1,800	3,600	2,500	950	1,900
	Site area (ha)	5.10	8.00	0.02	0.09	1.33	1.44	2.00	0.68	0.63	0.59	1.20	0.85	0.31	0.64
	Retail frontage (linear metre)	610	800	5	14	160	144	24	80	76	70	120	100	40	76
<b>Office</b>	Employment	1,140	1,900	4	22	315	340	50	160	150	140	280	200	74	150
	Floor space (m <sup>2</sup> )	27,500	45,200	100	530	7,500	8,100	1,200	3,800	3,600	3,400	6,800	4,800	1,800	3,600
	Site area (ha)	3.44	5.65	0.01	0.07	0.94	1.01	0.15	0.48	0.45	0.43	0.85	0.60	0.23	0.45
<b>TOTALS</b>	<b>Total added employment</b>	<b>1,740</b>	<b>2,850</b>	<b>6</b>	<b>33</b>	<b>475</b>	<b>510</b>	<b>75</b>	<b>240</b>	<b>224</b>	<b>210</b>	<b>420</b>	<b>300</b>	<b>112</b>	<b>225</b>
	<b>Total sites (ha)</b>	<b>8.54</b>	<b>13.65</b>	<b>0.03</b>	<b>0.16</b>	<b>2.27</b>	<b>2.45</b>	<b>2.15</b>	<b>1.16</b>	<b>1.08</b>	<b>1.02</b>	<b>2.05</b>	<b>1.45</b>	<b>0.54</b>	<b>1.09</b>

<sup>1</sup>Retail excludes hardware and garden centres



## Conditions for growth

The growth referred to will necessitate taking a number of pro-active actions to create the conditions, places and supportive environment that will enable this employment and business growth to take place.

These would include:

- Promoting the range and types of uses Council is seeking to have located in and near the main streets of its towns and villages and making sure businesses, builders, property investors and developers know that these uses are desired there.
- Looking carefully at existing and future planning regulations and facilitating the change of use of existing town and village centre buildings.
- Ensuring there is sufficient surplus of zoned land at appropriate locations (that makes business sense) in the district's settlements for more than just retailing and to enable the grow-out of the growing number of local home based businesses.
- Looking at how a little Council investment could make the district's towns and villages more attractive to visit more frequently and longer.
- Considering how existing and future Council facilities (such as libraries, parks and community halls) could best be harnessed to encourage people to come and stay longer; to attract residents, day visitors and young people; to help train and develop new skills, and to attract residents and visitors from the greater region to 'special interest' activities and 'master classes'.

## Business settings

Business growth requires having sufficient good quality, affordable business space in superior business settings.

The greatest demand (55%) is likely to be for more modest, affordable, medium quality office space, especially for personal and community services which is best located adjacent to the most frequented retail areas. Relatively little future demand (8%) can be expected for high quality prestige office space. However, well located affordable low cost, good quality office space is also likely to be in reasonably high demand (35% of all future office space). This will need to be clustered at suitable locations which will help these activities attract passing custom and clients.

This low cost, good quality office space will be most attractive if provided in recognisable, accessible, highly visible, superior small business settings that individual businesses would be unable to provide for themselves because of the required scale and cost compared with the limited demand from each business.

The provision of sufficient reasonable quality, affordable, low cost office space within 4 km of each major residential growth area will also be important. This is to enable the effective grow-out of new, rapidly growing home based businesses to commercial premises.

These premises need to be located at prominent, highly visible locations in superior small business settings.

## Business clusters

In line with the above, it is proposed that business clusters be formed and promoted. These offer businesses the settings and services that they need to thrive and grow, as well as synergies related to being in a location in close proximity to other businesses in the same sector.

Building on current characteristics and strengths of some of the district's towns, specific ideas for clusters include:

- A Designers and Makers Cluster in **Tuakau**.
- A Designer Food Cluster in **Tuakau**.
- An Advanced Food Processing Cluster in **Pokeno**.
- A Synergy Park / Clean Production Cluster in **Meremere**.
- Establish a High Performance Vehicle Cluster in **Meremere**.
- An Employment, Skills and Technology Cluster that builds on existing uses at Lake Puketirini in **Huntly**.
- A Building Fabrication Construction Cluster at Lake Puketirini in **Huntly**.
- An Advanced Food Processing Cluster in **Horotiu**.
- A Heritage, Cultural and New Economy Business Cluster in **Matangi**.

Related to this is the creation of a business hub for high tech promotion and exchange in **Raglan**, also proposed.

**Industrial land**

Demand studies indicate a need for industrial land ranging from 240 ha by 2045 (Capacity Study July 2018) to 440 ha by 2061 (Longer-term Wise Study). Investigations as part of the Blueprint process show the potential for 460 ha of industrial land by 2045.

This could be broken down as follows:

- Food and clean production 64 ha
- General industries 86 ha
- Construction and utilities 126 ha
- Warehousing and wholesaling 124 ha
- Transport 40 ha
- Total 460 ha**




It is proposed that the areas shown on **Figure 3-13** are utilised to accommodate the above demand.

These include the following:

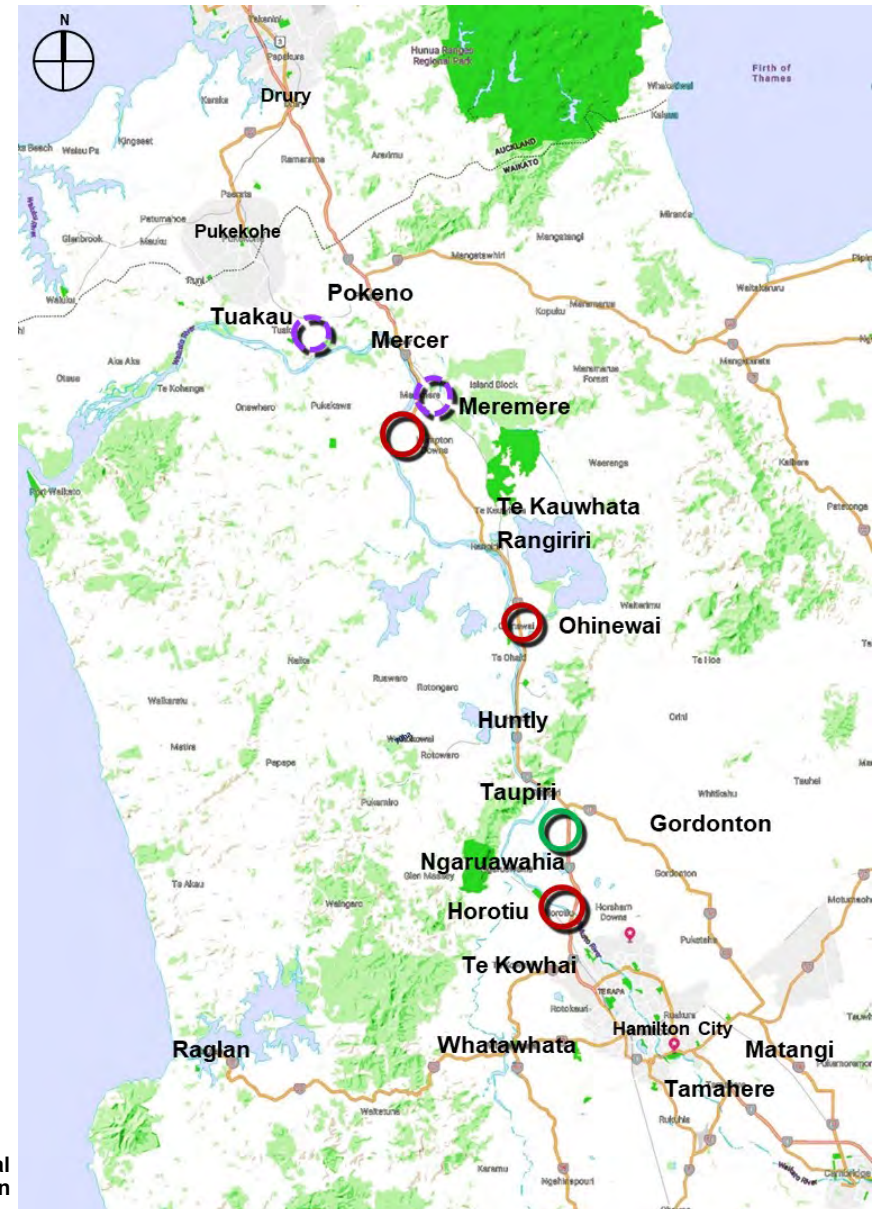
Available and proposed			
Tuakau	Zoned	80 ha	Wholesale / warehousing or commercial?
Meremere	Zoned	24 ha	Anything but clean or very heavy (wetland)
<b>TOTAL</b>		<b>104ha</b>	

Continued overleaf.

**Legend**

-  Already zoned and available
-  Not zoned, suitable for clean production and compatible uses
-  Not zoned

**RIGHT FIG. 3-13: Proposed industrial land allocation**



The following areas had been identified prior to, or have been identified during, the Blueprint process:

Possible -to be verified			
Taupiri	Not zoned	200 ha	Clean production + compatible uses
Horotiu	Not zoned	60 ha	General industry
Meremere B	Not zoned	657 ha	General industry
Ohinewai A	Not zoned	40 ha	Furniture one-off
Ohinewai B + C	Not zoned	100 ha?	General industry
Ohinewai D	Submission	20 ha	Wholesale / warehousing
Ohinewai E	Application	10 ha	Modular building
<b>TOTAL</b>		<b>1,087 ha</b>	

The above sites should all be identified in more detail and verified in terms of technical and other constraints. However, at this early stage this analysis indicates that there is sufficient capacity to accommodate immediate and future industrial land demands.

**Clean Production**

Clean production, in particular milk powder processing and manufacturing of food processing equipment, has been very important for the district's wealth creation and job growth. These can be expected to expand on their existing sites and similar types of new, or related businesses, may seek to locate in the district.

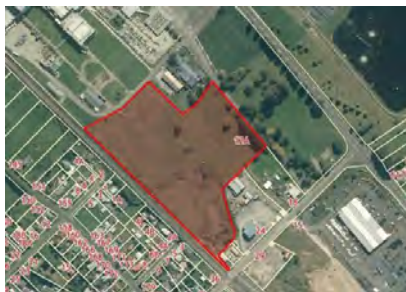
In the context of the Waikato District, these could include:

- Pharmaceutical distribution;
- Health and beauty products;
- Veterinary products;
- Medical equipment, assembly and servicing;
- Scientific, business and robotic equipment, assembly and servicing;

- CAD/CAM equipment and software development;
- Reinforced plastics and engineered timber products;
- Quality control and sorting equipment;
- Bulk food, designer foods and cottage food industries;
- Remote and satellite sensing;
- Short run, small batch precision products production runs; and
- Robotics, remote control, special vehicles, and electric vehicles.



ABOVE FIG. 3-14: Pokeno Nutritional Park (approx. 5 ha)



LEFT FIG. 3-16: Open Country Dairy in Horotiu (3.4 ha)



LEFT FIG. 3-15: Yashili in Pokeno (6 ha)

These uses rely on environments that pose no contamination or disruption risk arising from adjacent or nearby activities.

The major food processing plants already in the district occupy sites with a combined area of 39 ha. All but one of these occupy sites of 6 ha or less each. The minimum area of 64 ha for future food and clean production may be adequate if these businesses each occupy sites of 5 ha or less (Figures 3-14, 3-15 and 3-16). However, Synlait has acquired a 25 ha site in Pokeno. If other similar businesses seek to secure much larger sites (either for themselves for future expansion or to prevent undesirable uses locating alongside them), providing only 64 ha for future food and clean production may prove inadequate to meet future demand.

Given the importance of high-value clean production for the district, the challenge for the Council is how to secure at least 64 ha of land for clean production, and how to stop other land uses incompatible with clean production taking all of the available land. Early analysis indicates that land near the future expressway interchange at Taupiri may offer good prospects.

### Step 3: Capture wealth from elsewhere

This could be achieved by:

- Attracting new residents with resources to spend locally; and
- Attracting recreation and business visitors.

#### Visitor strategy

##### Potential

Day visitors offer great potential:

- **2.3m** people already live within a three-hour drive of the district (refer to **Figure 3-17**).
- **3.1m** people will be living within a one-hour drive by 2045.
- Domestic visitors spend **\$1,100m** in the Hamilton and the Waikato Region annually.
- 84% are 'day trippers'.

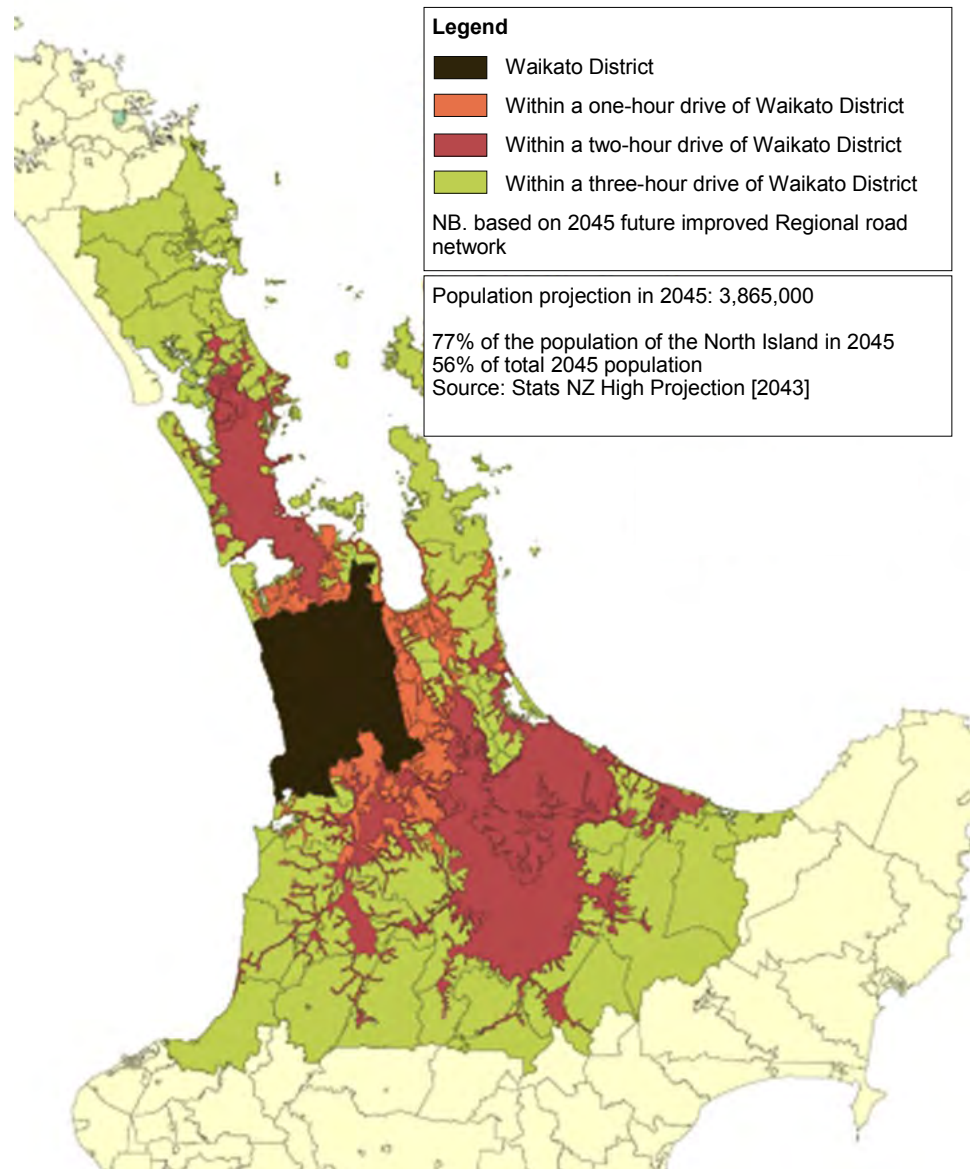
There is potential for the Waikato District to capture more of this.

##### Events

The Waikato District has significant annual draw card events, including:

- The annual Waikato River Regatta Waka Parade held in March;
- Turangawaewae Marae, opened during the March Regatta;
- Raglan Sound Splash Music Festival, in January;
- Raglan Rip Curl Pro-Surf;
- Huntly Wearable Arts, in October every two years;
- Kariori Classic Bike Race (350+ participants), every July;
- Matariki Festival, every May / June; and
- Hampton Park motor sports events, various times in different years; and
- Te Kowhai Fly-In & Market Day.

However, these are only attractive to niche markets and will not be sufficient to attract or sustain local businesses or have a major impact on the long term profitability of local accommodation. Also in terms of events there is room for growth in terms of new events or related to existing ones. Specifically the Huntly Wearable Arts could be increased in frequency and more economic spin-off (e.g. skills development for young people) could be created.



ABOVE FIG. 3-17: Population and approximate driving distances to and from the Waikato District (source: Waikato District Council GIS)

**Proposal**

The Waikato District needs a visitor attraction strategy, promoting stays that are preferably 1.5 hours or more to capture more visitor expenditure and turn some day-visitors into overnight stays.

These attractions could include:

- Cultural tourism on the Waikato River (as covered under **Section 3.1 Identity**);
- Capitalising more strongly on recreational opportunities in and around the Hakarimata Ranges, e.g. through a gondola or a waterslide;
- Wedding receptions;
- Short stay 'personal development' and 'life-long interest' visitors (will also provide access to locals and will help attract high income residents, their families and retirees);
- Business workshops, training courses and retreats (see below);
- Photo, film and advertising shoots (see below);
- Sports attractions (see below);
- Tour bus stops (see below);
- Last overnight stop (see below); and
- Themed regional recreation hub (see below).

**Business workshops, training courses and retreats**

The district is well-located for business workshops, short-stay courses and retreats over weekends or midweeks, and should be promoted as such. Locations that are specifically attractive for this include Raglan and Tuakau.

**Photo, film and advertising shoots**

Street artists could improve neglected public spaces (refer to **Figure 3-18**). These spaces could then be used as locations for advertisements, film settings, or photoshoot locations where young people 'model' and build portfolios to become real models. The place can also become a visitor attraction.

**Sports attractions**

The district could position itself as a location for regional and difficult to locate sports.

Regional opportunities may include:

- Regional Lacrosse; and / or
- Southern Hamilton / South Waikato Regional Football.

Extreme and difficult to locate sports may include:

- Ultra-lights, para gliding and hang gliding;
- Motor cycling, dirt bike riding, scrambling;
- Motor gymkhanas, hill climbing;
- Four-wheel drive training and track finding;
- Mud running, point to point trekking;
- Shooting, archery;
- Model plane, drone and model powered car racing; and / or
- Competitive powered water sports.

**Tour bus stops**

Tour buses need comfort stops and driver fatigue breaks.

The Waikato District could cater for this by having places that are worth visiting, with great toilets associated. Retail and even visitor attractions could leverage off this.

Locations that should be considered for this include Mercer, Huntly, Taupiri, or Ngaruawahia.

**Last overnight stop**

Auckland accommodation is often totally booked out when more than one cruise ship arrives, which indicates a shortage of visitor accommodation in that region. Also, the Waikato District is well-located relative to Auckland, and especially Auckland Airport.

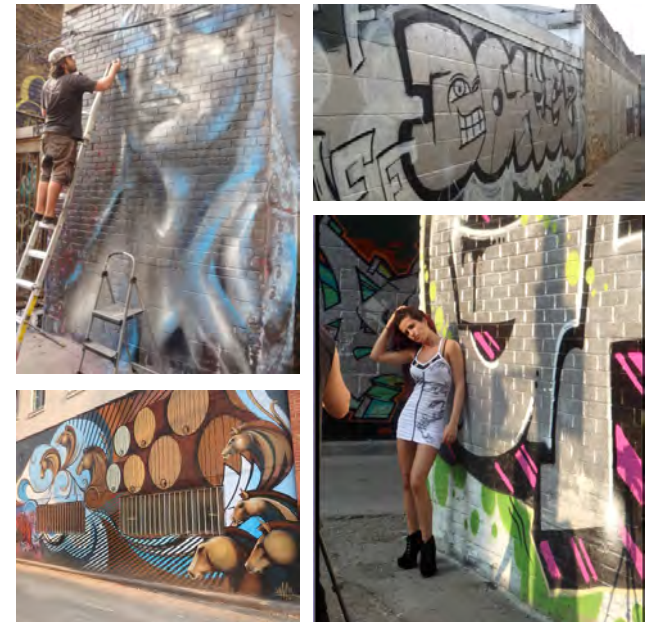
Visitor accommodation in the north of the district could cater well as an overnight stop location for cruise ship and air travellers having to depart from Auckland the next morning.

**Themed regional recreation hub**

Current key family attractions in the district include:

- The surfing beaches at Raglan and Port Waikato;
- The Te Awa River Ride walking, running and cycling path linking Hamilton with Horotiu;
- The 'Ocean Trails' Mountain Bike Park; and
- The Hampton Downs Motor Sports Complex.

To complement this and to provide more 1.5-hour activities that increase the chances that visitors extend their visit to an overnight stay, the idea of a



ABOVE FIG. 3-18: Street art to improve public spaces also to possibly serve as photoshoot locations

themed regional recreation hub could be considered. Refer to **Figure 3-19** for examples from elsewhere. Some specific ideas for the district include the following:

- A unique family recreational park, themed on the Raglan ranges, the Moa birds and the Waikato River system.
- A recreational park themed on the area's coal mining history, which could include power station experience rides, play spaces and activities.
- An underground mine experience attraction, in an actual coal mine or one artificial constructed, with virtual mining experiences.
- The Glen Massey heritage steam ride, made commercially viable and to which could be added miniature trail rides around lakes and gardens pulled by a miniature steam train.
- A museum in an old train station, with a special collection or café and restaurant.
- Historic railway cottages and / or carriages, used to house craft and cottage industries selling to the public and providing accommodation.
- A unique skateboard bowl, possibly linked to a skateboard trail and walkways, with children's bike trails.
- An installation with a 3D digital scanning camera linked to a 3D printer able to make miniatures of visitors and small toys and jewellery to take home.
- The extension of the current deep water diving activities in Huntly to include recreational options.
- A maze park with a small wooden maze for young children and a large maze for adults and families, with moveable panels to change the design. This could be linked to a puzzle shop.

The proposed regional recreation hub could also provide unique recreational and play equipment developed by local schools and craftspeople based on the local economy.

Ideally the attraction should be located adjacent to a town or village centre and at other visitor attractions.

#### *Addressing the negative effects of tourism*

Tourism should remain to provide a positive contribution to the district, and efforts should be made to address negative effects. Particularly in Raglan the community could use the help of the Council for support in creating additional and sustaining existing local jobs in tourism, to cope with increased pressure on infrastructure and waste management, and housing affordability issues.

A bed tax should be considered to help compensate and address negative impacts.



**RIGHT FIG. 3-19: Examples of themed recreational parks from elsewhere**

## Proposed initiatives under this theme

Theme	No.	Action	Considerations	Priority
Economy	DW6.1	Determine additional industrial, commercial and retail land needs.	Refer to Growth DW4.1-DW4.4: 1. First, receive revised population and household projections. 2. Then, assess the plan enabled and commercially feasible residential, business and industrial capacity against the new projections. 3. Review the District Development (Growth) Strategy 4. Lastly, undertake an exercise to determine future residential, business and industrial zoning opportunities beyond the Proposed District Plan.	High
	DW6.2	Determine if, how much, and where possible future employment (land for office development) zoning opportunities beyond Proposed District Plan lie.	<i>Refer to specific local areas.</i>	Refer
	DW6.3	Determine if, how much, and where possible future retail zoning opportunities beyond Proposed District Plan lie.	<i>Refer to specific local areas.</i>	Refer
	DW6.4	Investigate the industrial land opportunities as identified in the Blueprint project.	Refer to diagram for provisional ideas on locations and areas.	High
	DW6.5	Investigate the clean production land opportunities as identified in the Blueprint project.	Refer to diagram for provisional ideas on locations and areas.	High
	DW6.6	Determine a youth into employment strategy, possibly in conjunction with existing entities in this space.		High
	DW6.7	Develop a visitor attraction strategy preferably focussed on 1.5-hour attractions.	Consider: <ul style="list-style-type: none"> <li>• Events of a nature that sustain business on an ongoing basis.</li> <li>• Cultural tourism on the Waikato River (as covered under Identity).</li> <li>• Wedding receptions.</li> <li>• Business workshops, training and meetings.</li> <li>• Film and advertising shoots.</li> <li>• Short stay 'personal development' and 'life-long interest' visitors (will also provide access to locals and will help attract high income residents, their families and retirees).</li> <li>• Sports attractions.</li> <li>• Themed recreation hub.</li> <li>• Tour bus stops.</li> <li>• Opportunities for the last overnight stop for cruise ship or Auckland Airport passengers.</li> </ul>	High
	DW6.8	Consider opening Council community centre kitchens for commercial purposes.	<ul style="list-style-type: none"> <li>• Food Regulations 2015 must be followed</li> <li>• Consideration need to be given to fees, charges, registers, ongoing maintenance and operational expenses</li> <li>• Community centres refit and upgrade are required to have the same standard as the commercial environment</li> </ul>	Medium

# 3.7 transport

Bus

Rail

State Highway network

Waka





### 3.7 TRANSPORT

The aim under this theme is to:

**Leverage value off accessibility, help those disadvantaged by a lack of transport options, and prepare for future passenger rail.**

The following aspects are covered under this theme:

- The bus network;
- Opportunities related to passenger rail; and
- The State Highway network.

#### Bus

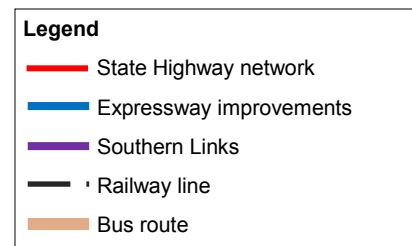
The Waikato District's bus network is shown on **Figure 3-20**. Although all settlements included within the Blueprint project are covered, consultation identified a strong desire within the local communities for an increased level of service.

It is proposed that work be undertaken to ensure that the frequency and timetables allow members of the community to rely on the bus service for access to and from jobs. This applies especially to the transport-poor that do not have access to a private vehicle and whose employment opportunities are dependent on the bus.

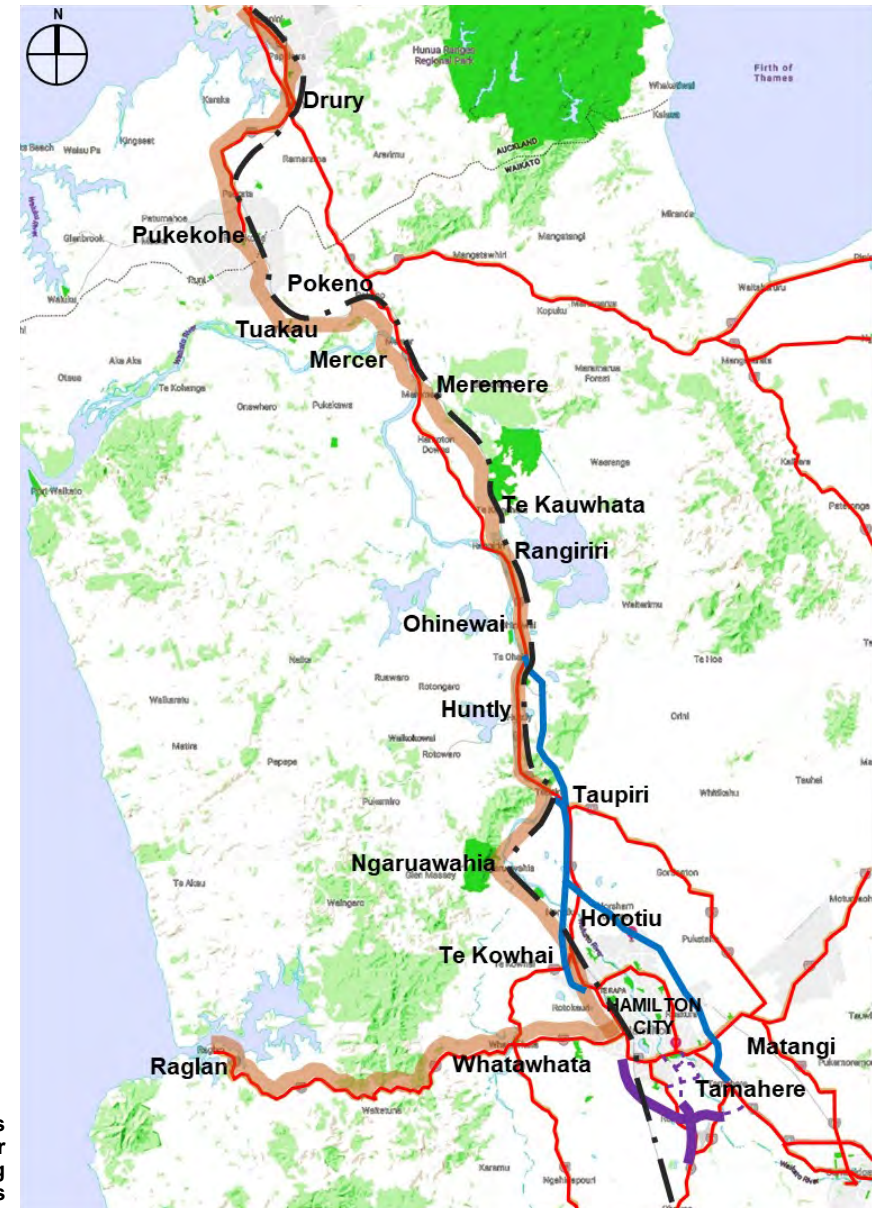
#### Passenger rail

The Auckland to Hamilton rail line through the Waikato District is shown on **Figure 3-20**.

Work is underway to investigate the viability of a passenger train service on this line. Opportunities exist for trains to stop at currently unused stations



**RIGHT FIG. 3-20: Waikato District's vehicular movement and passenger transport network, as well as ongoing and planned works**



in several of the Blueprint settlements. While no specific initiatives are proposed pending the outcome of the above-mentioned work, it is proposed that opportunities for train services and for the development of train stations within any of the settlements be kept open. Examples include allowance for future developments with a greater density and / or a mix of uses within the walkable catchment of a train station, or for the development of a Park and Ride facility.

Also, any projects undertaken within the vicinity of stations or the railway line should, if possible, create favourable conditions for a possible future train service and associated facilities and / or Transit-Oriented Development.

### The State Highway network

Extensive work on the State Highway network within the district is underway, including the realignment of the Waikato Expressway around Huntly and Taupiri, at Tamahere, and the planning and construction of Southern Links (in part) (refer to **Figure 3-20**).

Analysis of the above and consultation with NZTA was undertaken as part of the Blueprint project. This was in order to understand impacts of the above on, and opportunities for, the district and / or local communities. Information on the situation of four specific areas considered is listed below.

It is proposed that WDC continue to monitor the consequences of State Highway projects on the Waikato District and its local communities, and when possible fulfil an advocacy role.

#### Tuakau / Pokeno

A new Government Policy Statement has signalled a change of focus for funding. Investments

targeting State Highway 2 are on hold, with the exception of safety improvements. NZTA has declined further access onto State Highway 2 for developments.

Strong residential growth is occurring in Pokeno on both sides of State Highway 1. The Auckland to Hamilton Corridor and Blueprint projects may identify transformational opportunities or strategic needs, (e.g. a hospital or a school) to cater for or support residential and employment growth, however NZTA has no allocated budget for these areas.

Whangarata Road has been identified in the North Waikato Programme Business Case as a road that needs to be upgraded. However this should be taken to the Detailed Business Case stage to identify options, which could also include Harrisville and Buckland Roads.

#### Meremere

A new Government Policy Statement has signalled a change of focus for funding. Under a previous Government Policy Statement, the maximum speed on the Expressway was to be raised to 110km/hr. This would have meant that several side roads, possibly including Island Block Road at Meremere would be closed and some grade separated interchanges would be considered as a way to rationalise intersections. However NZTA is currently not considering these changes. Any industrial development, including to the north of Meremere, would trigger the need to assess access arrangements onto the State Highway.

#### Huntly

The Waikato Expressway is currently being realigned to bypass Huntly to the east. Connections into and out of Huntly will be provided to the north and south of the town.

Land is designated for the construction of a centrally located full interchange immediately to the east of the intersection between Kimihia and James Roads. Although currently no plans for the construction of this interchange exist, NZTA intends to retain this land and will continue to assess the need for it.

A major opportunity for Huntly is the revocation of the current State Highway 1 through town. A plan for amenity improvements in this corridor already exists and will be implemented.

#### Whatawhata

The intersection of SH39 and SH23 has been identified as being number 106 (out of 200) on NZTA's high risk intersections. NZTA is currently assessing a Point of Entry for a business case. At this stage there is no timing for any possible improvements.

#### Tamahere

The following developments are relevant:

- An East-West Link interchange at the realigned State Highway 1 for Tamahere is currently under construction. This includes the provision for walking and cycling, and a link between Cherry Lane and Bollard Road.
- A cycle bridge across State Highway 21 or at-grade options are being investigated as part of the construction of the Te Awa ride between Cambridge and Hamilton.
- A business case to determine the form and function of Cambridge Road is currently being undertaken by NZTA. Access into Newell and Annebrook Roads is proposed to be closed.
- No decisions have been made yet with regards to Southern Links.

### Proposed initiatives under this theme

Theme	No.	Action	Considerations	Priority
Transport	DW7.1	Refer to Identity for cycling and walking tracks.		Refer
	DW7.2	Secure an improved bus service for the entire Waikato District.		High
	DW7.3	Support the Waikato train stations within the Auckland to Hamilton Corridor project.		High
	DW7.4	Continue to monitor the consequences of State Highway projects on the Waikato District and its local communities, and when possible fulfil an advocacy role to positively influence outcomes.		High

## 3.8 infrastructure

Cross-boundary approach to management

Water operations

Hanganga



### 3.8 INFRASTRUCTURE

The aim under this theme is to:

**Develop and maintain efficient infrastructure that is environmentally clean and will serve the community well into the future.**

The following aspects are covered under this theme:

- Cross-boundary approach to management; and
- Water operations.

#### Cross-boundary approach to management

The Council is working with the Futureproof partner councils to explore a boundary-less approach to the management of water, waste water, stormwater and drainage services. The study will look at short (10 years), medium (30 years) and long-term (100 years) outcomes, and take an integrated and holistic view of water based on a 'whole of river, best for river / wai, best for communities' approach.

Relevant to the servicing of multiple areas between the Auckland and Hamilton City boundaries in the Waikato is the Hamilton to Auckland ('H to A') growth study. This is a multi-agency initiative within the Waikato. Part of the scope of the study is to ensure optimum decision making when balancing environmental and funding solutions for growth and infrastructure. A key outcome for any ultimate strategy is, through connected thinking, avoidance of multiple waste water treatment plants.

An additional study underway that will contribute to this work includes the WDC Northern Growth Corridor (NSG) planning study. This should provide improved understanding for achieving growth potential using consolidated / state-of-art wastewater treatment solutions.

The purpose of these studies is ensuring that the Waikato District Council, alongside neighbouring Councils, will have resilient reticulated networks for future communities. Key reasons for this approach are to make sure best technological and environmental practices are employed.

Recommendations arising from these studies will have a significant, transformational influence on future locations and sizes of settlements. Opportunities identified in the Blueprint assessment will influence and guide district growth, where infrastructural planning, resulting from the pre-emptive engineering studies should be able to support this in the optimum way.

The proposed initiatives under this theme (refer to the **table overleaf**) include a summary of wastewater and wastewater asset planning and actions to be undertaken by WDC's Water Asset Department, in order to ensure future best practice network operation occurs over the time-span of the Blueprint. Factors that influence any prioritisation of Water Asset Department actions could be based on lapsing existing consents, the state that the assets are in, growth pressures, and funding.

#### Water operations

Water operations within the Waikato will in the future be delivered by Watercare through a social franchise arrangement. The franchise will be governed by a board, which will include the WDC Chief Executive, a Waikato Tainui Board Member, and two additional professional board members. This arrangement is being finalised in 2019, where a proposed term of the franchise is understood to be 40 years.

Detail of this arrangement include the following:

- All aspects of the water business are anticipated to be transferred to the new entity. This includes Waikato District Operations, Water and Waste Water Servicemen and Asset Teams. The Water Billing Team will stay with the Council for several more years after formation (this is due to a statutory obligation). However it is expected that eventually this team will move to the Watercare franchise. Assets will remain in ownership of the Waikato District Council.
- An office will be established in the Waikato District. Its location is yet to be determined.
- Waikato District Council and Watercare will consider best methods for storm water management within the district.

## Proposed initiatives under this theme

Theme	No.	Action	Considerations	Priority
Infrastructure	DW8.1	<b>North Waikato</b> Pokeno-Tuakau wastewater network upgrade, and the Tuakau waste water pump station capacity upgrade.	<ul style="list-style-type: none"> <li>• Timing: 2019-2022</li> <li>• Associated planning, design and construction works are pivotal to cater for anticipated increased industrial and residential waste-water flows from these towns (i.e. that are signaled within the Proposed and Operative Waikato District Plans).</li> </ul>	High
	DW8.2	<b>North Waikato</b> Pokeno and Tuakau water main upgrades.	<ul style="list-style-type: none"> <li>• Timing: 2019-2022</li> <li>• Upgrades shall occur to cater for existing and future growth requirements. They will increase WDC's ability to ensure that 'level of service' targets are met (pressure etc).</li> </ul>	Medium
	DW8.3	<b>Mid Waikato</b> Te Kauwhata waste water plant improvements.	<ul style="list-style-type: none"> <li>• Timing: 2019 onward (short-term)</li> <li>• Required to cater for immediate increase in load that will occur with present growth being experienced.</li> </ul>	High
	DW8.4	<b>Mid Waikato</b> Te Kauwhata water-take consent renewal.	<ul style="list-style-type: none"> <li>• Timing: 2022</li> <li>• Work with Waikato Regional Council and a key WDC partner (Te Kauwhata Water Association) shall occur to ensure that a sustainable water supply for residential use is secured.</li> </ul>	Medium
	DW8.5	<b>Mid Waikato</b> Te Kauwhata waste water treatment plant (WWTP).	<ul style="list-style-type: none"> <li>• Timing: 2025-2028</li> <li>• A government Housing and Infrastructure Fund (HIF) loan is secured by WDC, where the NCG solutions will influence this required treatment plant upgrade (i.e. regulatory requirements are that by 2025, treated wastewater is to cease being discharged to Lake Waikere).</li> </ul>	High
	DW8.6	<b>Central Waikato</b> - Horotiu to Ngaruawahia waste water network. - Huntly to Ngaruawahia water main upgrade - Ngaruawahia network capacity planning	<ul style="list-style-type: none"> <li>• Timing: 2019</li> <li>• This group of works is either underway soon, or will requiring planning in the short term to resolve. Reasons for works inclusion the provision of a secure network for greater flows anticipated, or for the resolution of existing capacity issues that could limit growth within areas.</li> </ul>	High
	DW8.7	<b>Central Waikato</b> Huntly and Ngaruawahia WWTP discharge consent renewals	<ul style="list-style-type: none"> <li>• Timing: 2029</li> <li>• It is anticipated that these WWTP pond based systems will need to be upgraded to membrane systems which offer modern treatment of wastewater. A completed NCG study or H to A study should assist with determining the best balanced solution (environmentally/economically)</li> </ul>	Low

### Proposed initiatives under this theme

Theme	No.	Action	Considerations	Priority
	DW8.8	<b>Southern Waikato and Small Schemes</b> - Tamahare/Matangi water supply storage; - Onewhero (spring water) future services - Te Akau (bore water) end of water services.	<ul style="list-style-type: none"> <li>• Timing: 2019 (up-coming decision making)</li> <li>• Community aspirations coupled with growth requirements and economic sustainability will influence Council direction in respect to:               <ul style="list-style-type: none"> <li>- construction of a reservoir (Tamahare);</li> <li>- continuing outdated reticulated service, where rain tanks with advanced site treatment may better serve Onewhero and Te Akau users.</li> </ul> </li> </ul>	Medium
	DW8.9	<b>Southern Waikato and Small Schemes</b> Potential for any Te Kowhai/Horotiu water and wastewater upgrades enabling sustainable growth using cross boundary solutions (Hamilton CC)	<ul style="list-style-type: none"> <li>• Unknown</li> <li>• Presently, methods are aspirational; Sub regional agreements would be needed which is signaled in Asset Management Plan. A Futureproof Council sub regional three-waters study is underway, which may resolve matters. This is being driven by HCC. WDC strongly support any such initiative.</li> </ul>	Low
	DW8.10	<b>Reglan</b> Reglan waste water upgrade.	<ul style="list-style-type: none"> <li>• Timing: 2019-2020</li> <li>• Required to cater for the Rangitahi Peninsula Plan Change Area.</li> </ul>	High
	DW8.11	<b>Reglan</b> Reglan WWTP Renewal	<ul style="list-style-type: none"> <li>• Timing: 2019-2020</li> <li>• This is the next major WDC discharge consent renewal. Where strong community partnership are key to a successful process.</li> </ul>	Medium
	DW8.12	Progress the franchise arrangement with Watercare for the delivery of water operations within the district.	Best methods for stormwater management still to be considered by WDC and Watercare.	High

# 3.9 governance

Mana Whakahaere

Leveraging off NGOs / NFPs

Geographic Information System

Status of the Blueprint

Devolution of management





### 3.9 GOVERNANCE

The aim under this theme is to:

**Devolve some decision making, and engage more effectively at community and Hapuu level.**

The following aspects are covered under this theme:

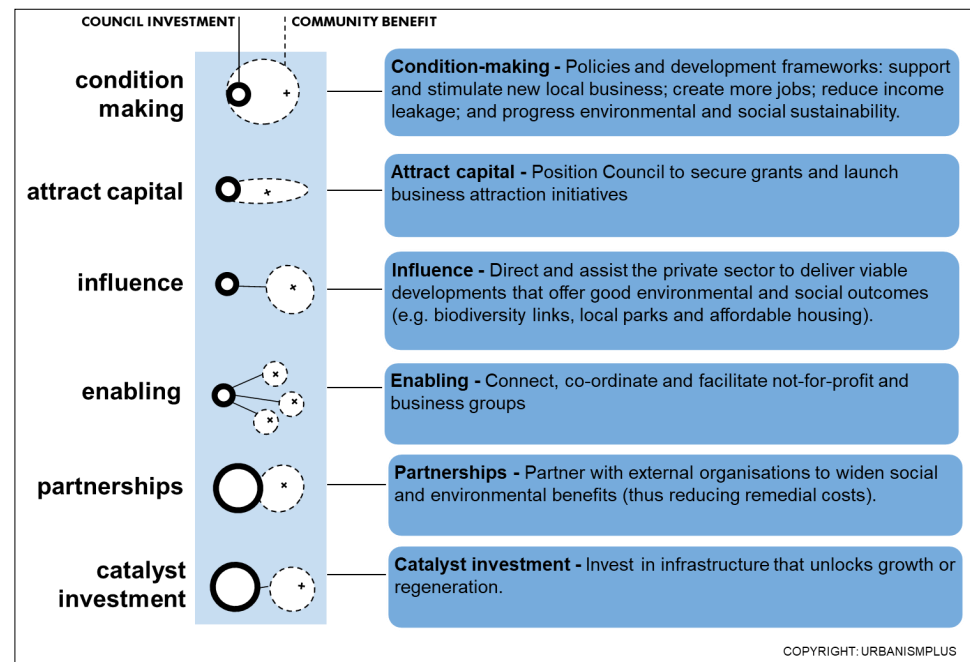
- Leveraging value off Non-Governmental Organisations (NGOs) and Not-For-Profit organisations (NFPs);
- Geographic Information Systems (GIS);
- Status of the Blueprint; and
- Devolution of management.

#### Leveraging value off NGOs and NFPs

In a time of greater pressure to do 'more with less', WDC could benefit from better leveraging value off NGOs and NFPs for investment and effectuating positive changes within the district. To this end it is proposed to prepare a strategy for the Council to improve the way it:

- Creates conditions for investment and savings;
- Attracts capital from grants and businesses;
- Influences the private sector to deliver positive outcomes;
- Enables interest and business groups to undertake initiatives within the district;
- Forms partnerships with external organisations; and
- Uses catalyst investment to unlock growth or regeneration.

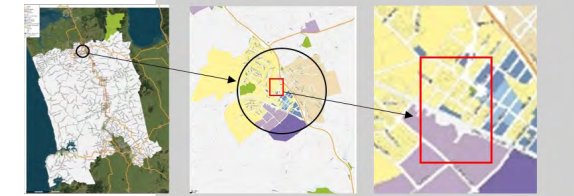
Refer to **Figure 3-21** for more details on this.



**ABOVE FIG. 3-21: Ways of leveraging value off NGOs and NFPs for investment and effectuating positive changes within the district**

## GIS

During the Blueprint process it was found that GIS can be more effectively utilised by the Council. The table below depicts the opportunities in terms of the topics and levels this can be applied to.



	Topic	Possible application	District	Community	Site
<b>Strategic</b>	<ul style="list-style-type: none"> <li>→ Blueprint</li> <li>→ Engagement</li> <li>→ Metrics Monitoring</li> <li>→ Objectives and policies</li> <li>→ Strategies</li> <li>→ LTP</li> </ul>	<ul style="list-style-type: none"> <li>→ Graphically present the key objectives across the whole district</li> <li>→ Collect district-wide measures, e.g. population growth</li> <li>→ Use the Blueprint to align LTP engagement and consultation</li> <li>→ Use maps to show Blueprint outcome and how LTP will be delivered and prioritised</li> </ul>	HIGH application	MEDIUM application	LOW application
<b>Planning</b>	<ul style="list-style-type: none"> <li>→ District Plan</li> <li>→ Activity Management Plan</li> <li>→ Project Selection (e.g. Halls)</li> <li>→ Project Prioritisation</li> </ul>	<ul style="list-style-type: none"> <li>→ The District Plan is a tool to address and manage resources, the application of the District Plan can ensure alignment with Blueprints</li> <li>→ Develop Activity Management Plans in alignment with Community Priority</li> <li>→ Project Prioritisation, having clear project catchment, strong relationship with stakeholder interest catchments</li> </ul>	LOW application	HIGH application	MEDIUM application
	Iwi relationships at Marae level	Can help relate the right conversation with the right level of iwi from the Marae			
	Predictive Forecast	Holistic forecast models			
<b>Day-to-day use</b>	Resource consents	Resource consents can access a range of contextual information, can trigger other event / process	LOW application	MEDIUM application	HIGH application
	Stakeholder engagement	Receiving a clearer picture of who is doing what and where			
	<ul style="list-style-type: none"> <li>→ Project reporting</li> <li>→ Managing projects with community</li> </ul>	The Council will require visibility of activities, especially as work is decentralised (Roads, Water, Community, other NGOs)			
	Inter-agency co-operation	Increase visibility of what is being done and increase visibility of other organisations, e.g. DIA			
	Reporting/Dashboards	Up to date accessible information (on IS Strategy)			

## The status of the Blueprint

The status of the Blueprint is described in detail in **Section 1.4** of this report.

A proposed initiative related to this is included overleaf under 'Proposed initiatives under this theme'.

## Devolution of management

Community feedback prompted the need to consider the local communities' roles in the identification and management of local projects, which could include initiatives proposed in the Blueprint as well as possible other ones in the future. A stronger role may lead to:

- Greater community engagement with their own place and community;
- Increased buy-in with what is happening;
- An improved relationship between WDC and the local communities; and
- Possible efficiencies and reduction of funding 'leakage'.

## Scoping study

In response to this it is proposed that limited devolution of certain Council projects or services to Community Boards and or Committees be considered. To this end a 'local provision' scoping study could be undertaken. This would include:

- A review of the Community Board/Committee Charter;
- Develop an effective Health & Safety framework;
- Develop Procurement and Delivery options;
- Review Council staff support structure; and
- Revisiting current supply arrangements.

## Funding implications

It could be assumed that the project can be supported from existing internal resources.

## Proposed initiatives under this theme

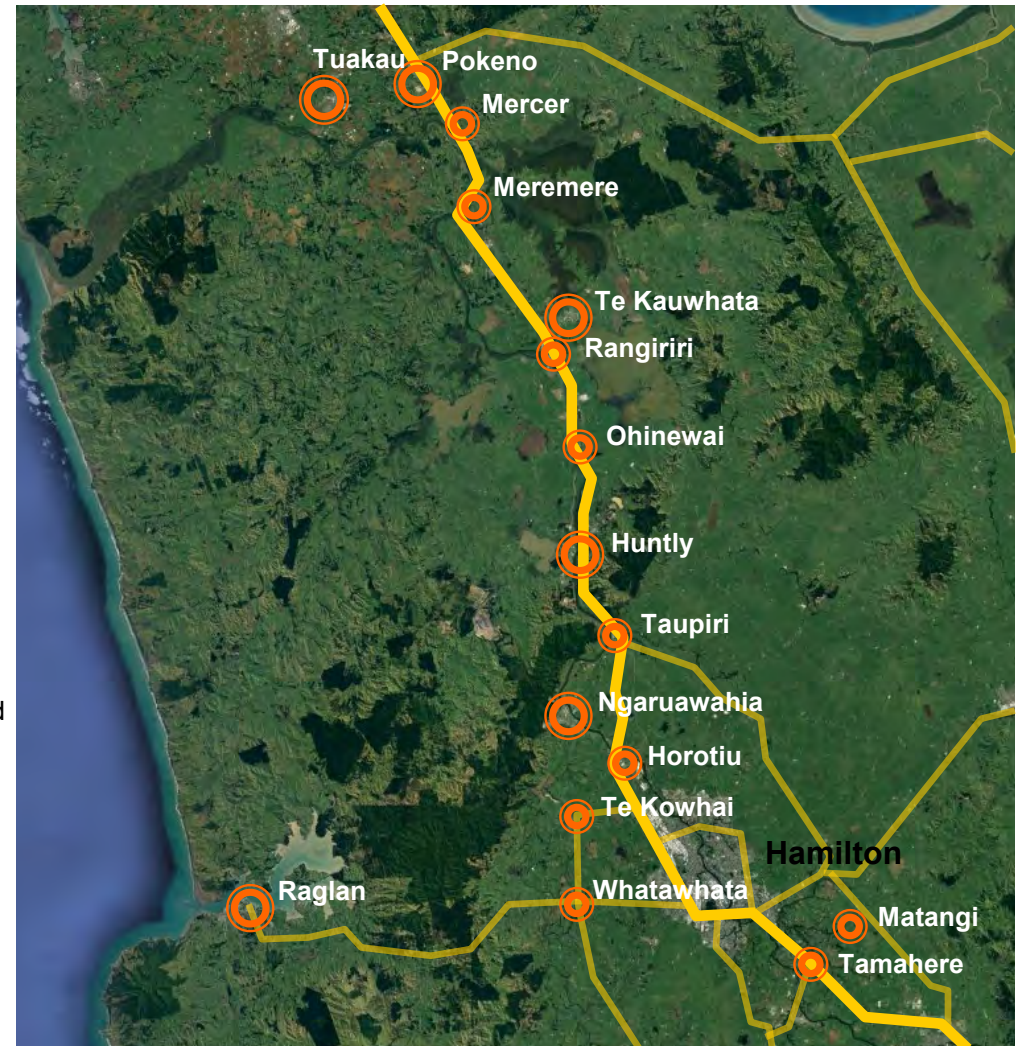
Theme	No.	Action	Considerations	Priority
Governance	DW9.1	Prepare a strategy to better leverage off Non-Governmental Organisations and Not-for-profits.	Consider: <ul style="list-style-type: none"> <li>• Condition making.</li> <li>• Attracting capital.</li> <li>• Influencing.</li> <li>• Enabling.</li> <li>• Forming partnerships.</li> <li>• Providing catalyst investment.</li> </ul>	Medium
	DW9.2	Determine ways of better utilising Geographic Information System (GIS) services.	Consider application: <ul style="list-style-type: none"> <li>• On the level of the District.</li> <li>• On the level of local communities.</li> <li>• On the level of single sites.</li> </ul>	High
	DW9.3	Give the Blueprint status.	Consider: <ul style="list-style-type: none"> <li>• Councillors recognising the Blueprint as a legitimate document.</li> <li>• Providing appropriate funding and resourcing.</li> <li>• Keeping it updated.</li> <li>• Soliciting on-going community input.</li> </ul>	High
	DW9.4	Enable the devolution of the management of limited projects. First undertake a 'local provision' scoping study.	Consider: <ul style="list-style-type: none"> <li>• Ensuring that Local Community Boards or Committees formally apply for this.</li> <li>• Ensuring well defined roles and outcomes.</li> <li>• Assessing risks beforehand.</li> <li>• Setting strict rules around procurement and financial management.</li> </ul>	High

## SECTION 4 - LOCAL AREA BLUEPRINTS

The following 15 sub-sections provide a snapshot for each local area, list the key issues put forward during consultation, and document the proposed initiatives. The key focus for each local area is different, based on the unique local needs. The following are examples of initiatives for each place, noting that these do not form the comprehensive list:

1. **Tuakau:** town centre improvements and review of industrial land provision.
2. **Pokeno:** town centre strategy that covers retail, community and employment needs.
3. **Mercer:** village centre development and community facilities.
4. **Meremere:** social and employment initiatives.
5. **Te Kauwhata and Rangiriri:** town centre development, school move and integrated growth approach.
6. **Ohinewai:** lifestyle character protection, support the school, and integrated approach, should industrial uses occur.
7. **Huntly:** employment and youth initiatives, with town centre improvements after revocation of SH1.
8. **Taupiri:** village centre improvements, and new industrial and commercial land provision.
9. **Ngaruawahia:** community and employment initiatives, town centre and wider amenity enhancements
10. **Horotiu:** town centre development, and new industrial and commercial land provision.
11. **Te Kowhai:** village centre connections, and walking and biodiversity link with the Waipa River.
12. **Whatawhata:** resolve the SH roundabout, additional commercial land and community facilities.
13. **Raglan:** town centre and wider amenity enhancements, social and employment initiatives.
14. **Tamahere:** walking, cycling, and biodiversity links, and zero waste initiatives.
15. **Matangi:** village centre improvements and commercial land provision.

For each local area population projections are provided. It is important to note that these projections are based on current trends, not aspirational projections based on strategic planning and potential rezoning interventions. In some cases the aspirational projections are higher, and in other cases projections may not be able to be accommodated.



## 4.1 TUAKAU

### Snapshot

**Population:** 4,639 (2016 estimate), with growth projected to reach 10,147 by 2045.

**Location:** Tuakau is located close to the banks of the Waikato River, near the northern boundary of the Waikato District, a 10-minute drive from the Pokeno interchange of SH1, and on the rail line between Pukekohe and Pokeno.

### Consultation feedback

During consultation sessions the following key issues and ideas for Tuakau were put forward:

- The connections between Tuakau and its surrounding natural and cultural assets, as well as its links with the past, are currently not obvious.
- There is a conflict between the proposed zoning on the one hand and productive horticulture land and contours on the other hand.
- There is desire to see existing community and sports facilities expanded, or even redeveloped. This includes the development of a local library.
- There are security issues within the town centre.
- There are reverse sensitivity issues between the industrial zone and the adjacent residential zone.
- The growth in the surrounding area provides a significant employment opportunity in Tuakau.
- Tuakau offers good recreational and tourism opportunities that are not well promoted.
- There is an issue related to the affordability of housing and commercial land and premises.
- Tuakau is relatively poorly connected to the State Highway network. The route to SH1 via

Pokeno has capacity, safety and efficiency issues.

- There is a strong desire for improved public transport accessibility (train and bus) among the community. This includes ensuring that the level of service is reliable and meaningful enough to support commuters.

Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.\

### Top priority initiatives

The top priority initiatives for Tuakau include:

- **Priority 1 –to be included after public and Councillor consultation**
- **Priority 2 –to be included after public and Councillor consultation**
- **Priority 3 –to be included after public and Councillor consultation**

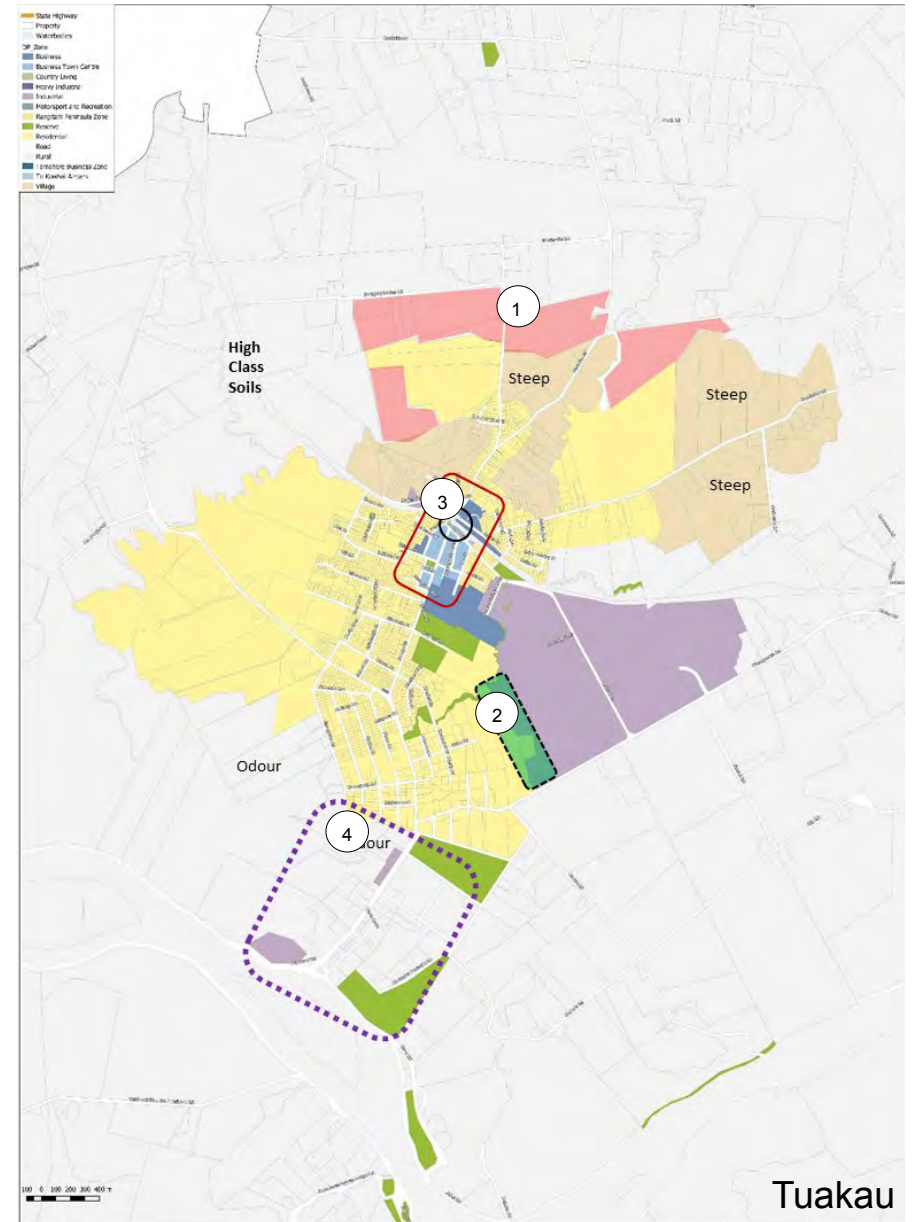
Refer to the table overleaf for more detail.



Proposed initiatives for Tuakau

Theme	NO.	Initiatives	Priority
Identity	TU1.1	Build a strong identity based on the river corridor, and the unique qualities of the local area (refer to DW1.1 to 1.4). For Tuakau, highlight heritage and historic sites, and consider Sir Edmund Hillary and the history of trade for passing waka.	Refer
Nature	TU2.1	If approved in Proposed District Plan, resolve clash with High Class Soils and contours (1).	Low
Communities	TU4.1	Support the local initiative to establish a community hub, which may be partially privately funded.	High
	TU4.2	Explore the possibility of emergency services being located in Tuakau.	Low
	TU4.3	Upgrade the Council's pool facility.	Low
	TU4.4	Establish a library in Tuakau.	High
Growth	TU4.5	Install lighting and CCTV for safety.	Low
	TU5.1	Address interface compatibility – test sports fields, which is in WDC policy (2).	High
Economy	TU6.1	Prepare a town centre strategy considering character, provision of green spaces, streetscape upgrades, mix of uses, anchors etc. (3).	High
	TU6.2	Consider employment uses south of town centre along River Road (see strategic diagram) (4).	Medium
	TU6.3	Establish a Designers and Makers Cluster.	Medium
	TU6.4	Establish a Designer Food Cluster.	Medium
	TU6.5	Investigate opportunities for short-stay courses.	Medium
	TU6.6	Ensure that the timing of job creation aligns with residential growth.	High

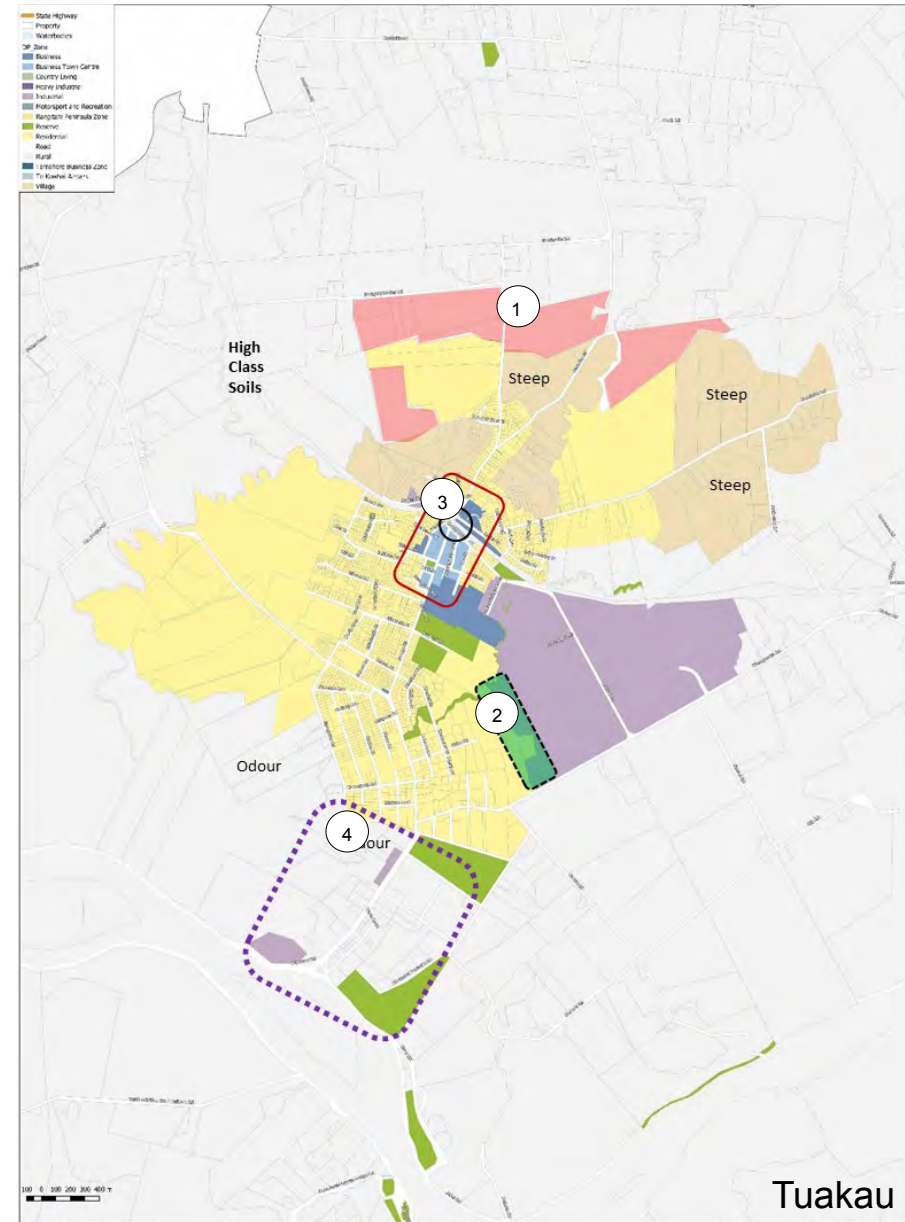
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Tuakau

Proposed initiatives for Tuakau

Theme	NO.	Initiatives	Priority
	TU6.7	Prepare a strategy for the promotion of Tuakau for living and visiting.	High
	TU6.8	Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.	High
	TU6.9	Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.	High
Transport	TU7.1	Provide advocacy for the widening of existing, and / or the construction of new, road connections to SH1.	High
	TU7.2	Refer to the District-wide initiatives for the promotion of passenger transport services, including opportunities for commuters.	Refer
	TU7.3	Create a Park and Ride for public transport.	Medium
Infrastructure	TU8.1	Build public toilets.	Medium
	TU8.2	Resolve waste water and water reticulation issues (refer to District-wide proposals).	Refer



Tuakau



## 4.2 POKENO

### Snapshot

**Population:** 2,132 (2016 estimate), with growth projected to reach 11,954 by 2045.

**Location:** Pokeno is located north of the Waikato River, near the northern boundary of the Waikato District, at a SH1 interchange, near the junction with SH2, and on the rail line between Tuakau and Mercer.

### Consultation feedback

During consultation sessions the following key issues and ideas for Pokeno were put forward:

- Pokeno has strong assets that can be used to promote the town and more clearly shape its identity.
- With the rapidly growing population, there is a great need for increased sports, community, employment, commercial and educational facilities. These could also serve Mercer.
- There is a lack of clarity around the development and growth of Pokeno. A plan is needed to give certainty and encourage investment.
- The Pokeno Town Centre needs to be developed and grown to keep up with residential growth. This would include commercial, retail and community facilities, as well as an attractive public realm.
- The growth in the surrounding area provides a significant employment opportunity in Pokeno. Improved connectivity is needed.
- There is a strong desire for improved public transport accessibility (train and bus) among the community. This includes ensuring that the level

of service is reliable and meaningful enough to support commuters.

- The truck stop, while it is contributing to Pokeno, causes amenity issues for the town centre.
- The motorway forms a barrier between the eastern growth area and the rest of Pokeno.

Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.

### Top priority initiatives

The top priority initiatives for Pokeno include:

- **Priority 1 –to be included after public and Councillor consultation**
- **Priority 2 –to be included after public and Councillor consultation**
- **Priority 3 –to be included after public and Councillor consultation**

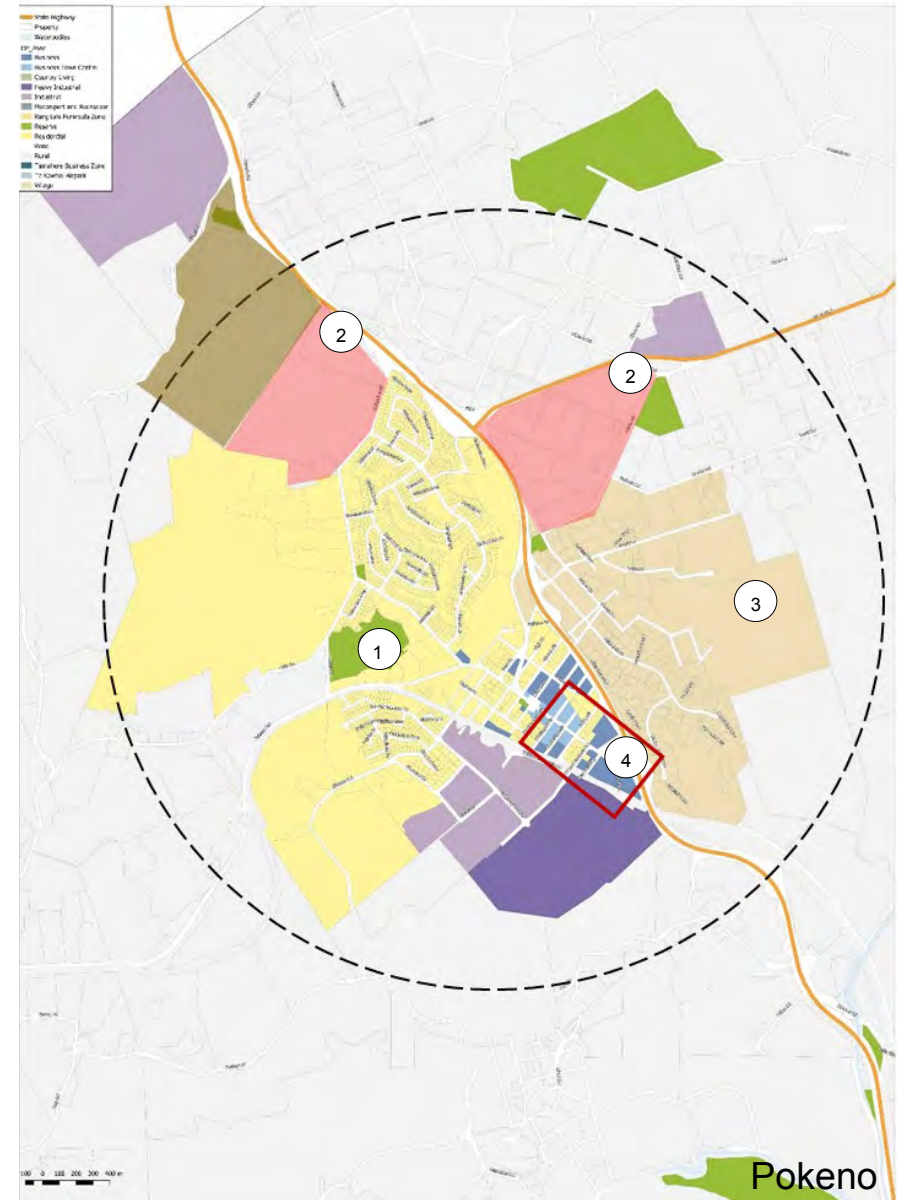
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Proposed initiatives for Pokeno

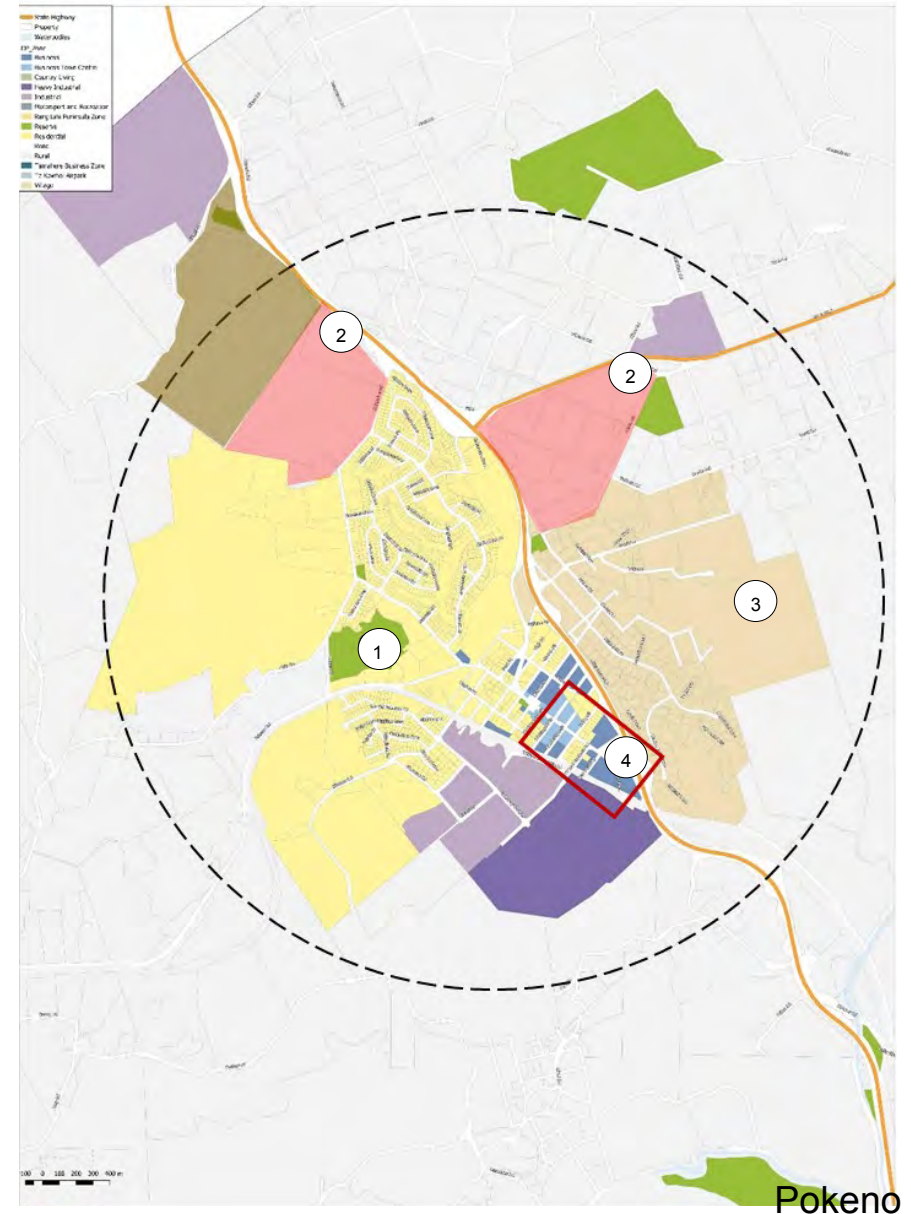
Theme	NO.	Initiatives	Priority
Identity	PO1.1	Build a strong identity based on the river corridor, and the unique qualities of the local area (refer to DW1.1 to 1.4). For Pokeno, recognise the position as the gateway to the north and the Waikato, and consider the dairy industry, markets, ice cream, and bacon.	Refer
Communities	PO4.1	Consider the need for a sports park. Consider whether Munro Reserve can be improved for this or whether the park in the western growth area can be expanded (1).	Medium
	PO4.2	Establish a library and community facilities.	Medium
	PO4.3	Work with MOE to provide adequate schooling facilities for the current and future population.	High
Growth	PO5.1	Consider support residential expansion (2).	Medium
	PO5.2	Consider supporting the Village Zone expansion (3).	Medium
Economy	PO6.1	Prepare for the production of a town centre strategy a detailed retail needs calculation, preliminary transport and open space options (4). Refer to the workshop plan dated 8 November.	High
	PO6.2	Produce a town centre strategy that reconciles the current and future retail, employment, community facility, and open space needs.	High
	PO6.3	Establish an Advanced Food Processing Cluster.	High
	PO6.4	Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.	High
	PO6.5	Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.	High

continued overleaf



Proposed initiatives for Pokeno

Theme	NO.	Initiatives	Priority
Transport	PO7.1	Investigate establishing wider transport links with employment areas, Tuakau and SH1. Consider a new underpass and / or bypass.	Medium
	PO7.2	Reconcile the issues with the truck stop.	High
	PO7.3	Refer to the District-wide initiatives for the promotion of passenger transport services, including opportunities for commuters.	Refer
	PO7.4	Create a Park and Ride for public transport.	Medium
Infrastructure	PO8.1	Resolve waste water and water reticulation issues (refer to District-wide proposals).	Refer



## 4.3 MERCER

### Snapshot

**Population:** 140 (2016 estimate), with little change projected by 2045.

**Location:** Mercer is located on the banks of the Waikato River, and at a SH1 interchange, with the commercial area severed by the highway, the residential area to the east, and on the rail line between Pokeno and Meremere.

### Consultation feedback

During consultation sessions the following key issues and ideas for Mercer were put forward:

- Mercer's location on the river could be more strongly celebrated and promoted. The same applies to the area's historical assets.
- Mercer's smaller scale is a strength, but there is a need for community and recreational facilities appropriate for the size of the town.
- There is reluctance in the community about residential growth, and especially around the Bluff Road proposal due to its possible visual impacts.
- There is a need for public toilets, also to serve freedom campers.
- The recreational and tourism opportunities related to natural assets, such as the riverside and the wetland, are worthwhile strengthening. These could also serve Pokeno.
- There is a lack of clarity around the development and growth of Mercer. A plan is needed to give certainty and encourage investment.
- There is a need for more public parking.

Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.

### Top priority initiatives

The top priority initiatives for Mercer include:

- **Priority 1 –to be included after public and Councillor consultation**
- **Priority 2 –to be included after public and Councillor consultation**
- **Priority 3 –to be included after public and Councillor consultation**

Refer to the table overleaf for more detail.



Proposed initiatives for Mercer

Theme	NO.	Initiatives	Priority
Identity	MC1.1	Build a strong identity based on the river corridor, and the unique qualities of the local area (refer to DW1.1 to 1.4). For Mercer, consider tourism, wine, cheese, and skydiving.	Refer
Nature	MC2.1	Explore opportunities for wetland preservation and a park (1).	Low
Iwi	MC3.1	Identify and preserve Maaori landmarks. Restore and commemorate historical Marae.	Medium
Communities	MC4.1	Reconfigure the existing playground and upgrade playing fields.	High
	MC4.2	Consider the development of a community facility with a meeting place, possibly in the Fire Station (2). Consider incorporating public toilets.	Medium
Economy	MC6.1	Produce a village centre plan, placing an emphasis on destination, specialty retail and tourism, recreation, visitor and environmental aspects. Consider incorporating the relevant strategic opportunities proposed in the Local Area Blueprint.	Medium
	MC6.2	Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.	High
	MC6.3	Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.	High
Transport	MC7.1	Increase parking and improve roading infrastructure. Consider a new overbridge and the relocation of the sliproad.	High
Infrastructure	MC8.1	Consider providing appropriate facilities to address impact of freedom campers.	High



## 4.4 MEREMERE

### Snapshot

**Population:** 564 (2016 estimate), with growth projected to reach 711 by 2045.

**Location:** Meremere overlooks the banks of the Waikato River to the west and Whangamarino wetland to the east, is accessed by intersections connecting to SH1, and is located on the rail line between Mercer and Te Kauwhata.

### Consultation feedback

During consultation sessions the following key issues and ideas for Meremere were put forward:

- There is a need for greater recognition of Meremere's heritage assets.
- Negative perceptions of Meremere by the outside community should be addressed.
- There are a number of community initiatives that should receive support. One of these is a beautification exercise targeting streetscape and property frontages.
- The hall is a great asset which offers opportunities for a wide range of community activities. Better heating is needed. Maybe it can be sponsored.
- There is a lack of local employment opportunities.
- Employment development should not be within residential areas.
- The Waikato-Tainui land offers a development opportunity. The community seek certainty as to what will happen with this land.
- There is a strong desire for improved public transport accessibility (train and bus) among the community, especially given the low private vehicle ownership in the area. This includes

ensuring that the level of service is reliable and meaningful enough to support commuters and to access health and educational facilities.

Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.

### Top priority initiatives

The top priority initiatives for Meremere include:

- Priority 1 –to be included after public and Councillor consultation
- Priority 2 –to be included after public and Councillor consultation
- Priority 3 –to be included after public and Councillor consultation

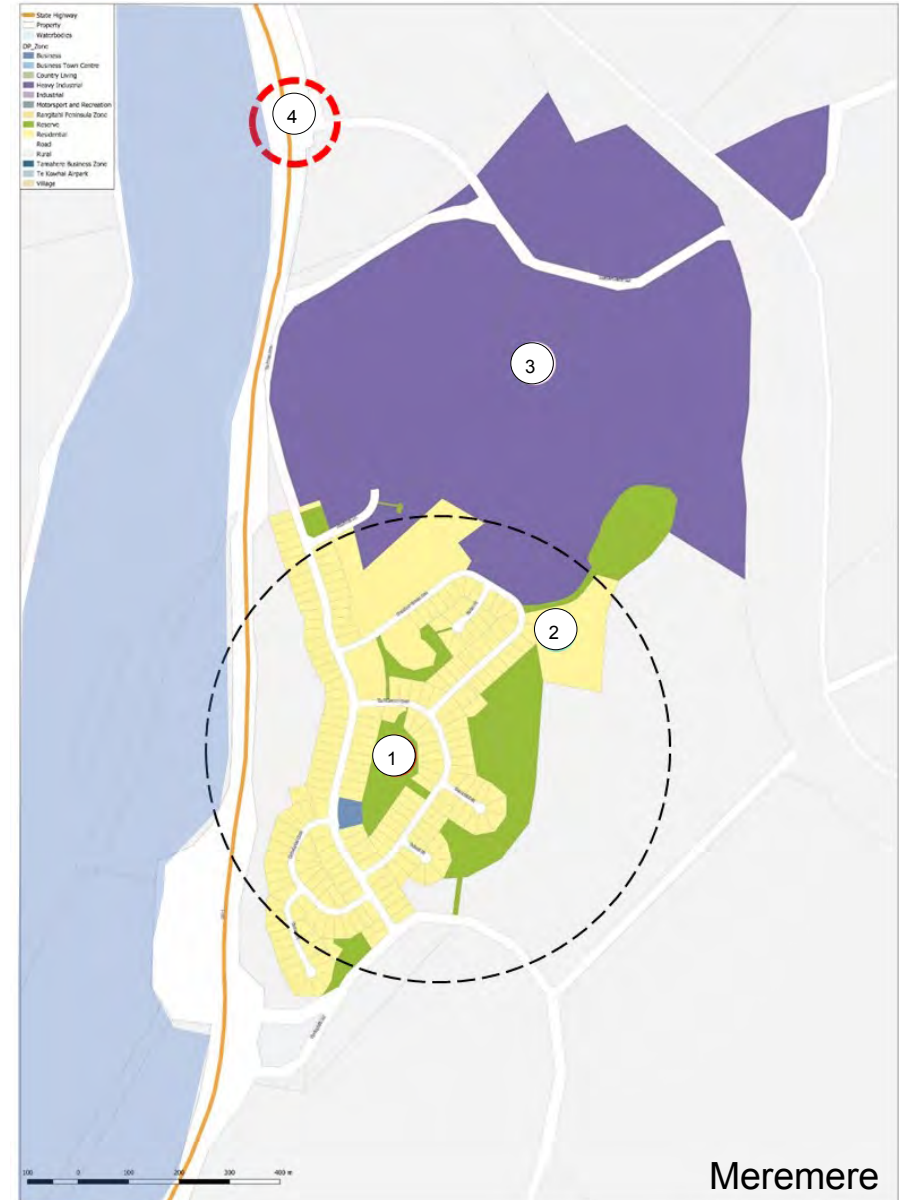
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Proposed initiatives for Meremere

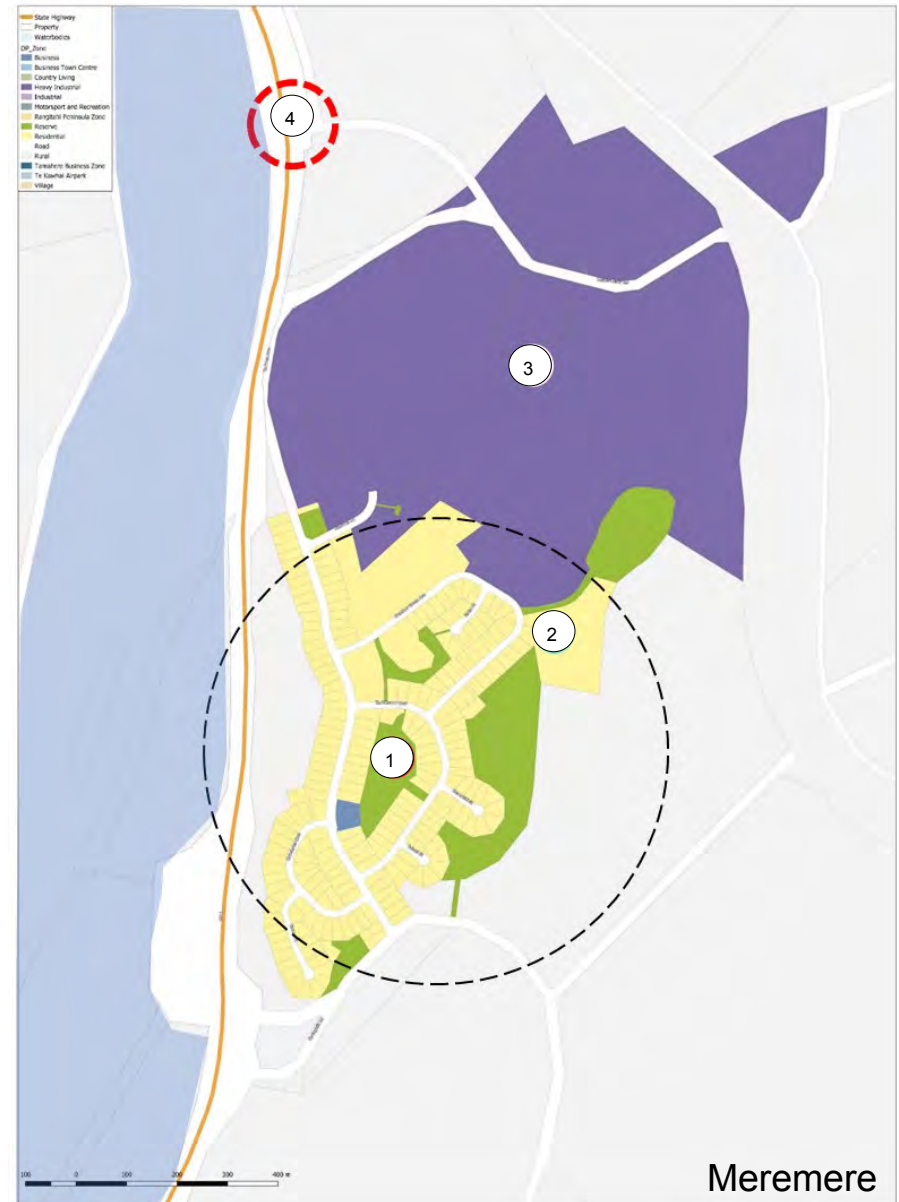
Theme	NO.	Initiatives	Priority
Identity	MM1.1	Build a strong identity based on the river corridor, and the unique qualities of the local area (refer to DW1.1 to 1.4). For Meremere, consider the power station, motorsport, and Whangamarino wetlands.	Refer
Iwi	MM3.1	Celebrate the Redoubt, linking it to a wider Maori heritage experience (Tuakau, Pokeno, to Rangiriri etc) (1). Add some associated commercial zoning.	High
Communities	MM4.1	Provide support to beautification initiatives, assisting with community pride in the place. Consider streetscape, entrance signs, house numbers etc.	Medium
	MM4.2	Leverage more activities off the Hall. Seek sponsorship, e.g. for heating (considering solar power) and equipment (2).	Medium
	MM4.3	Prepare a community engagement framework describing how to enable new initiatives, and strengthening relationships between existing committees and the community.	Medium
	MM4.4	Prepare a reputational strategy that builds on local pride.	Medium
	MM4.5	Develop youth engagement initiatives to address the issue of youth leaving school early.	High
	MM4.6	Consider ways to provide more recreational opportunities and facilities for children.	Medium
Economy	MM6.1	Prepare an employment strategy for rangitahi that supports TGH efforts (3).	High
	MM6.2	Establish a Synergy Park / Clean Production cluster.	Medium

continued overleaf



Proposed initiatives for Meremere

Theme	NO.	Initiatives	Priority
	MM6.3	Establish a High Performance Vehicle Cluster.	Medium
	MM6.4	Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.	High
	MM6.5	Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.	High
Transport	MM7.1	Advocate for a more frequent future bus service that accommodates commuters (refer to District-wide initiatives).	High
	MM7.2	Support continued access off the Waikato Expressway (4).	Medium
	MM7.3	Consider an overbridge that also allows access to the river and Te Araroa Trail.	Low
Infrastructure	MM8.1	Resolve waste water and water reticulation issues (refer to District-wide proposals).	





## 4.5 TE KAUWHATA AND RANGIRIRI

### Snapshot

**Population (Te Kauwhata):** 1,769 (2016 estimate), with growth projected to reach 3,093 by 2045.

**Location:** Te Kauwhata is situated at the northern end of Lake Waikare, and south of the Whangamarino wetland. Te Kauwhata is east of SH1 and accessed by an interchange. It is located on the rail line between Meremere and Ohinewai.

Rangiriri is approximately 4km south of Te Kauwhata, alongside SH1, accessed by a separate interchange, and situated between the Waikato River to the west and Lake Kopuera to the east.

### Consultation feedback

During consultation sessions the following key issues and ideas for Te Kauwhata and Rangiriri were put forward:

- Te Kauwhata's natural assets should be promoted and capitalised on with greater access to them and walking and cycle ways along them. Providing access to and from the Te Araroa walkway provides a tourism opportunity.
- Te Kauwhata is centrally located between Auckland, Hamilton and the Coromandel. It also has a strong sense of community. This leads to growth pressures that need to be addressed.
- Te Kauwhata is perceived as an attractive place to live which locals are eager to maintain.
- There is a need for more community, health, educational, recreational and commercial facilities.
- Growth is welcomed, but the 'village feel' should be retained. The focus should be on quality

development and diversity in style and size should be encouraged.

- The local markets are an attractive and popular event that can further benefit from improved facilities.
- Te Kauwhata's future lies in clever, niche employment for which conditions should be created, banking on the town's identity and amenity.
- Trucks using the main street cause safety and amenity concerns.
- There is a strong desire for improved public transport accessibility (train and bus) among the community. This includes ensuring that the level of service is reliable and meaningful enough to support commuters.
- There is a shortage of wastewater treatment capacity as the town develops, which has an impact on the quality of the lake.

Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.

### Top priority initiatives

The top priority initiatives for Te Kauwhata and Rangiriri include:

- **Priority 1 –to be included after public and Councillor consultation**
- **Priority 2 –to be included after public and Councillor consultation**
- **Priority 3 –to be included after public and Councillor consultation**

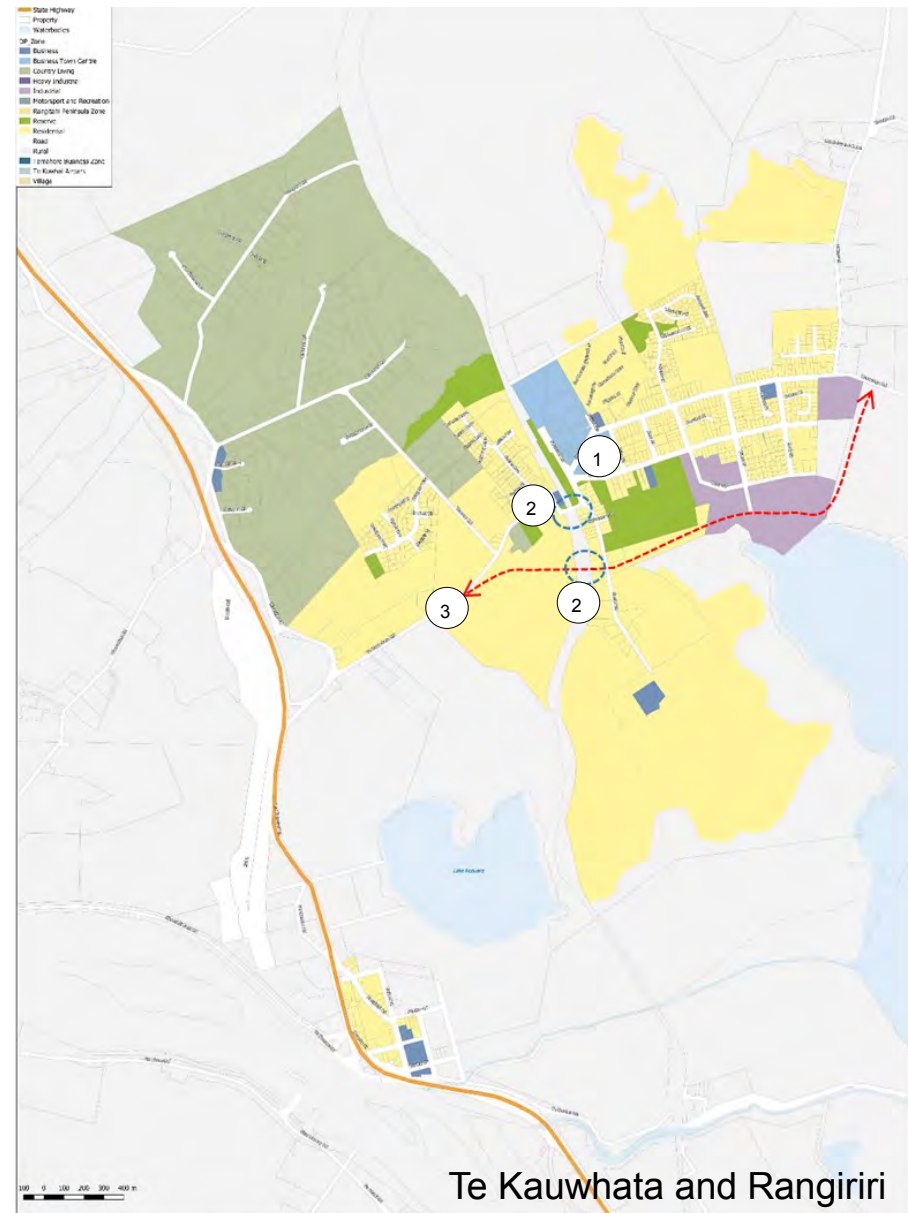
Refer to the table overleaf for more detail.



Proposed initiatives for Te Kauwhata and Rangiriri

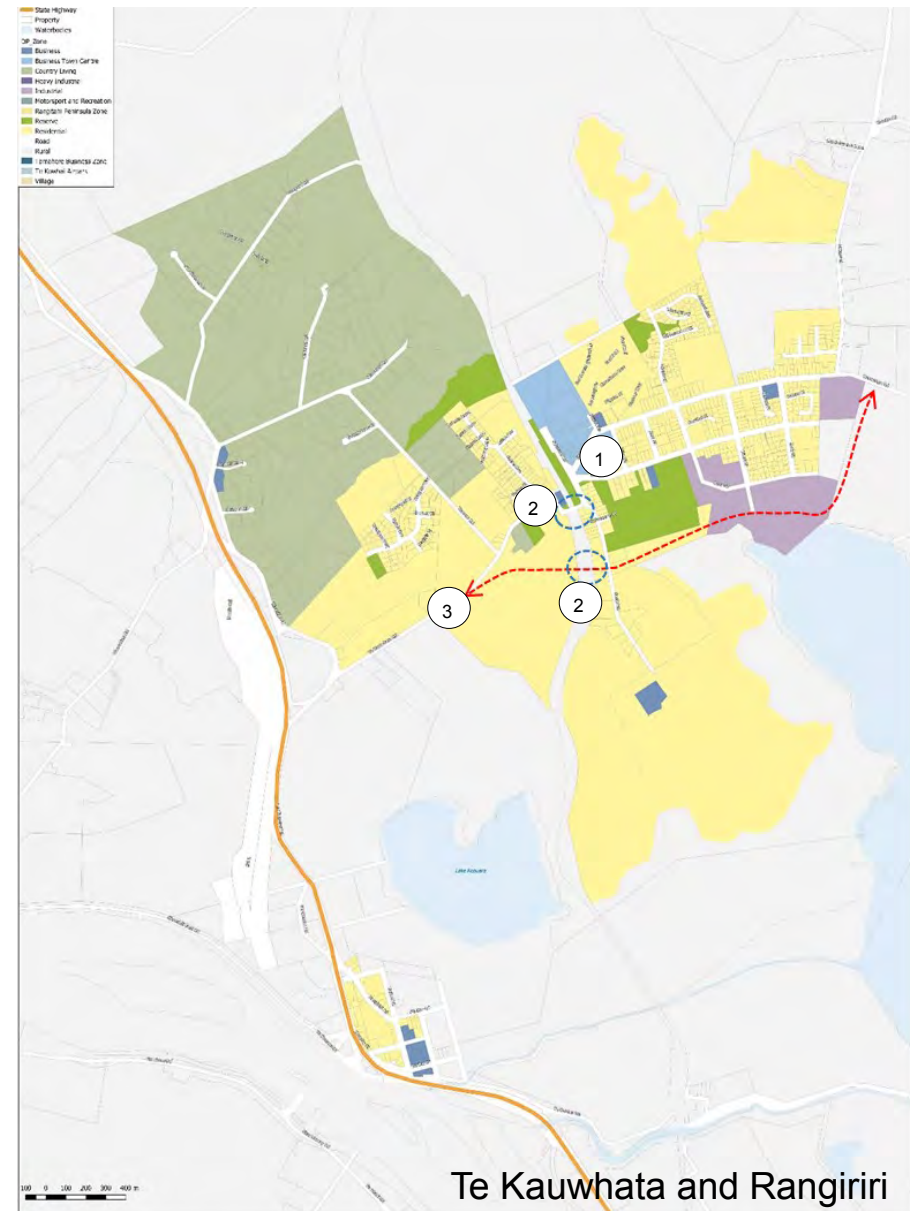
Theme	NO.	Initiatives	Priority
Identity	TK1.1	Build a strong identity based on the river corridor, and the unique qualities of the local area (refer to DW1.1 to 1.4). For Te Kauwhata, consider viticulture and the Whangamarino wetlands. Develop a heritage trail highlighting the viticulture of Te Kauwhata.	Refer
	TK1.2	Promote Rangiriri, highlighting the area's history.	Medium
Communities	TK4.1	Work with the Ministry of Education to agree an integrated approach to delivering additional educational capacity, especially where associated with new residential areas (1).	High
	TK4.2	Promote the provision of health services (mostly likely private).	Medium
	TK4.3	Consider the provision of facilities to accommodate community, and active and passive recreational activities.	Medium
Growth	TK5.1	Consider measures to ensure high quality new residential environments.	Medium
	TK5.2	Provide design guidance to ensure housing diversity for different family sizes.	High
Economy	TK6.1	Consider rezoning the site of the existing primary school as commercial to allow for a central business hub (in conjunction with the initiative to identify additional educational facilities elsewhere, see TK4.1).	High
	TK6.2	Determine key town centre strategy and management needs.	High
	TK6.3	Strengthen and emphasise linkages to the Waikato River and the Te Araroa Trail, and leverage for tourism.	Medium
	TK6.4	Provide a covered facility to accommodate the markets.	Low
	TK6.5	Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.	High

continued overleaf



Proposed initiatives for Te Kauwhata and Rangiriri

Theme	NO.	Initiatives	Priority
	TK6.6	Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.	High
Transport	TK7.1	Produce a cycling and walking strategy to develop local connections and paths, including around the lakes and the Whangamarino Wetland.	Medium
	TK7.2	Consider alternatives to the bypass that achieves the aims of reducing trucks through the village (2).	Low
	TK7.3	Consider facilitating a grade-separated rail crossing, at existing or possible bypass location (3).	Low
	TK7.4	Refer to the District-wide initiatives for the promotion of passenger transport services, including opportunities for commuters.	Refer
Infrastructure	TK8.1	Progress water and wastewater infrastructure upgrades (refer to District-wide proposals).	Refer



## 4.6 OHINEWAI

### Snapshot

**Population:** 186 (2013 estimate)

**Location:** Ohinewai is located on the eastern bank of the Waikato River, accessed by an adjacent SH1 interchange, and located on the rail line between Te Kauwhata and Huntly.

### Consultation feedback

During consultation sessions the following key issues and ideas for Ohinewai were put forward:

- The proximity of the river is seen as an asset in this community.
- The local school is a great asset. There is room for expansion on its site.
- 'Cowboys' presents a redevelopment opportunity.
- The settlement is perceived to be in a great location and accommodates a strong community, but there is a lack of engagement within the community.
- Growth is welcomed in response to the ageing population and the need to keep and make facilities and services viable, but there is also the desire to retain the current 'community feel'.
- There is a desire to retain large lot sizes and the character that this brings.
- If a potential large employment land development on the eastern side goes ahead and housing is associated with that it would be good for the community and the school. The large lot size may not be required here.
- Expansion should not take place in flood prone areas.
- There is an opportunity to improve recreation and tourism opportunities through the creation

of walk and cycle ways around the lake and along the river.

- There is a strong requirement to improve pedestrian and cycling linkages between east and west. This may require a clip-on to the existing bridge.
- There is a strong desire for improved public transport accessibility among the community. This includes ensuring that the level of service is reliable and meaningful enough to support commuters.
- Infrastructure issues (water and waste water) should be resolved.

Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.

### Top priority initiatives

The top priority initiatives for Ohinewai include:

- **Priority 1 –to be included after public and Councillor consultation**
- **Priority 2 –to be included after public and Councillor consultation**
- **Priority 3 –to be included after public and Councillor consultation**

Refer to the table overleaf for more detail.

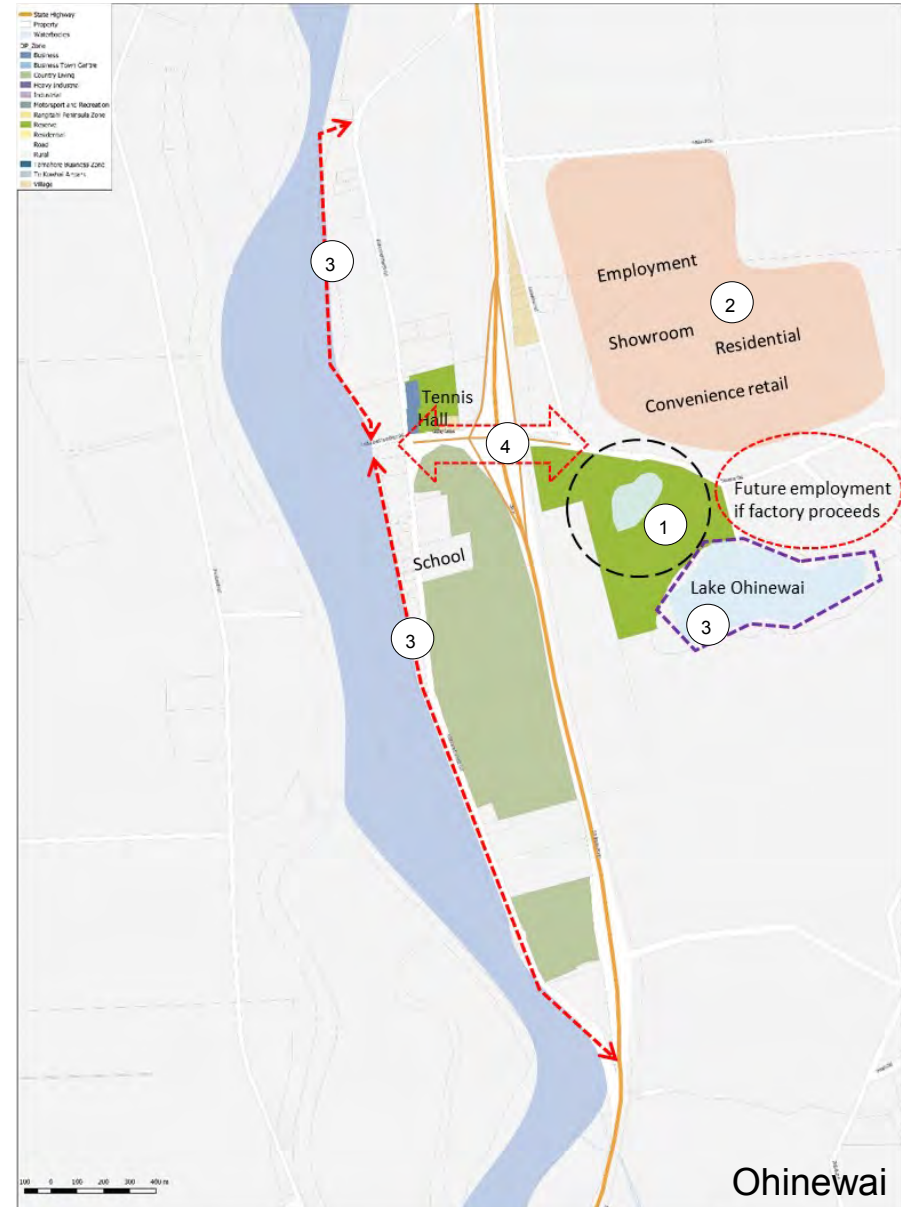


Source: Google Maps

Proposed initiatives for Ohinewai

Theme	NO.	Initiatives	Priority
Identity	OH1.1	Build a strong identity based on the river corridor, and the unique qualities of the local area (refer to DW1.1 to 1.4). For Ohinewai, consider the ferry landing.	Refer
Nature	OH2.1	Clarify the future of the reserve (1).	High
Communities	OH4.1	Review accessibility to / for emergency services.	High
	OH4.2	Support community initiatives for an area tidy up, addressing rubbish and weeds.	Medium
	OH4.3	Extend the Council's fruit tree planting programme.	Medium
	OH4.4	Undertake the paint initiative for 'Cowboys'.	Medium
	OH4.5	Assist with the set up of social media and website communications within the community.	Medium
	OH4.6	Provide Council support to local events.	Medium
	OH4.7	Support the expansion of the school and increase in childcare provision. Consider whether the hall can double.	Medium
Growth	OH5.1	Investigate the potential for larger residential lots west of SH1, and a mix of larger and smaller lots (for affordability) east of SH1.	High
	OH5.2	If development application progresses, then ensure possible expansion addresses its own impacts (such as traffic, noise, and visual). Ensure it contributes positively to the local community, e.g. by offering more convenience retail, improving housing affordability, new walking and cycling connections, improving the viability of the school etc. (2)	Medium

continued overleaf



Ohinewai

Proposed initiatives for Ohinewai

Theme	NO.	Initiatives	Priority
Transport	OH7.1	Create tracks on the stop bank along the Waikato River and around Lake Ohinewai (3).	Medium
	OH7.2	Advocate for a bus service that accommodates commuters (refer to District-wide initiatives).	High
	OH7.3	Add a pedestrian/cycling 'clip-on' onto the Tahuna Road bridge over the railway and over SH1 (4).	High
Infrastructure	OH8.1	Resolve waste water and water reticulation issues (refer to District-wide proposals).	High
	OH8.2	Insert fibre with other services.	Medium



## 4.7 HUNTLY

### Snapshot

**Population:** 7,491 (2016 estimate), with growth projected to reach 8,295 by 2045.

**Location:** Huntly is located on the banks of the Waikato River, at an interchange of the current SH1, and on the rail line between Ohinewai and Taupiri. The commercial, industrial and residential areas of the town are severed by the river, SH1, and the railway. SH1 is currently being realigned and will bypass Huntly to the east. Lakes Waahi, Puketirini and Hakanoa are located in Huntly. The northern end of the Hakarimata Ranges are adjacent.

### Consultation feedback

During consultation sessions the following key issues and ideas for Huntly were put forward:

- There is a pride about the community, despite reputational problems, and there is generally a strong sense of community. Work needs to be done on perceptions about itself within the community. The town is known for its strength in Rugby League, its mining history and power generation. Perhaps these aspects can be built upon.
- The town's assets, the river and the lakes, offer opportunities for recreation and tourism.
- The speedway is an attraction to Huntly.
- There is a wide range of social services and programmes, but connectivity, integration and coordination could be improved.
- Growth is welcomed, as this will induce new energy, diversity and greater viability into the community. There may be opportunities for

housing (re)development, especially on the western side of the river.

- Increased home ownership is needed.
- There is a need for suitable employment for young people and related skills training.
- Employment growth should come from innovation and ingenuity in working with the town's assets.
- More could be done with, and leveraged off, the wearable arts event.
- The Central Interchange off the realigned expressway should be lobbied for as it is important for Huntly.
- Severance between west and east by the existing SH1 and the river should be reduced.
- There is a strong desire for improved public transport accessibility (train and bus) among the community. This includes ensuring that the level of service is reliable and meaningful enough to support commuters.
- The town centre should be more strongly connected with the rest of town and especially major destinations, for pedestrians and cyclists.

Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.

### Top priority initiatives

The top priority initiatives for Huntly include:

- **Priority 1 –to be included after public and Councillor consultation**
- **Priority 2 –to be included after public and Councillor consultation**
- **Priority 3 –to be included after public and Councillor consultation**

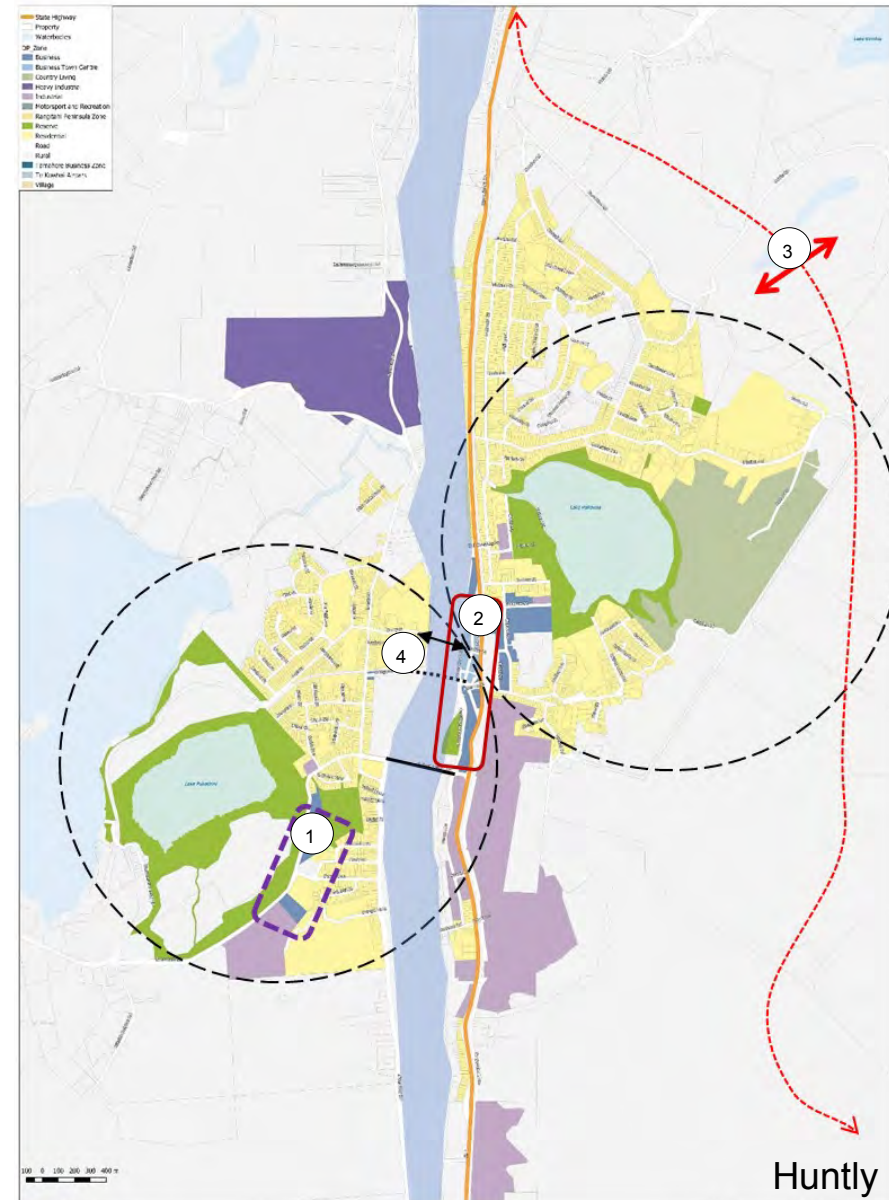
Refer to the table overleaf for more detail.



Proposed initiatives for Huntly

Theme	NO.	Initiatives	Priority
Identity	HU1.1	Build a strong identity based on the river corridor, and the unique qualities of the local area (refer to DW1.1 to 1.4). For Huntly, consider the lakes, power, mining, bricks, arts, and promote as a strong rugby league centre.	Refer
Nature	HU2.1	Prepare a strategy for the clean-up of the lakes and addressing any other environmental issues resulting from mining activity.	High
Communities	HU4.1	Prepare a reputational strategy that builds on local pride.	Low
	HU4.2	Promote waka ama on the Waikato River and lakes.	Medium
Economy	HU6.1	Promote a Puketirini Employment, Skills and Technology Cluster that builds on existing uses (1).	High
	HU6.2	Promote a Puketirini building fabrication construction cluster.	High
	HU6.3	Develop a youth strategy to tie in with the development of the Puketirini Cluster (refer to HU6.1 and HU6.2).	High
	HU6.4	Support the Huntly Wearable Arts event. Consider increasing its frequency and creating more economic spin-off (e.g. skills development).	High
	HU6.5	Determine key town centre strategy and management needs (2).	High
	HU6.6	Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.	High
	HU6.7	Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.	High

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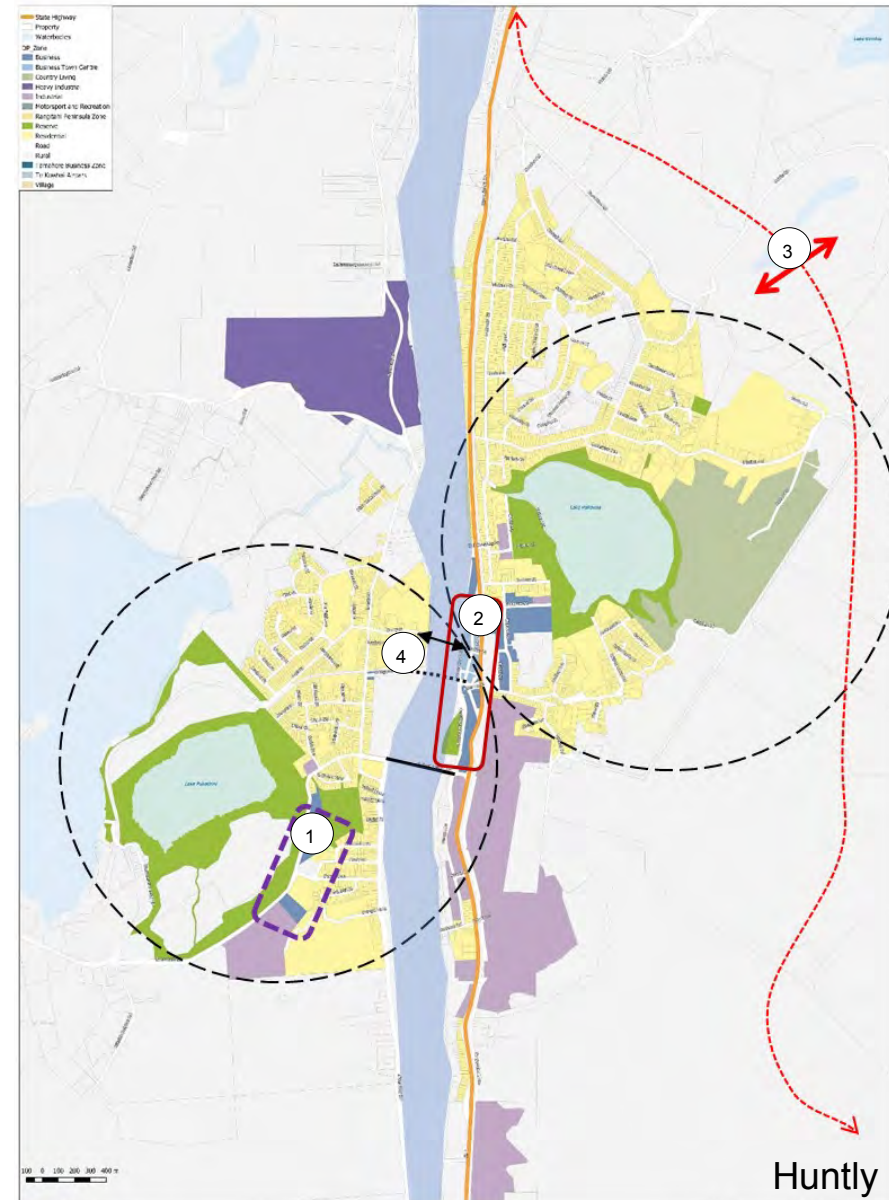


Huntly



Proposed initiatives for Huntly

Theme	NO.	Initiatives	Priority
Transport	HU7.1	Support the central interchange off the Waikato Expressway (3).	Medium
	HU7.2	Support the production of a cycle/walking strategy that links the lakes, river and town centre.	Medium
	HU7.3	Promote a new pedestrian river bridge (4).	Medium
Refer	HU7.4	Refer to the District-wide initiatives for the promotion of passenger transport services, including opportunities for commuters.	Refer
	HU8.1	Resolve waste water and water reticulation issues (refer to District-wide proposals).	Refer



## 4.8 TAUPIRI

### Snapshot

**Population:** 472 (2016 estimate), with growth projected to reach 848 by 2045.

**Location:** Taupiri is located east of the Waikato River and Hakarimata Ranges, is intersected by the current location of SH1 and SH1B, and is positioned on the rail line between Huntly and Ngaruawahia. SH1 is currently being realigned and will bypass Taupiri to the east, with a new interchange to access Taupiri to be constructed. A maunga of cultural significance, Taupiri, lies directly north of the settlement.

### Consultation feedback

During consultation sessions the following key issues and ideas for Taupiri were put forward:

- The Maunga, river, Hakarimata Ranges, and several heritage sites are the assets that make Taupiri unique. These should be promoted.
- Recreational opportunities associated with the river should be strengthened.
- There is a need for more activities for youth.
- Growth is coming and investment in facilities and services is needed to keep up with this. This includes community facilities, which may need to be consolidated, as well as commercial services in an identifiable town centre, especially since a large commercial development at the future Expressway interchange is coming.
- More local employment is needed.
- Connectivity should be improved as the town grows and develops. Better connectivity across the Waikato River should also be considered.

- Walking and cycling connections should be improved.
- There is a strong desire for improved public transport accessibility among the community. This includes ensuring that the level of service is reliable and meaningful enough to support commuters.

Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.

### Top priority initiatives

The top priority initiatives for Taupiri include:

- **Priority 1 –to be included after public and Councillor consultation**
- **Priority 2 –to be included after public and Councillor consultation**
- **Priority 3 –to be included after public and Councillor consultation**

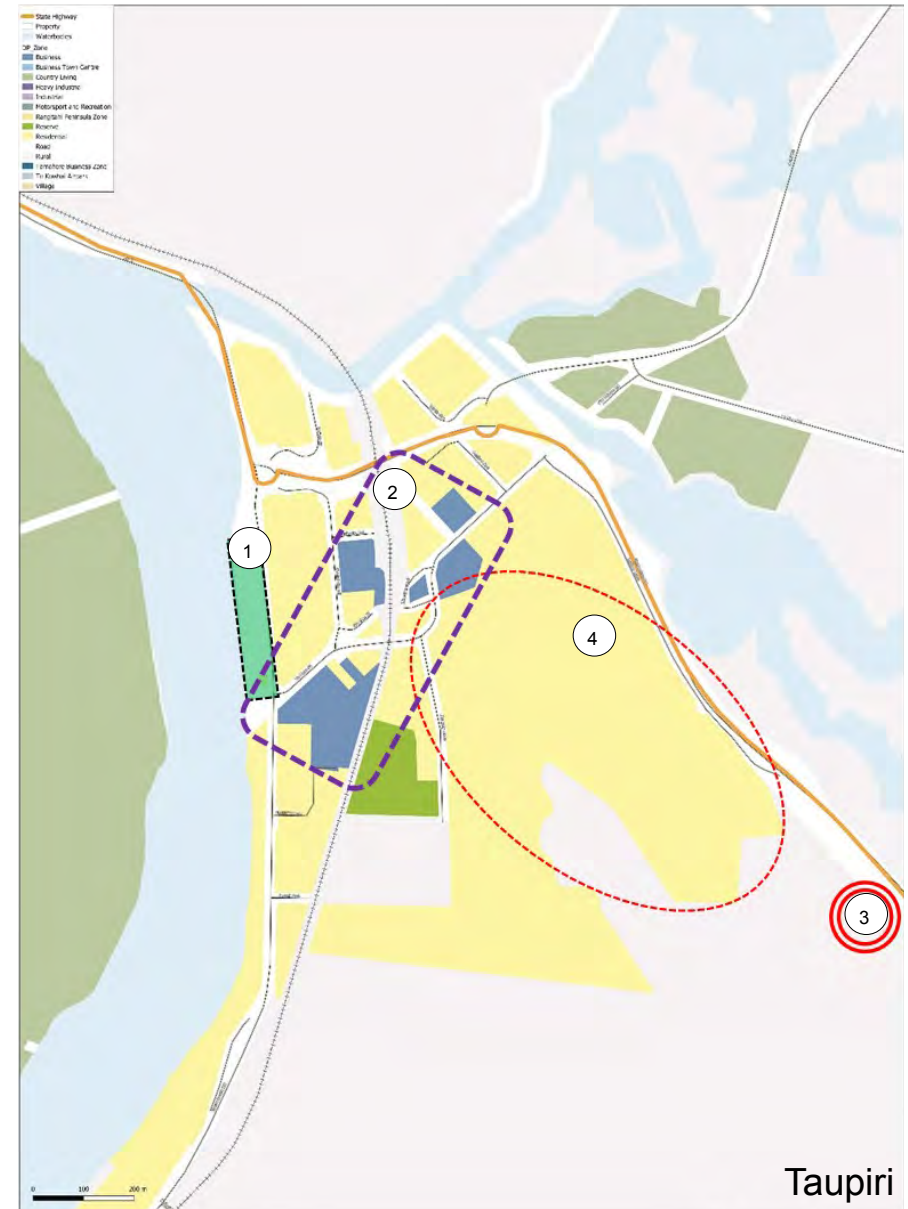
Refer to the table overleaf for more detail.



Proposed initiatives for Taupiri

Theme	NO.	Initiatives	Priority
Identity	TP1.1	Build a strong identity based on the river corridor, and the unique qualities of the local area (refer to DW1.1 to 1.4). For Taupiri, consider Taupiri maunga, the 'village feel', and the historical sawmill and flaxmill.	Refer
Communities	TP4.1	Redevelop the Bob Byrne Memorial Park. Consider extending it along road reserve and creating visitor activity and a local social node through the construction of a jetty (1).	Medium
	TP4.2	Facilitate boating / water recreation opportunities.	Medium
	TP4.3	Support the creation of youth activities that are cultural and community based.	Medium
Growth	TP5.1	Investigate the opportunity for industrial land (refer to District-wide proposals).	Refer
Economy	TP6.1	Support the upgrade of the local dairy to a supermarket, as the population grows.	Medium
	TP6.2	Develop a town centre plan to address fragmentation and services required to support employment and residential growth (2). Also consider the impact of a new service centre at the interchange and the new entrance into Taupiri from the Expressway (3).	High
	TP6.3	Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.	High
	TP6.4	Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.	High

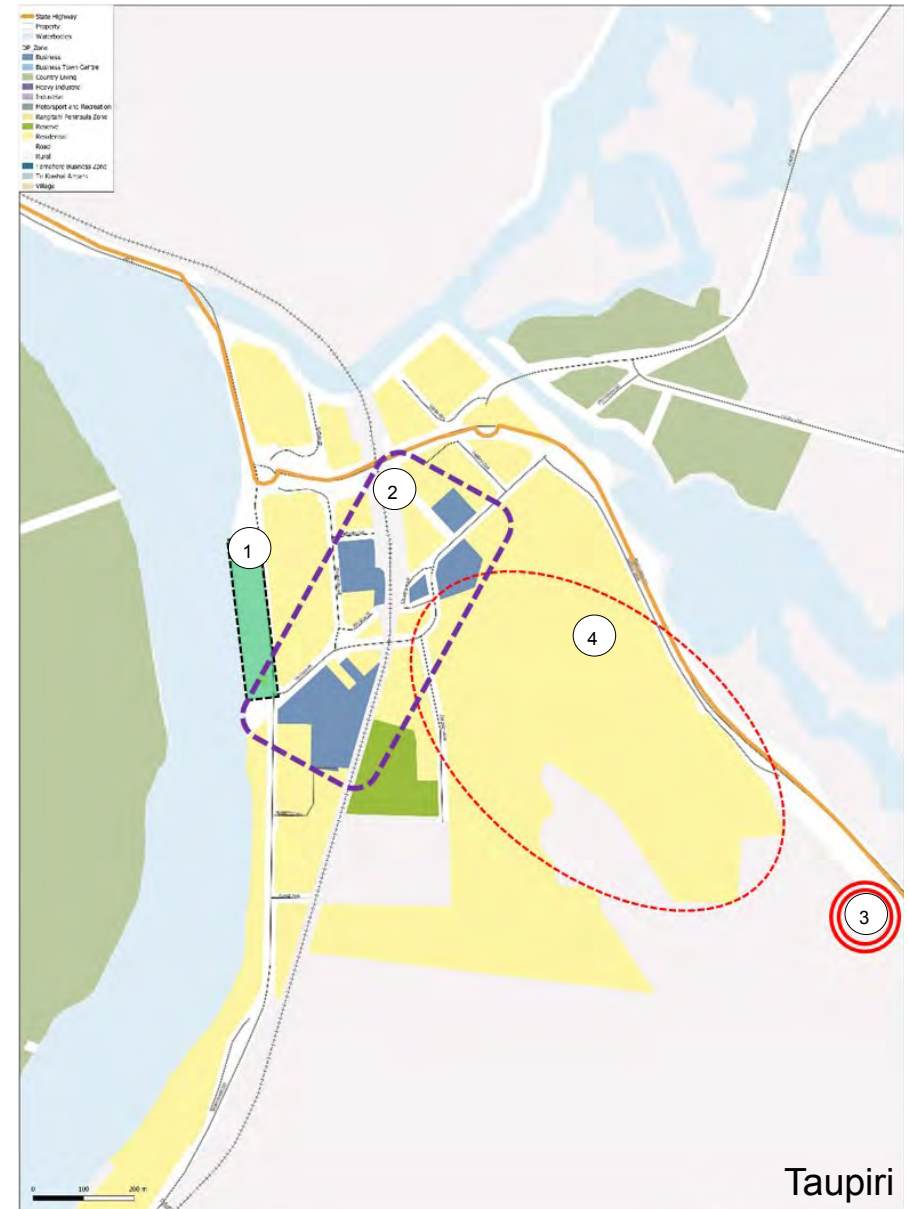
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Taupiri

Proposed initiatives for Taupiri

Theme	NO.	Initiatives	Priority
Transport	TP7.1	Ensure connectivity through the proposed Lovell development to the existing street network and the proposed service centre (4).	Medium
	TP7.2	Investigate the possibility of constructing a bridge across the Waikato River to connect east and west.	Low
	TP7.3	Allow for the continuation of the Te Awa cycle trail (refer to District-wide proposals).	High
	TP7.4	Consider cycling and walking to and from the school as the town expands.	High
Infrastructure	TP8.1	Public toilets required at reserve.	Medium
	TP8.2	Resolve waste water and water reticulation issues (refer to District-wide proposals).	Refer



## 4.9 NGARUAWAHIA

### Snapshot

**Population:** 5,424 (2016 estimate), with growth projected to reach 5,615 by 2045.

**Location:** Ngaruawahia is located at the confluence of the Waikato and Waipa rivers and the foot of the Hakarimata Ranges. Ngaruawahia can be accessed from SH1 via the roundabout at Taupiri or the interchange at Horotiu, and is located on the rail line between Taupiri and Horotiu.

### Consultation feedback

During consultation sessions the following key issues and ideas for Ngaruawahia were put forward:

- Characteristics that make Ngaruawahia unique, such as the confluence of the rivers, the Hakarimata Ranges, Te Kiingitanga, and several heritage sites, should be celebrated and promoted more strongly.
- The perceptions about Ngaruawahia should be improved.
- There is a need for more youth activities.
- The town centre is poorly defined and needs clear entrances.
- The town centre's appearance, both public realm and several key buildings, needs improving.
- There are several redevelopment and development opportunities within the town centre.
- The area's natural assets and cultural identity provide opportunities for recreation and tourism. This should be developed and supported with facilities, such as cafes and public toilets.
- More local employment is needed.

- There is a strong desire for improved public transport accessibility (bus and train) among the community. This includes ensuring that the level of service is reliable and meaningful enough to support commuters.
- Connectivity across the former state highway should be increased and traffic should be calmed.
- Walkways and cycleways should be improved, and connections with the Te Awa ride strengthened.
- There are issues with freedom camping at The Point. Public toilets need to be upgraded.

Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.

### Top priority initiatives

The top priority initiatives for Ngaruawahia include:

- **Priority 1 –to be included after public and Councillor consultation**
- **Priority 2 –to be included after public and Councillor consultation**
- **Priority 3 –to be included after public and Councillor consultation**

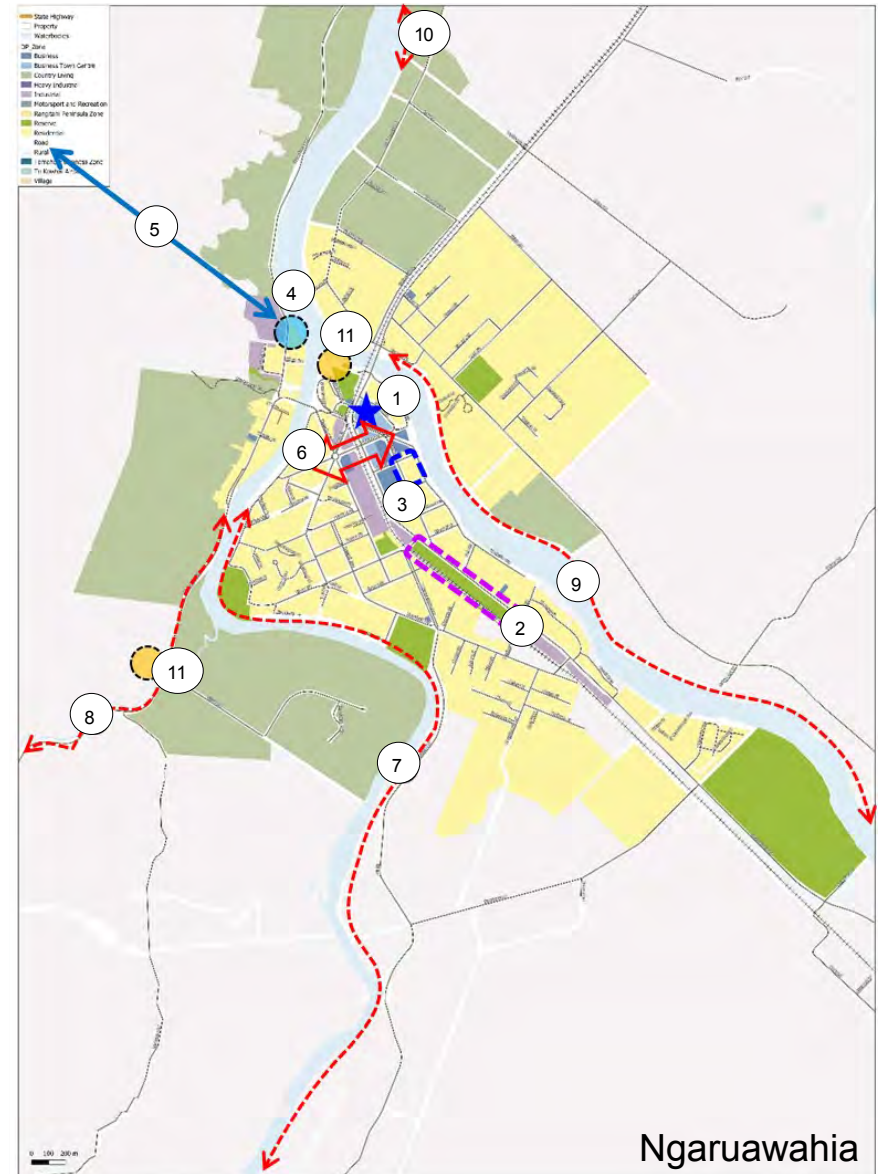
Refer to the table overleaf for more detail.



Proposed initiatives for Ngaruawahia

Theme	NO.	Initiatives	Priority
Identity	NG1.1	Build a strong identity based on the river corridor, and the unique qualities of the local area (refer to DW1.1 to 1.4). For Ngaruawahia, consider Te Kiingitanga, the confluence of the Waipa and Waikato Rivers, and the Hakarimata Ranges.	Refer
	NG1.2	Erect signage at the six entry points into Ngaruawahia, refer to its unique local identity and to promote tourism (also refer to NG1.1).	Medium
Nature	NG2.1	Undertake a pest control project in the Hakarimata Ranges. Consider this as an opportunity for a community-led conservation project (also refer to DW2.1).	Medium
Iwi	NG3.1	Promote local cultural tourism by local iwi (refer to DW1.4).	Refer
Communities	NG4.1	Remediate Masonic Lodge with joint funding application for Farmers land for development as a catalyst for social regeneration (new community hub which replaces hall) (1).	Medium
	NG4.2	Produce a planting plan and social space at Te Mana o te Rangi reserve (2).	Medium
	NG4.3	Work with relevant entities to produce a strategy for youth initiatives.	High
	NG4.4	Address freedom camping issues.	High
Growth	NG5.1	Consider extending the business zone (see strategic opportunities diagram) (3).	High

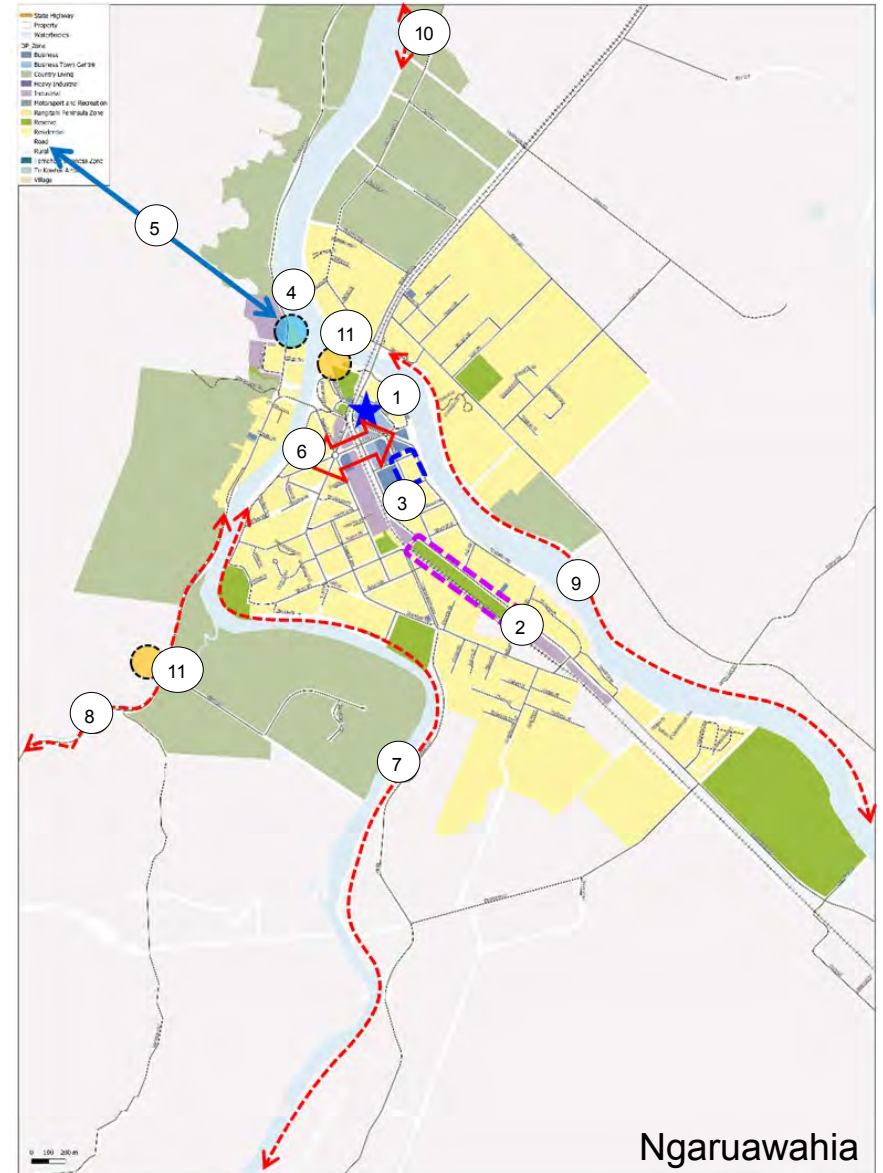
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Ngaruawahia

Proposed initiatives for Ngaruawahia

Theme	NO.	Initiatives	Priority
Economy	NG6.1	Set standards to ensure tidy commercial and industrial street frontages.	Medium
	NG6.2	Promote water based recreation opportunities, including the development of a café (4).	Medium
	NG6.3	Promote the idea of recreational opportunities in and around the Hakarimata Ranges, consider a gondola or a waterslide (5).	Medium
	NG6.4	Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.	High
	NG6.5	Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.	High
Transport	NG7.1	Upgrade pedestrian connections in the town centre and to the Te Awa river ride.	High
	NG7.2	Investigate opportunities for traffic calming and speed reductions on Great South Road through the town centre and for improved east-west connectivity for pedestrians and cyclists (6).	Medium
	NG7.3	Provide longer distance walking and cycling connections to Te Otamanui (7), Glen Massey (8), the eastern side of the Waikato River to Horotiu (9), and Taupiri (10) (refer to DW1.3).	Refer
	NG7.4	Refer to the District-wide initiatives for the promotion of passenger transport services, including opportunities for commuters.	Refer
Infrastructure	NG8.1	Resolve waste water and water reticulation issues (refer to District-wide proposals).	Refer
	NG8.2	Install or upgrade toilet facilities (11)	High



## 4.10 HOROTIU

### Snapshot

**Population:** 850 (2016 estimate), with growth projected to reach 1,488 by 2045.

**Location:** Horotiu is located adjacent to the Waikato River on the western bank, is accessed by a SH1 interchange, and is located on the rail line between Ngaruawahia and Hamilton.

### Consultation feedback

During consultation sessions the following key issues and ideas for Horotiu were put forward:

- The cohesion within, and identity of, Horoiu should be improved.
- There is room for growth and development.
- The proximity of the Te Awa ride offers economic opportunities.
- Issues related to truck movements and industrial activities (noise, odour, and safety) should be addressed.
- Access to the river should be improved to improve recreational opportunities. This includes walking and cycle connections, as well as parking, public toilet facilities, rubbish bins etc.

Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.

### Top priority initiatives

The top priority initiatives for Horotiu include:

- **Priority 1 –to be included after public and Councillor consultation**

- **Priority 2 –to be included after public and Councillor consultation**
- **Priority 3 –to be included after public and Councillor consultation**

Refer to the table overleaf for more detail.





Proposed initiatives for Horotiu

Theme	NO.	Initiatives	Priority
Identity	HO1.1	Build a strong identity based on the river corridor, and the unique qualities of the local area (refer to DW1.1 to 1.4). For Horotiu, consider the historic Maaori gardens and the business park.	Refer
Growth	HO5.1	Explore the potential for leisure, accommodation, and residential development between SH1 and the Waikato River (1).	Medium
	HO5.2	Investigate the opportunity for industrial land (refer to District-wide proposals) (2).	Refer
Economy	HO6.1	Establish an Advanced Food Processing Cluster.	Medium
	HO6.2	Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.	High
	HO6.3	Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.	High
Transport	HO7.1	Form the paper road at the end of Sullivan Road and form a carpark to improve accessibility to the river (3).	Low
	HO7.2	Provide longer distance walking and cycling connections to Te Kowhai and Horsham Downs (4) (refer to DW1.3).	Refer
	HO7.3	Provide a walking and cycling route on the eastern side of the Waikato River between Horotiu and Ngaruawahia to create a loop with the Te Awa river ride (5) (refer to DW1.3).	Refer

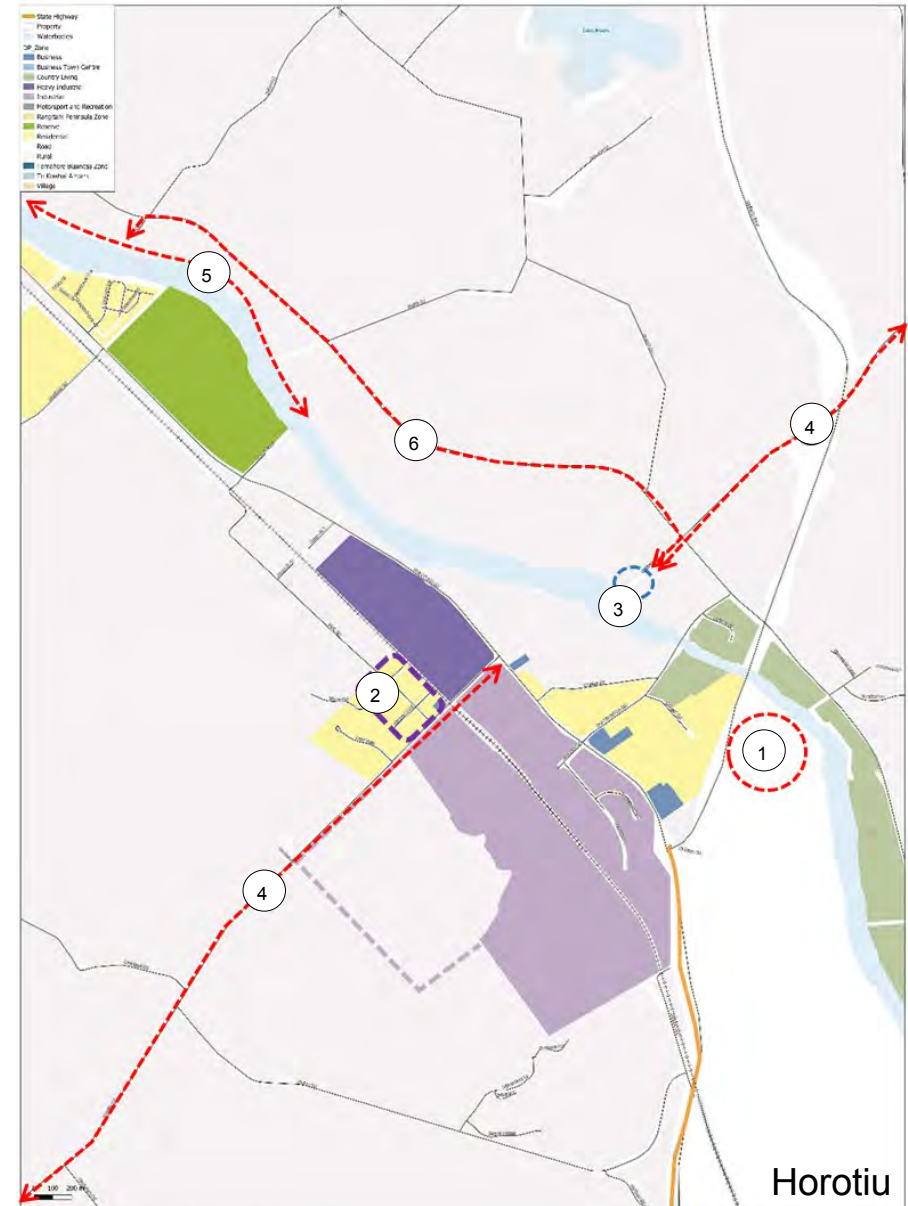
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Horotiu

Proposed initiatives for Horotiu

Theme	NO.	Initiatives	Priority
	HO7.4	Investigate safety improvements and traffic calming along River Road as well as connections to the proposed route along the eastern side of the river (HO73) to create a loop for recreational cycling (6).	Low
	HO7.5	Extend routes around the peat lakes for recreation	Medium
	HO7.6	Refer to the District-wide initiatives for the promotion of passenger transport services, including opportunities for commuters.	Refer
Infrastructure	HO8.1	Improve the carpark at the bridge on Horotiu Bridge Road. Consider sealing it and adding toilets and rubbish bins.	Medium
	HO8.2	Fill in or improve the appearance of the open stormwater drains at the original AFFCO village in Park Road (7).	Low
	HO8.3	Resolve waste water and water reticulation issues (refer to District-wide proposals).	Refer
Governance	HO9.1	Refer to District-wide proposals regarding community boards and committees.	Refer



## 4.11 TE KOWHAI

### Snapshot

**Population:** 1,623 (2016 estimate), with growth projected to reach 2,122 by 2045.

**Location:** Te Kowhai is located off SH39 on Horotiu Road, about 6km southwest of Horotiu, and east of the Waipa River.

### Consultation feedback

During consultation sessions the following key issues and ideas for Te Kowhai were put forward:

- There is a need to expand the school and a local secondary school should be considered.
- The sports fields should be expanded and facilities improved.
- The Te Otamanui Walkway is community initiative that should be continued and supported. Extending it to Ngaruawahia is an option.
- Growth should take place in a measured way and with the right processes and conditions in place. This applies to residential (related to stormwater and wastewater infrastructure) and commercial at the airpark (avoiding negative effects).
- Increased activity (e.g. helicopter flights, extended hours of operation) at the airpark is not supported.
- There is a need for more commercial land and development.
- The nearby Te Araroa trail provides an economic opportunity.
- Local roads and footpaths are needed.
- The bus service should be improved.

Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.

### Top priority initiatives

The top priority initiatives for Te Kowhai include:

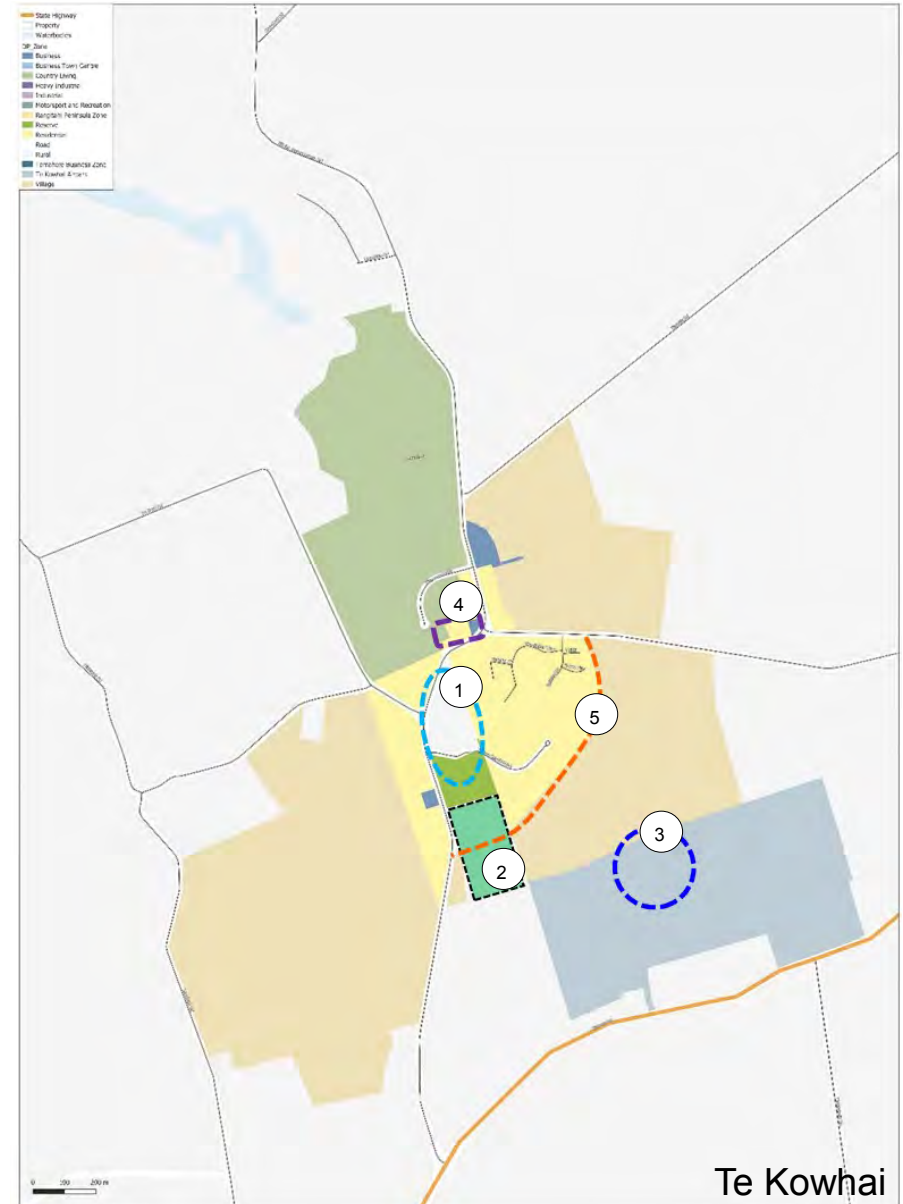
- **Priority 1 –to be included after public and Councillor consultation**
- **Priority 2 –to be included after public and Councillor consultation**
- **Priority 3 –to be included after public and Councillor consultation**

Refer to the table overleaf for more detail.



Proposed initiatives for Te Kowhai

Theme	NO.	Initiatives	Priority
Identity	TE1.1	Build a strong identity based on the river corridor, and the unique qualities of the local area (refer to DW1.1 to 1.4). For Te Kowhai, consider the airpark.	Refer
Communities	TE4.1	Facilitate school expansion by shared use of the sportsfields or moving the fields to a new site (1).	High
	TE4.2	Expand sports fields and include changing rooms and public toilets (2).	High
Economy	TE6.1	Consider or investigate the intensification of the airpark with limited additional commercial use (3).	High
	TE6.2	Consider expanding commercial zone towards garage (4).	Medium
	TE6.3	Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.	High
	TE6.4	Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.	High
Transport	TE7.1	Support the development of a new inner relief road (5).	Medium
	TE7.2	Support the expansion of the footpath network in new residential developments and connecting to the village centre.	High
	TE7.3	Support the completion of the Te Otamanui walkway by the community.	High
	TE7.4	Provide longer distance walking and cycling connections from the Te Otamanui walkway along the Waipa River to Ngaruwahia (refer to DW1.3).	Refer
	TE7.5	Refer to the District-wide initiatives for the promotion of passenger transport services, including opportunities for commuters.	Refer
Infrastructure	TE8.1	Resolve waste water and water reticulation issues (refer to District-wide proposals).	Refer



## 4.12 WHATAWHATA

### Snapshot

**Population:** 2,786 (2016 estimate), with growth projected to reach 3,984 by 2045.

**Location:** Whatawhata is located at the junction of SH23 and SH39, alongside the Waipa River.

### Consultation feedback

During consultation sessions the following key issues and ideas for Whatawhata were put forward:

- The adjacent Waipa River offers an opportunity for recreation and tourism.
- There are erosion and weed issues along the river banks.
- There is a strong desire for a meeting place and supporting facilities for the community. Plans are being progressed.
- The 'rural feel' of the settlement should be retained, even when the place grows.
- There is a need to consider expansion options for the local school.
- The sports field complex needs to be expanded.
- There is a need for public toilets and places for tourists to stop.
- The town's residential areas are expanding to the west, away from the village centre. Connectivity (footpaths or even an additional bridge) should be improved.
- The SH23 / SH39 intersection causes safety issues and is often congested. NZTA is looking into a solution, likely involving a roundabout.
- The town has waste water capacity issues.

Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.

### Top priority initiatives

The top priority initiatives for Whatawhata include:

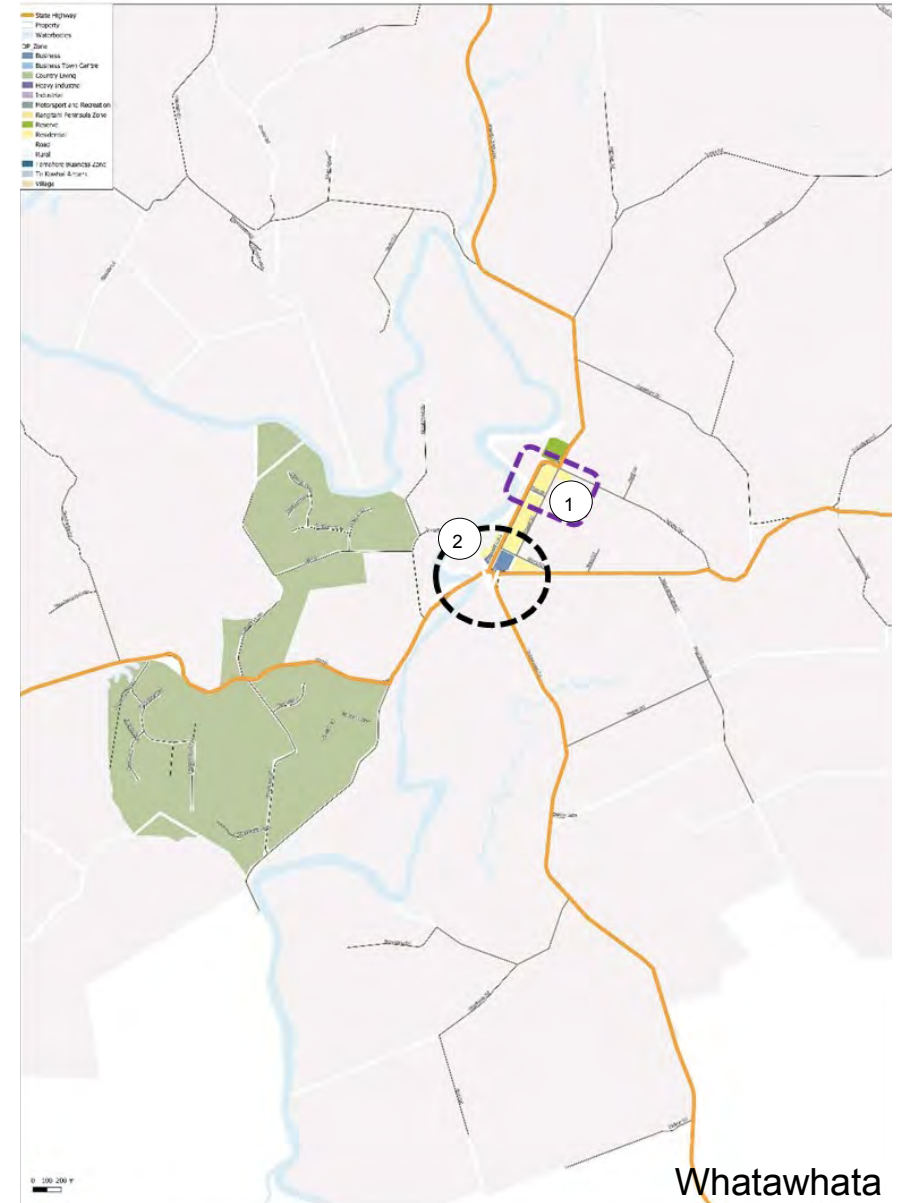
- Priority 1 –to be included after public and Councillor consultation
- Priority 2 –to be included after public and Councillor consultation
- Priority 3 –to be included after public and Councillor consultation

Refer to the table overleaf for more detail.



Proposed initiatives for Whatawhata

Theme	NO.	Initiatives	Priority
Identity	WW1.1	Build a strong identity based on the river corridor, and the unique qualities of the local area (refer to DW1.1 to 1.4). For Whatawhata, consider AgResearch, coal mining, and the peach trees.	Refer
Nature	WW2.1	Address river bank weeds and erosion issues.	High
Communities	WW4.1	Support process to create a meeting space ('Our Place').	High
	WW4.2	Facilitate an investigation into the options for expanding the School. Consider expansion towards the east (1).	Medium
	WW4.3	Expand the sports fields to meet increasing recreational needs. Consider the inclusion of public toilets.	Medium
	WW4.4	Create public picnic areas with BBQ facilities.	Low
Economy	WW6.1	Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.	High
	WW6.2	Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.	High
Transport	WW7.1	Support NZTA discussions to deliver roundabout to resolve congestion (2).	High
	WW7.2	Extend local footpaths to connect new residential areas to the village centre.	Medium
	WW7.3	Investigate reinstating the Makarini Road bridge across the Waipa to improve connectivity between the village centre and residential expansion areas to the west.	Medium
	WW7.4	Create public river access to the west of the village centre.	Low
Infrastructure	WW8.1	Address the waste disposal capacity issues with the existing public toilets at the service centre. Consider constructing new facilities as part of the proposed sports fields expansion (WW4.3).	Medium



Whatawhata

## 4.13 RAGLAN

### Snapshot

**Population:** 3,115 (2016 estimate), with growth projected to reach 3,611 by 2045.

**Location:** Raglan is located on the West Coast of the Waikato District at the Whaingaroa Harbour, and is accessed by SH23.

### Consultation feedback

During consultation sessions the following key issues and ideas for Raglan were put forward:

- Raglan's strong unique identity should be built upon and celebrated.
- There are a great number of environmental community initiatives being carried out. These need support and could be applied in other parts of the district (e.g. zero-waste).
- Raglan's strong Maori culture should be supported.
- There are affordability problems due to tourism driving up the cost of living. Initiatives to improve this should be supported.
- Social programmes supporting disadvantaged youth and elderly are needed.
- Youth employment initiatives need to be supported and expanded.
- More community spaces are needed within the town centre. The old surgery building in Wi Neera Street offers an opportunity.
- Consolidating sports facilities should be considered.
- There are many small home-based businesses, based on lifestyle choice. These businesses should be supported with infrastructure as growth in this sector offers an economic opportunity.

- Tourism generates a lot of revenue, but the town's economy should rely on more than tourism.
- The negative side effects of tourism (lack of affordability, services not coping at peak time) should be addressed.
- The network of walking and cycling connections should be expanded.
- There are several traffic safety issues, including around the Raglan Area School and the Greenslade Road intersection with SH23.
- Parking in the town centre should be looked at.
- There is a desire for a better bus service to support commuters.
- The community is rich in initiatives and there is a strong desire for making decisions around the development of the town locally.

Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.

### Top priority initiatives

The top priority initiatives for Raglan include:

- **Priority 1 –to be included after public and Councillor consultation**
- **Priority 2 –to be included after public and Councillor consultation**
- **Priority 3 –to be included after public and Councillor consultation**

Refer to the table overleaf for more detail.



Proposed initiatives for Raglan

Theme	NO.	Initiatives	Priority
Identity	RA1.1	Build on the strong identity of Raglan based on the unique qualities of the local area (refer to DW1.2 to 1.4). Consider nature, regeneration, environmental initiatives, the arts, and surfing.	Refer
Nature	RA2.1	Support Raglan Naturally in their prioritised local initiatives such as local food production, energy self sufficiency, alternatives to weed spraying, GE free approaches and education regarding climate change.	High
	RA2.2	Support community in Zero Waste initiatives, spread learning across the district.	Medium
Iwi	RA3.1	Support a strong Maori culture, including education on the Treaty of Waitangi, respecting tangata whenua, and creating Te Reo signage (refer to DW3.3).	Refer
Communities	RA4.1	Extend free wi-fi around the library and i-site.	Medium
	RA4.2	Support the Whaingaroa Raglan Affordability Project.	High
	RA4.3	Support entities undertaking youth social initiatives.	High
	RA4.4	Support the development of the Wi Neera Street 'old surgery' building as a community hub for locals, youth skills, cultural and environmental exchange (OMG tech)(1).	Medium
	RA4.5	Investigate the development of a recreation centre and bringing sports together.	Medium
Economy	RA6.1	Support initiatives by the tech and visitor sectors to address youth unemployment.	Medium
	RA6.2	Promote the formation of a business hub for high tech promotion and exchange.	Medium

continued overleaf





Proposed initiatives for Raglan

Theme	NO.	Initiatives	Priority
	RA6.3	Consider how to support the community in creating additional and sustaining existing local jobs in tourism. Consider a bed tax to compensate for increased waste and to support housing affordability initiatives.	Medium
	RA6.4	Investigate opportunities for short-stay courses.	Medium
	RA6.5	Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.	High
	RA6.6	Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.	High
Transport	RA7.1	Extend walking and cycling network, including to Whale Bay.	Medium
	RA7.2	Improve traffic safety around the school.	Medium
	RA7.3	Develop a parking strategy.	Medium
	RA7.4	Refer to the District-wide initiatives for the promotion of passenger transport services, including opportunities for commuters.	Refer
Infrastructure	RA8.1	Resolve waste water and water reticulation issues (refer to District-wide proposals).	Refer
Governance	RA9.1	Refer to District-wide proposals regarding community boards and committees.	Refer
	RA9.2	Investigate whether Harbour Board income is used locally (2).	Medium



## 4.14 TAMAHERE

### Snapshot

**Population** (includes Tamahere-Tauwhare area): 6,150 (2016 estimate), with growth projected to reach 8,077 by 2045.

**Location:** Tamahere is located on, and severed by, SH1 south of Hamilton. Tamahere is positioned amongst a network of gullies which are tributaries to the Waikato River.

### Consultation feedback

During consultation sessions the following key issues and ideas for Tamahere were put forward:

- Tamahere's natural assets make the place attractive.
- The restoration of the gully system and the development with public walkways is driven by the local community and should be supported.
- There is a desire to grow the zero-waste initiative.
- Southern Links south of Tamahere may provide an opportunity to zone more land for residential development.
- Growth may be needed for viability of services and can be accommodated through slightly smaller properties, but the character of the settlement should be maintained.
- The development of The Hub currently underway will result in an appropriately sized centre for Tamahere.
- There are several economic opportunities, such as home-based businesses (based on lifestyle choice), elderly care, recreation, tourism leveraged off the Te Awa river ride, the proximity of the Airport, Mystery Creek etc.

- The markets are very successful. Consideration should be given to increasing the frequency and an additional venue.
- State Highway 21 provides a barrier between the regional cycle route and Matangi's services and facilities. Crossing the state highway should be made easier and safer.
- There is a desire to improve public transport accessibility.
- Southern Links is needed to reduce through-traffic and improve safety.

Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.

### Top priority initiatives

The top priority initiatives for Tamahere include:

- **Priority 1 –to be included after public and Councillor consultation**
- **Priority 2 –to be included after public and Councillor consultation**
- **Priority 3 –to be included after public and Councillor consultation**

Refer to the table overleaf for more detail.



Proposed initiatives for Tamahere

Theme	NO.	Initiatives	Priority
Identity	TM1.1	Build a strong identity based on the river corridor, and the unique qualities of the local area (refer to DW1.1 to 1.4). For Tamahere, consider the gully network, Wiremu Tamihana, and the markets.	Refer
Nature	TM2.1	Support progressing Mangaone Stream revegetation and the construction of a walking and cycleway along it (1).	High
Communities	TM4.1	Support the Zero Waste initiative at the Hub as a start of possible wider local initiative.	Medium
Growth	TM5.1	Investigate whether the land bounded by SH21, Tamahere Drive and the proposed southern links route should be rezoned from rural to Village (2).	Medium
Economy	TM6.1	Support activation of the Hub development (3).	High
	TM6.2	Support local employment initiatives. Consider the quarry (needs commercial rights), elderly housing, leveraging off cycle route, retail in the new commercial hub, Southern Fresh Foods, home-based employment	Low
	TM6.3	Facilitate a plan to rotate the location of the local markets between the current location at the church and the reserve in Matangi in order to increase frequency (4).	Medium
	TM6.4	Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.	High
	TM6.5	Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.	High

continued overleaf



Proposed initiatives for Tamahere

Theme	NO.	Initiatives	Priority
Transport	TM7.1	Work with NZTA to provide a cycle crossing across SH21 (5).	High
	TM7.2	Work with public transport provider to ensure the Hamilton / Cambridge bus will loop past the new retirement village (6) and commercial hub.	Medium
	TM7.3	Refer to the District-wide initiatives for the promotion of passenger transport services, including opportunities for commuters.	Refer
	TM7.3	Support the community with the extension of shared paths (walking / cycling) through natural areas.	High
Infrastructure	TM8.1	Resolve waste water and water reticulation issues (refer to District-wide proposals).	Refer



Tamahere

## 4.15 MATANGI

### Snapshot

**Population:** 2,326 (2016 estimate), with growth projected to reach 2,832 by 2045.

**Location:** Matangi is located on Tauwhare Road close to the intersection with SH1B southeast of Hamilton.

### Consultation feedback

During consultation sessions the following key issues and ideas for Matangi were put forward:

- The historic factory offers an economic opportunity.
- Growth and expansion opportunities are limited due to zoning and a lack of infrastructure capacity.
- The village centre needs to be improved in terms of traffic safety, amenity, retail development, and providing a heart to the place.
- There is a need for traffic calming and improved crossing opportunities at Tauwhare Road near the Matangi Road intersection.
- Pedestrian conditions should be improved.
- There is a desire to improve public transport accessibility.

During consultation sessions there was representation from Newstead, for which the following key issues were put forward:

- There is a need for greater certainty around the future of the area, given TGH land and the proximity of Hamilton.
- The area accommodates a lot of employment facilities.

- The area suffers from through-traffic and ongoing roadworks.

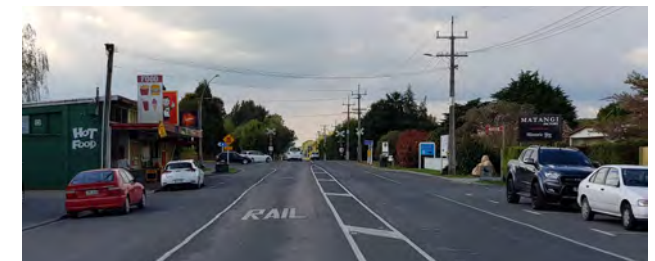
Refer to **Appendix A** for a comprehensive documentation of the consultation feedback.

### Top priority initiatives

The top priority initiatives for Matangi include:

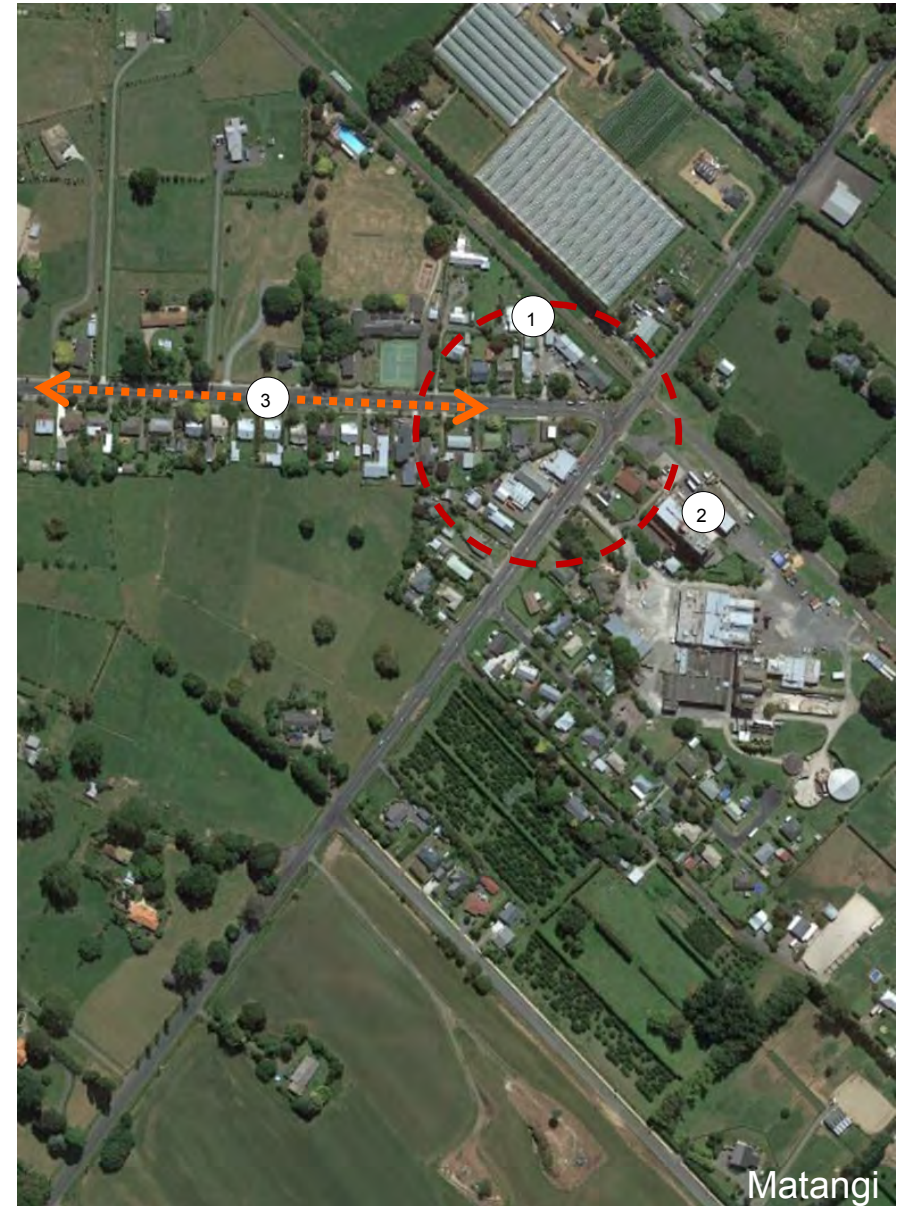
- Priority 1 –to be included after public and Councillor consultation
- Priority 2 –to be included after public and Councillor consultation
- Priority 3 –to be included after public and Councillor consultation

Refer to the table overleaf for more detail.



**Proposed initiatives for Matangi**

Theme	NO.	Initiatives	Priority
Identity	MA1.1	Build on the strong identity of Matangi based on the unique qualities of the local area (refer to DW1.2 to 1.4). Consider the Matangi Factory history and current use.	Refer
Economy	MA6.1	Establish a Heritage, Cultural and New Economy Business Cluster.	Medium
	MA6.2	Produce a village centre plan (1).	Medium
	MA6.3	Support landowners' initiatives to develop more mixed use and retail areas (2).	Medium
	MA6.4	Identify if, how much, and where, possible additional employment land for office development is needed beyond the zoning in the Proposed District Plan.	High
	MA6.5	Identify if, how much, and where, possible additional employment land for retail development is needed beyond the zoning in the Proposed District Plan.	High
Transport	MA7.1	Provide traffic calming and improved parking opportunities along the central section of Tauwhare Road.	Medium
	MA7.2	Construct a footpath along Matangi Road up to Fuchsia Lane (3)	Medium
	MA7.3	Implement a loop bus service through Matangi and Newstead.	Low
	MA7.4	Refer to the District-wide initiatives for the promotion of passenger transport services, including opportunities for commuters.	Refer
Infrastructure	MA8.1	Resolve waste water and water reticulation issues (refer to District-wide proposals).	Refer



## APPENDICES

Appendix A - Public Local Area Workshop Outcomes

Appendix B - Waikato District Council Local Area Workshops Community Wellbeing Outcomes

## APPENDIX A - PUBLIC LOCAL AREA WORKSHOP OUTCOMES

The outcomes from the community consultation workshops undertaken in each of the 15 local areas are detailed on the following pages.

The issues and ideas, including those drawn up on the local area maps during the workshop process, have been tabulated into seven categories for analysis:

- Transport, e.g. public transport, motorway access, truck stops, traffic.
- Growth, e.g. infrastructure capacity, community building, character, funding, effect on productive land, existing housing stock.
- Community / Social, e.g. community programmes and initiatives, reputation, funding, training and education, emergency services, recreation, severance.
- Town Centre, e.g. town centre management, beautification, facilities and services, public spaces and infrastructure, commercial, Business Improvement District (BID).
- Employment, e.g. job creation, access and motivation, tourism, industry, community.
- Environment, e.g. biodiversity, water quality, reserves and parks, recreation, vista and rural character.
- Cultural, e.g. historical sites, identity, youth engagement and initiatives.

There will be some overlap between categories therefore some items may appear under two categories. This demonstrates the complex interdisciplinary nature of settlements.





## A1 TUAKAU

TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
Train and bus services to Tuakau in 2019	Lack of action with 10 year plan	Renovate and expand recreation centre Identify community user groups Youth, multicultural focus Identify need in LTP	Build public toilets	Create local employment opportunities, including youth (e.g. apprenticeships)	Connectivity to Waikato River Potential for walkways / cycleways, and connection to wider district trails Watersports, waka ama, etc. Educational tool	Highlight heritage and historic sites - marae, Port Waikato, redoubt, Maori wars, Sir Edmund Hillary
Park & ride (could be located at Rider Road)	Interface between zoned industrial and residential land needs consideration	Lack of security Install CCTV and lights Neighbourhood watch	Increase local services and facilities for community integration	Tourism - promote out to Port Waikato, cultural and historical sites, coastal areas, recreation / community centre, build on sports trust complex	Create more reserves, green spaces, and sportfields	
Tuakau requires freight by rail, to support truck access	Better positioning of industrial and greenspace land. Infrastructure provision to occur before growth	Locate emergency services in Tuakau Locate in saleyards	Upgrade / beautification of town	Some existing industrial needs to move to allow growth of new industry	River not included in the District Plan	
Street network to provide roading, cycling, and walking together (buffer between river to avoid environmental impacts)	Plans for Tuakau need to be resolved due to the complications of overlapping Franklin and Waikato District Plans.	Upgrade pools facility with heating and retractable cover, and accessible to elderly	Recycling centres needed	Increase retail, and change required in terms of 'old established businesses'	Utilise low impact design to avoid draining into the Waikato River (eg. raingardens)	
Dominion Rd connection - construct bridge to allow faster access to motorway	Need resource consents for hardfill tipping sites for growth	Querying the whereabouts of the library funding	Lack of green spaces in the town centre	Horticultural land is reducing - retain productive land for horticulture		
	Consider rural retail area out of the town centre due to trucks			Tourism opportunities with buses stopping in Tuakau to 'kiwi experiences' in Rotorua		
	Disparity between public and private sector - private growth occurred where possible, continual public process and no action (failure to recognise develop-ready areas, develop-resistant land).			Protect consented businesses which are not popular, yet provide essential services, against reverse sensitivity from adjacent res development.		
	Difficulty attracting new residents, especially with first home buyer grant limits			Not utilising motorsport and equine industries - opportunity of being the largest in the area		
	PC16 withdrawn, yet would have like it in the Proposed DP			Promote growth of small local businesses		
	Council to invest in infrastructure - need to construct first, then charge back to developers			Job creation to occur at the same time as residential growth (don't want to be a dormitory town)		
	Lack of land available for immediate development					

## A2 POKENO

TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
Lack of public transport to and from Auckland and Hamilton	Central location provides opportunity	Lacking primary and secondary schools for current / future population	Lack of town centre	Desire for more business and employment opportunities - reduce need for commuting	Flooding concerns	Gateway to Waikato and North
Truck movements through the town centre and location of truck stop undesirable Relocate truck stop to industrial area	Concerns about turning growth plans into reality - timeline and outcomes	Requires community centres and facilities e.g. library	Town centre not suitable for all weather conditions		Connection to the river and waterways	Town symbol in statue form (e.g. Ohakune carrot, Taihape gumboot)
Rail station with park & ride	No fast food chains wanted	Lack of passive and active social opportunities	Desire for all-weather shopping centre with sufficient carparking			Outstanding precinct of NZ art for local and international interest
Increase vehicle access to motorway, and remove main route away from town centre	Development to be in keeping with Pokeno design code from previous District Plan (including new proposed supermarket)	Require recreation infrastructure such as playgrounds, walkways, swimming pool, sports fields	Construct public infrastructure - town square, footpaths,			
Request for double lanes connecting to Tuakau	Better communication between Council and community	Locate emergency services in Pokeno	Upgrade Pokeno market			
Potential for major freight distribution and logistics hub	Town plan required - adhere to it, council to drive, and sales rep required	Maternity services	'Facelift and clean'			
Reseal Great South Road from South to North		Safe environments for school drop-offs	New public toilets			
Prefer roundabouts (no traffic lights)		Dog poo bins needed around walkways	Needs restaurant/bar			
No bus parking on the main road		Munro Road sports facility	Pokeno Hall upgrade			
Proposed bypass route south of Pokeno TC and industrial area		Retirement village	Relocate proposed supermarket away from the main street			
Build a northbound on ramp at south end of the town			Retail on main street - rezone to commercial			

## A3 MERCER

TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
No public transport	Lack of space for growth	Forgotten town	Closes at 5pm	Airport with skydiving just outside of Mercer	Site with contamination	Mercer as the gateway to the Waikato
Roading inundated with cars (lack of parking and roading infrastructure)	Lack of access to other areas yet to be utilised	Lack of communication (e.g. community unaware of factory development).	Lack of infrastructure	Employment through tourism and recreation opportunities	Opportunity for a park at the wetland area, and wetland restoration	Mercer has cultural and historical features and buildings (tourism, identity, and future development to be in sync with)
Well located for rail and road access	Realise limitations of Mercer and work within boundaries	No town hall	Take advantage of new sewerage line being installed to build public toilets		River provides recreational and tourism opportunities - cycle and walkways through Mercer (existing Te Araroa trail, and extend Te Awa cycle trail from Ngaruawahia)	Inclusion of iwi and wishes of Kimikimi Marae
Opportunity for park & ride		Strong community spirit	Mercer has specialty retail and tourism attractions Mercer cheese Conference centre and museum Mainline steam		Impact of freedom campers - provision of facilities as there is demand	
Alter location of the sliproad		Domain development by community				
Provide a new overbridge						
Suggest Mercer transport depot						

## A4 MEREMERE

TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
Lack of access to public transport	Central location between Auckland and Hamilton	Lack of community support, difficult to find people to get involved	Meremere needs beautification in the village, and private sections	Poor access to jobs, and high level of unemployment	Opportunity for greenbelt	Diversity, interaction?
Require provision of buses and trains - local (surrounding settlements), and Hamilton to Auckland	Unsold sections - assumption that the improvement of transport would lead to increased property investment	Decile 1 current socioeconomic status	Needs lighting	Potential for provision of jobs through business development in the Waikato-Tainui industrial area	Local resource - walking track on the other side of the river	Pa site does not get the recognition it deserves
Railway location creates possibility of rail transport	Confusion over community development plans - gamble for investors	Youth leaving school earlier than other communities - Ideas for youth engagement: cooking lessons, sports teams with adult input and support	Lack of retail and services requiring investment (particularly health, post)	Daily public transport could lead to unemployment levels dropping, socioeconomic increase, perception improved, pride in having job, instil pride and mana into kids	More recreation - swings, slides	Gentrification
	Lack of technology available	Uninformed negative outside perception	Lack of WDC maintenance	Perception that Waikato-Tainui doesn't appear interested in their industrial land	Beautification and identification of entrances to Meremere	
	Growth in surrounding Tuakau, Pokeno and Te Kauwhata will create opportunities for growth in Meremere	Some Government policies place Meremere and similar low socioeconomic communities at a disadvantage		Employment opportunities resulting from immediate surrounding district growth		
		Some community security issues, need regular community patrols / active police				
		Need afterschool care and holiday programmes				
		Lack of activities for youth (especially in winter)				

## A5 TE KAUWHATA

TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
Lack of transport options and infrastructure	Ageing infrastructure (water / waste; comms)	Lack of social infra for ageing pop.	Multi-storey retail / mixed use	Local businesses and employment	Attractive views and country living, rural character	Heritage trail and vineyard (Paddy Rd)
Connectivity, lack of road crossings	Planning and staging	Funding	Railway crossing at the entrance to the TC creates 'pinch point' – over or under bridge	Tourism – outdoors, Te Araroa walkway, Te Awa cycleway, lake and river, campervans	Walkways: Back of Blunt Road, Whangamarino, Scott Road development, around the lakes, wetlands	History and cultural events, waka ama, etc
PT - Fast train to Auckland and Hamilton, not just for commuting and bus	Community input	Community spirit, sense of belonging (sometimes lack of)	Leisure / entertainment / restaurants (boutique, not chains)	Contractor employment	Improved access to river	Interpretation of historical features
Connectivity to surrounding area and closest neighbours	Location is an opportunity, capitalise on it	Move the college	Quality retail and shopping, retail hub	Promote farming, local produce, protect farmland	Water sports	
Fix Saleyard Road	Pressure from more Aucklanders moving here	School under pressure, expand the school, attract teachers	ATMs	Accommodation	Lake Waikere for recreation, zipline	
Commuting	Housing diversity (small families)	More recreational opportunities, especially sport and recreational facilities – sports hub	Carparks at train station	Industrial land near motorway to screen noise	Capitalise on Lake Kopuera unique fish and bird life	
	Weekend residents	Halls / churches – expand their use e.g. film nights, youth centre, events Need Town Hall	Stop quarry and stock trucks coming through the main road, by-pass for main street	Commercial land	Water quality (remove coal from Lake Waikere)	
	Land monopoly, forcing zoned land to be developed	Safety and security (e.g. along railway line and playground), police	More parking	Branding needed	Green belt, more reserves	
	Flooding to the east and south?	Health care services, after hours, counselling	Vacant land	Festival and events e.g. multisport event		
	Don't want to become a suburb of Auckland	Use primary school site better / move school; Scott Rd growth might mean need more schools	Covered market	Leverage Hampton Downs traffic (service centre)		
	Cost of contaminated land	Playgrounds	Arts e.g. theatre, galleries			
		Expand the library	Supermarket			
		Activities for young people, talk to young people	No room to grow businesses – lack of buildings and land			
		Develop and expand Domain	Develop small town feel			
		Extend pool / leisure centre				

## A6 OHINEWAI

TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
Public transport bus and train service stopping in Huntly and Te Kauwhata	Lack of water and sewerage services, and no fibre connection	Emergency Services currently a 45-50min wait for ambulance	Lack of a central hub, e.g. shop, cafe	Desire section sizes that are large ie like Tamahere to attract people that can run business from home	Want walkways around Lake Waikere, and to the river	
No petrol station - opportunity for service centre.	New houses being constructed within the flood line that should never have happened i.e. in Taupiri	School is at capacity - expand the school and consider early childhood care	Cowboys site is ugly eyesore in the community - requires a clean up or removal. Idea to convert to a café.	Sleepy head development could be good for the community would rather have light commercial rather than industrial	Create cycle track along the stop banks ( Te Kauwhata to Huntly)	
Great location (close to Hamilton/Tauranga/ Auckland/Raglan)	Feel threat of re-zoning from country living to residential	Keep the community attractive so that the right people locate here ie clean up grass / roadside rubbish	Appears unkempt - people dump rubbish here, and many weeds growing - consistently asking council to clean up	Potential youth employment with a service centre	Opportunity for more planting i.e. more trees fruit trees that are here are good	
Train line opportunity	Rates increasing	Lack of community feel, don't meet regularly	Make the community more attractive		Need to keep money from the reserve leasing.	
Provide access across railway and highway for walking and cycling between east and west and to the school	Regulate property size	Lack of communication of what is available here in the community i.e. squash, indoor bowls wood turning - advertise what is here ie. Newsletter or an online community forum	No entrances to the village			
Opportunity for truck stop		Build wharf at the landing for fishing	No public amenities, no rubbish bins, parking, no-one taking responsibility - these are required - Gordonton as an example			
Traffic on Tahuna Road starting to become a rat run to avoid SH2		Lack of families, ageing population				
Dangerous rail bridge crossing that locals have fixed with plywood		Create rest area by the river - develop the landing				

## A7 HUNTLY

TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
Transport connections, PT to employment, train service, bus, Park and Ride to commute to Auckland	Poor housing, more choice needed, free insulation needed	Separated by river (east and west), little voice or involvement from west	Run down, redevelopment in the CBD	Employment / low incomes / attracting skilled workers	Using the lakes, walkways, boating and fishing, development of East Mine	Shared understanding of each other / culture
Central interchange	Lack of understanding from Council to live / work in Hamilton	Social issues and crime / vandalism (fast food, alcohol, drugs, violence, poverty)	Turn towards the River	Incentives / remove obstacles for big business	Cycling and walking tracks e.g. Hakarimata walkway; connect to Te Awaroa cycle	Waka ama on river, lakes
Traffic through the main street instead of SH	Land for development, encourage growth, rezone incl. Ohinewai, expand into rural areas	Underutilisation of parks and facilities e.g. college using library	Better lighting and footpaths	Tourism – waka ama, kapa haka; industrial attractions (old mines, vintage sites)	Boardwalk	
Connect James Rd to Raynor Rd	Helping locals into home ownership	Stigma / reputation - low moral, get back to good things known for, taking ownership and pride	Trees and flowers	Employment / business zones	Diving centre	
Vintage Tramway and Steam trains	Housing with lake views	Bring back gardens	Reduce liquor licences	League centre of excellence (Cambridge)	Clean up lake, cleaning up the mess from mines	
Motorway – freeing up old SH	Central location advantage	Amphitheatre with power	Bars and cafes	Speedway bring employment and people, needs access off SH1	Lake Waahi	
Cycle routes		Youth focus e.g. hub (wellbeing issues), working with youth in a coaching way, young people ideas, connect kids with facilities	Christmas lights	Commercial operations	Fitness stations (river and lakes), gyms, family adventures on the lake	
		Wellbeing centre – northern end of main street	Pedestrian precinct main street	Prepare for power station closure, could be opportunity	Diving platform on bridge	
		Dirt bike / motocross track		Bring Legoland to Huntly		
		Fractured organisations, no integration, lack of comms, meet on marae		No industrial area		
		Too much hui, not enough do-I / no action				
		Events e.g. Festivals in Domain, Huntly half-marathon				
		Move College, replace with sports dome				
		Library / community hub				
		Health services				

## A8 TAUPIRI

TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
Alternative access to the Taupiri area without using the motorway	Taupiri - infrastructure	Better process to engage rangatahi, engage with schools		Need more employment	Connection to Te Awa cycleway	Youth activities, cultural, community – based
Park and ride	Two areas of development one in Murphys Lane, one on Te Putu St	Need a Supervalu, post office, afterschool care, daycare		Train stopping at Taupiri Station would increase tourism, employment and growth	Upgrade parks and reserves with more walkways and trees	Gully system, mountain river and heritage sites - Council support to promote what makes Taupiri unique
River transport	With development starting, want to remain a 'village' and don't want to end up like Pokeno	Need a retirement village		Motocross events	Taupiri Mountain walkway	
Bridge across river, connect Taupiri and Hakarimata	Two farms between town and expressway want to subdivide near junction and service centre at new entrance to Taupiri	Combining the halls as there are several club rooms		Motel	Waikato safe for swimming?	
Need more pedestrian crossings		Service centre like 'AutoBahn'		Don't have an identifiable industry	More planting	
Taupiri express workers bus could also pick up at Huntly, Ngaruawahia, and Horotiu						



## A9 NGARUAWAHIA

TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
Better public transport, express bus that stops at Huntly, Ngaruawahia and Horotiu; commuter train stop at Nga, more bus stops	Proximity to Hamilton is a problem, dormitory town	Disconnect between community aspiration and WDC focus, cynicism in the community as no action - need community collaboration	Want to have a clear gateway that reflects identity	Leverage Hakarimata Ranges	Freedom campers at the point and dumping their waste into the toilets	Youth activities, cultural, community – based
Walkways and cycleways	Affordable housing	Recreation centre / sports hub needed	Lack of definition of TC, bad impression entering town	Tourism - cultural and historical distinguishes area & environment e.g. glow-worms in Hakarimata. Ideas: gondola, guided bus tour - Maori café		Two rivers (Waikato and Waipa), Hakarimata Ranges, and the Maori King makes area unique
Need more pedestrian crossings Better road seal at intersections	More investment by WDC needed (not keeping up with growth), slow consent process	Low academic expectation	Investment in public buildings	Hold more events, collaborative, national events		
	Need more facilities to cater for increase in population, e.g. supermarket, doctor	Crime and gambling, lack of security or perception of this	Guidelines for shops and community buildings	Momentum Waikato previously initiated a social enterprise but investment went elsewhere		
	Papakainga opportunities in Ngaruawahia (see map)	Get community leaders teaching		Teaching trades		
	Ngaruawahia - infill housing in smaller areas (see map)	Arts centre		Humane possum fur industry		
		Cultural and leisure facility with training rooms		Business rebates to sponsor activities		
		Access to the River at Ngaruawahia		Public toilets at the reserves, cater for walkers in the Hakarimata Ranges		
				More promotion		
				Business attraction and tourism strategies		

## A10 HOROTIU

TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
Many trucks trying to turn right have to wait a long time to turn. Intersections should be widened.		No community spirit/bonding	Make Horotiu as a beautiful village - not lots of small sections	Utilise cyclists from cycleway.	Affco smell - sulfur	
A formal carpark, toilets, rubbish bin etc. should be developed at the area of gravel around the bridge at Horotiu Bridge Rd.						
Heavy traffic noise						
Re-use the train line for freight						
Passenger train to Hamilton/ Auckland						
Can't access river from eastern side - paper roads blocked off.						

## A11 TE KOWHAI

TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
Cycle circuit to link Te Awa at Ngaruawahia, along the stream	Infrastructure needed, low impact storm and wastewater options	Expand existing primary school, consider additional school		Opportunities around Te Araroa walking trail		Significant heritage
Improve bus service Huntly, Ngaruawahia, Horotiu, Te Kowhai, The Base, Hamilton	Make sure the right processes are in place for growth, including airport growth (noise etc)	Expand playing fields		Opportunities around the Te Otamanui walkway (used by more than 100 people per day)		
Dedicated parking area	Good people moving to the area	Dog walking facilities		Enough industry in the area		
	Want development contributions used locally	Better security, CCTV		Don't want helicopter training area, restricted hours		
		Want unique public toilets in Te Kowhai				

## A12 WHATAWHATA

TRANSPORT	GROWTH	COMMUNITY/ SOCIAL	TOWN CENTRE	EMPLOYMENT	ENVIRONMENT	CULTURAL
SH and intersection - congestion and pedestrian issues	Developing away from town on Raglan side	River access - jewel in the crown' - want access but lower priority	Not supported by growth location	Whatawhata was centre for Tainui education historically	River erosion	Significant heritage
No walkways but lots of road reserves, connect communities	Retain rural character and lifestyle	Lack of community land and facilities, small park at Awatea. Contributions for years but not enough facilities for Whatawhata (library, medical?)		Opportunities for employment lost through lack of optimisation of land around SH23/SH39 intersection	Weeds, privet along river	
Congestion - roundabout needed		Schools - classrooms growing				
		No public toilets				
		Walkways and BBQ areas				
		Expand playing fields				