

TE KAUNIHERA Ā-ROHE O TE MATAU-A-MĀUI

Meeting of the Hawke's Bay Regional Council

Available online only

Date: Wednesday 27 August 2025

Time: 12.30pm

Venue: Council Chamber

Hawke's Bay Regional Council

159 Dalton Street

NAPIER

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Action Plan 2025 - 2027

Hawke's Bay Regional Council Fit for the Future

Situation overview

- Under pressure: HBRC is under pressure from the weight of expectations which have increased in recent years without adequate adjustments to it's Strategic Plan to reflect regional realities, such as resourcing constraints and a shifted operating context. HBRC was structured to deliver on it's (now outdated) Strategic Plan 2020-2025 which was deemed an ambitious programme of work that was placing the organisation under pressure and exposing it to reputational risk.
- Doing okay, all things considered: HBRC is reasonably efficient with the resources it

has. It is deemed averagely effective. Given recent substantial events - including Covid-19 and Cyclone Gabrielle - it is not surprising that it has been knocked out of shape.

Ready for change: working within regional financial limits, HBRC needs to sharpen its priorities and deliver what matters most. HBRC seeks to encourage greater community responsibility in some areas of service delivery. Part of this approach will include adjusting its operating model to educate, equip and empower those outside of HBRC, including stakeholders the community.

Why adjustment is necessary

HBRC's overcommitment is limiting its effectiveness.

- Financial overcommitment: excessive pressure on rates and the debt ceiling.
- Servicing overcommitment: over-reliance on 1:1 delivery model.
- Priority overcommitment: high expectations and hard to know what to say "no" to
- Workload overcommitment: tension between urgent and important priorities.
- Management overcommitment: too much upward delegation, inefficient match of skills and responsibilities.

Mission "Fit for the Future"

To focus our resources where they achieve the most.

Management and coordination

A virtual "Fit for the Future" desk would:

- Provide centralised scheduling, coordination and oversight of actions and activities.
- Track progress and maintain momentum
- Resolve issues and mitigate risks.
- Provide financial projections, modelling, advice and insights.
- Undertake financial tracking and reporting
- Prepare quarterly reporting and monthly dashboard updates for ELT, councillors

The plan in action

Actions Key: EA = Essential Actions, QW = Quick Wins S = Supports (see page 2 for details)

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Key finding	Shift D	Key actions (see page 2 for details)	Expected outcomes (combined)	Indicators of success
Resourcing is geared to deliver to the current strategic plan, which is out of sync with today's needs and contains priorities which are generating greater demand on services than can be realised	Refined organisational purpose	EA1: New Strategic Plan with sharper, fewer priorities and an increasingly delegated service delivery model EA4. Engage communities and the organisation - connecting the region and wider HBRC staff to its work and successes	A confident and purposeful council delivering to its priorities Priorities are all grounded in regional realities A council trusted by its community A region and staff connected to and understanding HBRC's work and its benefits (to the appropriate degree for their connection)	Performance improvements Positive organisational engagement and feedback Positive community engagement and feedback (including increased confidence trust)
HBRC has not adequately adjusted service delivery (and relevant expectations) to operate within resourcing limitations — particularly when priorities are added or circumstances change	"Active" organisation priorities	community involvement	 An agile organisation with enduring financial strength Increased community responsibilities and involvement in some areas of HBRC's operation Roles and responsibilities, accountabilities are re-geared to deliver priorities Capability and capacity are appropriately allocated across HBRC Service level and delivery model adjustments operate within resourcing The ability to make sound decisions based on measurable insights 	Fewer overruns — time, budgets Community engaged in delivery of some services Cost savings / considerations being realised Increased confidence inside the organisation
HBRC has been intensely scrutinised over recent years, and throughout the organisation there is evidence of a loss of confidence instanced by delayed and/or upward delegation of decision making	Improved decision- making	S2: Increase decision-making supports, reduce transactions - support active and robust decision-making throughout the organisation S3: Improve councillor onboarding process - applying past leanings, a more comprehensive process	 Robust training and decision making framework/s are enabling better decision making, minimised upward delegation of decisions and decreasing fear or decision delays Well-informed incoming councillors who feel confident in their understanding of HBRC 	Decrease in (decision-related) bottlenecks (resulting in fewer missed deadlines, less internal/external frustration) Positive feedback from incoming councillors
Managing a large portfolio of urgent priorities has unintentionally shifted HBRC into siloed behaviours, which is leading to missed opportunities for joined-up work across and between business units	Greater integration	S1: Tier 3 connection—weaving together operational capability at tier three S4: Align technical priorities to organisation needs and resourcing S5: Balance the emphasis on ICT innovation	Increased operational streamlining across business units Pressures on the organisation being released through joined-up operational problem solving, ICT innovation and technical priorities and organisational needs alignment Greater clarity and involvement in ICT priority setting across the organisation leading to efficient project sequencing and prioritisation	Joined-up systems across business units Increased delegation from T2 to T3 Increase in peer to peer problem solving Decrease in ICT submissions backlog Increased understanding of ICT priorities across HBRC (less duplication, less frustration)
Some current practices within business units can be adjusted to achieve cost-savings without compromising statutory requirements. Other low priority activities could be discontinued altogether	Declutter internally, delegate externally	QW1: A 'next-gen' model for Land and Environment QW2: Streamline State of the Environment reporting QW3: Harness the power of data and information QW4: Increase collective responsibility for financial success QW5: Tune Works Group's emergency response and improve connections QW6: Actively pursue further financial savings opportunities	Resources are being used more efficiently (including increase in one-to-many) Cost savings are being achieved and operations are less resource-intensive Community involvement is enabled in specific, identified areas Changes within business units align closely to the reset strategic priorities HBRC has increasingly improved access and use of its data and information All levels of management have a firm understanding of financial considerations and their responsibilities	Cost savings are being realised, measured, and reported on Operational efficiency improvements are being voiced by staff and contributing to more joined-up delivery improved cashflow management is enabled through increased contract visibility

Item 6 Fit for the Future Action Plan

Sequencing of Actions Key Milestones Actions and Activities Timeline Activities are the tasks which sit under each action, and are shown as bullet points, below S1: Tier 3 connection August **Action Plan** Sharper, fewer priorities Weaving together operational capability at tier three 2025 A new Strategic Plan with tight priorities and clear service level guidelines Establishment group sets up a tier three structure and how it will operate (ToR. etc.) Strategic Plan used to guide the 2027 LTP process Planning/direction document identifies "projects" and "regular items" for the group for year 1 Virtual Desk Set up for monitoring EA2: Adjusting service levels and service delivery mode S2: Increase decision-making supports, reduce transactions and coordination Delivering services within resources, increasing community involvement Support active and robust decision-making throughout the organisation Repurpose the levels of service process and roll out in two phases throughout HBRC (including use Streamline the ELT agenda Strategic Plan in the Strategic Plan process) starting with priority areas. Enhance Quarterly Leadership Forum Sharp, defined priorities : Consider and consult (internal and external) on changes to Levels of Service and delivery model Implement decision making training and develop decision making frameworks Implement changes (incl. engagement, transition planning, etc.) Review and reduce/streamline meetings and workshops to ensure that they are as intentional. purposeful and efficient as possible. Levels of EA3: Develop and apply modelling Service Modelling impact of changes before they are applied S3: Improve councillor onboarding process Applying past learnings to improve onboarding Set up and test scenario modelling to support levels of service (above) Identified changes, Set up a Fit for the Future dashboard to track cost savings across the programme Improvement and up-weight incoming councillor briefing process, including feedback from supported by modelling Develop use of modelling within HBRC to support changes to service levels existing councillors and standardised 'rules of engagement' between councillors and ELT Include enhanced HBRC specific financial, decision making and governance training. Implementation Plans QW4: Increase collective responsibility for financial success EA4: Engage communities and staff in a refreshed narrative Including roll-out of Connecting the region and staff to HBRC's work and successes Extend financial understanding adjusted levels of · Extend financial training and visibility across HBRC Fit for the Future over-arching Communications Plan service across HBRC, Introduce consequences for when internal best practice guidelines are not met. Action specific engagement plans to support changes and engage with key audiences resourcing requirements, QW1: Implement a 'next-gen' model for Land and Environment S4: Align technical priorities to organisation needs and resourcing A flexible, more efficient method of delivery measurement and Stronger organisational connection to ICT High level description of changed operating model Implement a cross-organisational ICT governance structure ("DGB") to align technical priorities reporting Stakeholder and community engagement to organisational needs and resourcing. · Final proposal and operational detail · Support / establish staff training on new digital platforms **Quick Wins** · Transition Plan and Risk Management Plan Simplify, consolidate and integrate the technology "stack" Performance · Monitoring and measurement Digitise, streamline and automate services to unlock efficiencies and savings enhancements and financial benefits (begin) QW2: Streamline State of the Environment Reporting S5: Balance the emphasis on ICT innovation being realised through Adjust practices to make best use of resources and integrate into new science strategy Unleashing ICT for innovation and real time problem-solving 'quick win' activities, Provision of SOE reporting that adds tangible value to the delivery of HBRC services . Establish the ICT Innovation Lab (with innovation sprints), and the ICT Co-Design Lab Stability and sustainability of the Science Section and its services Generate associated work programmes and governance / prioritisations (facilitated by the DGB) some within multi-year Establish 'release from BAU' process for affected staff to appropriately resource innovation programmes QW3: Harness the power of data and information sprints, continuous improvement, and innovation-related initiatives. Simplify, integrate and consolidate electronic data, information and platforms Establish monitoring and regular reporting process to DGB. · Triage opportunities for 'quick win' realisation (monitor, report) **Annual Plan** Create an enterprise data strategy (to streamline and provide greater access to data, information and platforms - multi-year programme Supported by work Generate implementation plan which includes identifying resourcing required to support delivery. prior to process QW6: Actively pursue further financial savings opportunities QW5: Tune Works' emergency response and improve connections 2027 LTP Option Compare and refine elements of Works Group to improve understanding and efficiency Continue Deep Dive investigations WAVE 3 development Reduced scale, Comparing Works' emergency response to two other regions, Identify changes and roll out Roll out changes / complete recent and identified financial investigations - including such areas begins size and cost Create and disseminate strategic rationale 'statement' for Works Group (online, presentations, etc.) as: reserves and internal loans, sourcing and procurement, contractor vs consultant. April/June · Improve connections and understanding of Works Group including through case studies, site visits Normalise and regularise deep dive investigations in areas such as: forestry, annual leave Scoping and pursuing regional shared service opportunities balances, budget overruns, etc. 2026 DEFENDE EN Essential Actions (EA) Actions Key Milestone / significant pieces of work Finite projects (sometimes multi-year) within which 'wins' can begin to be realised quickly Perpetual structures to enable success



Hawke's Bay Regional Council Fit for the Future Action Plan 2025-2027 August 2025

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Introduction

Background

This Fit for the Future Action Plan follows on from the recently completed Fit for the Future Report which outlined the proposed direction for this efficiency and effectiveness work and was adopted by the council in July 2025.

To recap briefly, we found a functioning but under pressure organisation as a result of major and uncontrollable events, particularly the COVID pandemic of 2020 and Cyclone Gabrielle of 2023, and the aftermath of both. We described it as "knocked out of shape" by the pressures generated by those extraordinary events with the need to restore HBRC to a more balanced, poised and resilient operation.

Our assessment was that the organisation's situation showed some concerning characteristics such as high rates increases and debt levels, relatively high staff turnover and very modest levels of internal and external confidence. Our central conclusion was that HBRC is and has for some time, been an over committed organisation with too many priorities, too responsive to sometimes insufficiently substantiated demands, in a rapidly changing context, paid for by a relatively small ratepayer base.

As we commenced our work the council decided to remove \$5m of cost from the operation and this provided some breathing space to consider and implement the more fundamental changes that are required. In particular, it meant that an urgent "restructure", and the protracted

disruption that goes with such an action, would not be necessary so long as the proposed programme moved ahead at pace and with conviction.

Significant further cost savings to minimise duplication and overlap – what could be termed 'wastage' - have been earmarked, but they will be insufficient to alone achieve the rebalance being sought. The overall workload of the organisation has to be pulled back within resources, also allowing resources to support greater agility and responsiveness in what will be an uncertain future.

We concluded that five shifts (or changes) in the operation and performance of the organisation were required. This action plan is built around those five shifts which we first introduced in the Fit for the Future July Plan, and which are described again in this document.

By any measure, a lot was achieved by HBRC in the face of the monumental challenges of the last few years. The extreme pressures meant that some aspects of good organisation practice had to be jettisoned in the interests of just "getting through".

Some of our recommendations involve restoration of abandoned practices (or adaptions of them) and introduction of new practices. Some of our recommendations include developments already being considered by management but not so far decided or put in place.

This work also provides a 'vehicle' for some of the practices or opportunities that staff have been considering to be connected together, providing staff with a clear mandate to action opportunities in a cohesive and connected way.

The target is to complete this work in time to support the 2027 Long Term Plan (developed in 2026) so that it becomes part of the framework of the organisation going forward. This means swift work on the required changes for the rest of 2025 and 2026. There are also a number of 'quick wins' which can be realised through the process, which is a key contributor (alongside a small number of other pieces of work HBRC is undertaking) to improve HBRC's efficiency and effectiveness.

Outcomes

Mission "Fit for the Future"

To focus our resources where they achieve the most.

This mission involves some reshaping of the organisation, specifically:

- Fewer, tighter and strategically selected priorities to control excessive demand on the organisation.
- Tighter levels of service to operate within resources, but also to make space for partners to contribute to the work of the council.
- · Stronger emphasis on operational disciplines.
- Investment in systems and processes that enable staff to be more productive and, where appropriate, support and enable the work of the community in assisting with council priorities.

Figure 1: Key outcomes

Key Outcomes	Meaning:	How this is realised:
A confident and effective council delivering on its priorities	 The council knows what it wants to achieve and is actively doing it. Confidence is achieved through competence, clarity, and self-assurance in decision-making and actions. "Effective" means that the council gets results, not just talks about them. "Delivering on its priorities" meaning that it has a clear plan and follow-through. 	 Strong governance and leadership are in place. The council is well-organised, focused, and making visible progress on agreed goals. A council affirming existing strengths and commitment. Priorities and service levels in line with available resources Reduced staff turnover Greater agility and flexibility to respond as required
2. A council trusted by its community and grounded in regional realities	 The community sees the council as reliable, fair, and acting in their best interests. "Grounded in regional realities" meaning pragmatism — decisions are made with full awareness of local constraints, opportunities, and context. Trust and practicality are equally valued. HBRC is viewed as an 'enabler' of the community in key areas. 	 HBRC listens to its community and earns its confidence. HBRC doesn't overpromise — it works within real-world limits while still delivering value. There's balance between aspiration and realism. Higher levels of staff and ratepayer confidence
3. An agile organisation with enduring financial strength	 The organisation can adapt quickly to change. "Enduring" means its financial health is stable and sustainable over time. Agility and financial strength are complementary — flexibility is supported by a secure financial base. 	 HBRC has the capacity to pivot when needed without jeopardising financial stability. It is both resilient and future focused. Sound financial stewardship is a core strength, not a reactive necessity.

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Current Situation

Situation overview

Under pressure

HBRC continues to struggle under the weight of expectations, which have increased in recent years. Its strategic plan no longer adequately reflects regional realities such as resourcing constraints and a shifted operating context and requires urgent review.

We also found an organisation that had lost shape with less than desirable internal cohesion. Role overlaps between governance and management, upward delegation of decision-making with resulting bottlenecks, and insufficient emphasis on operational disciplines in some areas creating operational difficulties.

With the financial and people capacity of the organisation "maxed out" to meet demands, there are few resources to effect change. In rebalancing the demand and resource equation, the need for resources for change needs to be considered.

Doing okay, all things considered

We found HBRC to be reasonably efficient with the resources it has. The respondents to our research rated HBRC to be averagely effective. Regional councils cannot stand still given their constantly changing environment and demands.

Some quick stats from interviews (people inside and outside of HBRC) provide a snapshot of its perceived efficiency and effectiveness:

- 48% of respondents believed that HBRC is averagely efficient.
- 57% noted that HBRC is above average in terms of its effectiveness.

Ready for change

Working within regional financial limits, HBRC needs to sharpen its priorities and deliver what matters most. HBRC seeks to encourage greater community responsibility in some areas of service delivery. Part of this approach will include adjusting its operating model to educate, equip and empower those outside of HBRC, including stakeholders and the community, to share in the many challenges the council has.

Core Problem

Why adjustment is necessary

HBRC's overcommitment is limiting its effectiveness.

- Financial overcommitment: excessive pressure on rates and the debt ceiling
- Servicing overcommitment: over-reliance on 1:1 or one-to few delivery model
- Priority overcommitment: high expectations and hard to know what to say "no" to
- Workload overcommitment: tension between urgent and important priorities.
- Management overcommitment: too much upward delegation, inefficient match of skills and responsibilities.

It is believed that adjustment should consider pulling HBRC back further than a 'just balanced' position, so that it has capacity to make changes as new challenges arrive in years to come.

Shifts

Five "shifts" in organisational practice which would address the core problem of overcommitment have been agreed. These have shaped how the actions have been identified and the outcomes they are geared towards.

The five shifts are:

Refined organisational purpose

There was overwhelming support for a clear purpose, but when asked to define HBRC's purpose, there was significant variation between respondents. Environmental protection was most frequently offered, but community resilience was often mentioned. Our take is that community sentiment is moving towards resilience and HBRC needs to consider how to respond to this current expectation, in how it presents itself to the community and its priority focus areas.

"Active" organisational priorities

The overcommitment problem is a product of inadequately managed demand. Our research showed that some of that demand arises from a lot, or too many, priorities. It also arises from generous levels of service. This shift involves tightening priorities in line with the purpose, and more active management of levels of service to stay within available resources.

Confident decision-making

Pressure from overcommitment can lead to over-cautious behaviour and a tendency to delegate upwards to avoid risk. Our take is that this has translated into slow or even deferred decision-making and reduced innovative thinking. The shift involves sharper decision-making at both governance and management and greater operational delegation to Tier 3.

Greater integration

HBRC has become noticeably vertically rigid. This is assumed to be a defensive response to recent risks and pressures. Such rigidity limits access to the talents, knowledge and experience of the whole organisation to apply to problems. This shift involves greater horizontal integration, especially at Tier 3.

Declutter internally, delegate externally

There is evidence of some operations either duplicating or overlapping. This produces wasted efforted. This shift involves identifying and eliminating this wastage and, in some cases, moving some services or functions outside the organisation.

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Actions Overview

Actions to realise the shifts have been identified and grouped into three categories:

- Essential Actions (EA)
 - o Milestones / significant pieces of work
- Supports (S)
 - Durable structures to enable success
- Quick Wins (QW)
 - Finite projects (sometimes multi-year) within which 'wins' can begin to be realised quickly.

Connecting Actions to Shifts

The actions connect to the agreed shifts, as shown below:

Figure 2: Connecting Actions to Shifts

Key finding	Shift →	Key actions	Expected outcomes (combined)	Indicators of success
Resourcing is geared to deliver to the current strategic plan, which is out of sync with today's needs and contains priorities which are generating greater demand on services than can be realised	Refined organisational purpose	EA1: New Strategic Plan with sharper, fewer priorities and an increasingly delegated service delivery model EA4: Engage communities and the organisation - connecting the region and wider HBRC staff to its work and successes	 A confident and purposeful council delivering to its priorities Priorities are all grounded in regional realities A council trusted by its community A region and staff connected to and understanding HBRC's work and its benefits (to the appropriate degree for their connection) 	Performance improvements Positive organisational engagement and feedback Positive community engagement and feedback (including increased confidence, trust)
HBRC has not adequately adjusted service delivery (and relevant expectations) to operate within resourcing limitations – particularly when priorities are added or circumstances change	"Active" organisation priorities	EA2: Adjusting service levels and service delivery model - delivering services within resources, increasingly delegated community involvement EA3: Develop and apply modelling of expected impacts of changes before they are applied	An agile organisation with enduring financial strength Increased community responsibilities and involvement in some areas of HBRC's operation Roles and responsibilities, accountabilities are re-geared to deliver priorities Capability and capacity are appropriately allocated across HBRC Service level and delivery model adjustments operate within resourcing The ability to make sound decisions based on measurable insights	 Fewer overruns – time, budgets Community engaged in delivery of some services Cost savings / considerations being realised Increased confidence inside the organisation

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scrutinised over recent years, and throughout the organisation there is evidence of a loss of confidence instanced by delayed and/or upward delegation of decision making	Improved decision- making	S2: Increase decision-making supports, reduce transactions - support active and robust decision-making throughout the organisation S3: Improve councillor onboarding process - applying past learnings, a more comprehensive process	 Robust training and decision-making framework/s are enabling better decision making, minimised upward delegation of decisions and decreasing fear or decision delays Well-informed incoming councillors who feel confident in their understanding of HBRC 	related) bottlenecks (resulting in fewer missed deadlines, less internal/external frustration) • Positive feedback from incoming councillors • Joined-up systems across business units
portfolio of urgent priorities has unintentionally shifted HBRC into siloed behaviours, which is leading to missed opportunities for joined- up work across and between business units	Greater integration	S1: Tier 3 connection - weaving together operational capability at tier three S4: Align technical priorities to organisation needs and resourcing S5: Balance the emphasis on ICT innovation	 Increased operational streamlining across business units Pressures on the organisation being released through joined-up operational problem solving, ICT innovation and technical priorities and organisational needs alignment Greater clarity and involvement in ICT priority setting across the organisation leading to efficient project sequencing and prioritisation 	Increased delegation from T2 to T3 Increase in peer-to-peer problem solving Decrease in ICT submissions backlog Increased understanding of ICT priorities across HBRC (less duplication, less frustration)
Some current practices within business units can be adjusted to achieve cost-savings without compromising statutory requirements. Other low priority activities could be discontinued altogether	Declutter internally, delegate externally	QW1: A 'next-gen' model for Land and Environment QW2: Streamline State of the Environment reporting QW3: Harness the power of data and information QW4: Increase collective responsibility for financial success QW5: Tune Works Group's emergency response and improve connections QW6: Actively pursue further financial savings opportunities	Resources are being used more efficiently (including increase in one-to-many) Cost savings are being achieved and operations are less resource-intensive Community involvement is enabled in specific, identified areas Changes within business units align closely to the reset strategic priorities HBRC has increasingly improved access and use of its data and information All levels of management have a firm understanding of financial considerations and their responsibilities	 Cost savings are being realised, measured, and reported on Operational efficiency improvements are being voiced by staff and contributing to more joined-up delivery Improved cashflow management is enabled through increased contract visibility.

How it will work (high level sequencing)



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Essential Actions

Essential Actions are milestones and significant pieces of work.

Essential Action 1: New Strategic Plan

Sharper, fewer priorities

Expected outcomes

- A strategic plan that gets the organisation back onto a strong strategic footing.
- A strategic plan that resonates with staff and stakeholders alike.

Indicators of success

- Stronger sense of purpose and direction.
- Performance improvements.
- Positive organisational engagement and feedback.
- Positive community engagement and feedback (including increased confidence, trust).

Why is this important?

- In recent years HBRC has operated on a "needs must" basis as a result of the immense pressure exerted by adverse events. This needs to change to a more strategically driven organisation.
- It is difficult for stakeholders to collaborate with HBRC if they don't have a strong sense of its purpose and direction.
- It has been clear that the preferred way to drive change begins with an updated Strategic Plan which can then cascade down through other processes and planning documents.

Considerations

- The current strategic plan is out of date.
- There is limited evidence that leaders have a shared and intuitive understanding of the strategy.

- There are indications that stakeholder expectations of regional councils and HBRC have been changing as a result of changed circumstances.
- Stakeholders believe HBRC has too many priorities and is not clear on what it will and won't do.
- Stakeholders believe that there is a lack of shared internal vision at HBRC about what is important, particularly Cyclone Gabrielle vs BAU priorities, with 69% stating that they believe that HBRC is more focused on the urgent than the important.

What needs to be done

- An accessible plan boiled down to a strategy on a page.
- Strong purpose more mission (focused) than vision (open ended).
- · Fewer and sharper priorities.
- Clear statement of outcomes.
- Built on best possible contextual analysis.

Activities

A new Strategic Plan with tight priorities and clear service level guidelines

- Identify high level purpose and direction (including levels of service signals) in an externally facilitated workshop with councillors.
- This would be considered in the context of government expectations.
 Levels of service signals are developed as 'options' for modelling, meaning testing the impacts before confirming the option.
- A draft plan, guided by the parameters, is generated by ELT.
- Levels of service considerations are applied to the draft plan "options" and anticipated outcomes are identified (e.g. cost savings, staffing or delivery model changes, etc.).
- Councillors consider the findings of the modelling and agree changes to levels of service.
- Draft plan takes in changes and findings from modelling decisions, into a final Strategic Plan.

Strategic Plan used to guide the 2027 LTP process

- The priorities of the strategic plan would then flow through to LTP 2027, or for earlier implementation where possible.
- Supporting actions, such as Essential Action 3 develop and apply modelling – will also support the LTP process.

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Essential Action 2: Adjusting service levels and service delivery model

Delivering services within resources, increasing community involvement

Expected outcomes

- Clarity of role and purpose through a clear definition of what HBRC does and doesn't do.
- Roles, responsibilities and accountabilities are re-geared to deliver priorities.
- Increased community responsibilities and involvement in some areas of HBRC's operation (increased enabling of community interests by HBRC).
- Capability and capacity are appropriately allocated across HBRC.
- Service level and delivery model adjustments operate within resourcing.
- An active and agile organisation as a result of tight discipline on levels of service.
- Minimised demand-driven scope creep through tight discipline on the cost of services.
- Reduction of budget over-runs by correcting for optimism bias in setting service levels and budgets.
- Stronger budget control mindset through transparent cost control information.

Service levels and high-level budget control in the hands of ELT.

Indicators of success

- Fewer overruns time, budgets.
- Community engaged in delivery of some services.
- Cost savings / considerations being realised.
- Increased confidence inside the organisation.

Why is this important?

- In many ways, the Levels of Service adjustments are the critical mechanism which HBRC will use to focus its resources where they achieve the most.
- While the strategic plan prescribed in Shift 1 would determine purpose and direction, a further mechanism is required to translate those intentions into operational form.
- Such a mechanism also needs to be able to shape and size the nature of operations to meet both the strategic intent and the available resources of the council.

Considerations

- Tighter control over service demand and maximum service levels is required.
- Balance is required between these dimensions for an effective service portfolio. Too much open-ended response has resulted in too many priorities.
- An enabling model of operation, involving a shift from 1:1 service delivery models to one-to-many models. This includes enabling greater community contribution to complement the HBRC contribution.
- The current Levels of Service exercise undertaken as part of the LTP development tends to leave too much room for overservicing.
- At an operational level, it is difficult to say no, and levels of service specification will provide the justification.
- Besides rebalancing existing service levels, the levels of service process could be used to actively triage new services and changes to service levels "in-flight".

What needs to be done

- The current levels of service process needs to be adjusted for this new purpose.
- It needs to operate independently and take place prior to the LTP process.
- It needs to feed directly into the ELT so that strategic resourcing and service configuration decisions can be made, even in real time, if required.

- The levels of service process requires a modelling component so that the financial impact of changes to service settings can be evaluated against options being considered and used as an indicator that proposed changes are likely to have the desired effect.
 - This modelling will likely require additional resource to establish and develop.
 - It is proposed that this modelling system will begin with a more fundamental model focused on key areas and metrics, only. See Essential Action 3 for the proposed 'phased development' approach.
- Mapping of existing service levels, including understanding what is fixed versus what can be adjusted, will need to be provided by relevant business units. Resistance to change needs to be challenged.
- Operational oversight of the levels of service whilst "in flight" will triage proposed changes to services.
- The three most important dimensions for calibrating levels of service, are:
 - Active service v passive response the level of resource the council puts into a service and its expected reach.
 - Sole responsibility v shared responsibility the services or parts of services for which the council takes full responsibility and those where it takes partial responsibility or none at all.
 - Fixed v agile the extent to which the council is committed to long term resourcing responsibilities such as infrastructure, compared to more short term and tactical interventions.

Activities

Repurpose the levels of service process

- Adjusting the levels of service methodology towards greater focus on minimising overservicing.
- Define who is involved and how councillors, ELT, operational managers, analysts and corporate finance.
- Repositioning of the process in the planning cycle to meet new needs.

Map service levels in key areas to support modelling

- Identify (through the Strategic Plan draft service options) the key areas for service level adjustment consideration.
- Map services in these areas to identify what is a statutory requirement of service vs. additional services.
- Identify the key metrics required for decision making against the options being considered (e.g. key financial information, understanding of obligations).
- Mapping would likely comprise two phases of development (explained further below) where the first phase is more manual and specific, the second phase expands into more detail.
- This task is likely to require additional resourcing to re-shape current processes to meet the needs of the organisation and the timing required for application. For example:
 - Phase 1 development of the model could provide reasonable information to support decision making at a high level. The appropriate level of management can then make decisions as to exactly how the service adjustments

could be realised through implementation – the modelling is firstly about providing good indicative information to decision makers that the adjustments they are proposing will likely have the desired affect (e.g. likely cost savings vs. likely cost increases).

- In Phase 2 development of the model, this mapping could expand and/or become more detailed to further support the LTP process and more active management of organisation priorities.
- Information additional to financial indicators would include whether the service level is core to HBRC's operation (meaning required through organisational documents albeit additional to statutory obligation) or one that is more easily adjusted. Please see Essential Action 3 for details about how this phased approach could be developed.

Consider and consult (internal and external) on changes to Levels of Service:

- · Specify potential adjustments in each service
- Run modelling against options to evaluate best effects
- Consider compensatory actions that might be required to get a net gain position
- Work with councillors to agree changes to levels of service, especially in areas with significant "customer" impact
- Consider operational impacts through Tier 3 feedback, especially when changes are applied at the Business Unit level
- Consult with stakeholders as required
- Roll out adjusted levels of service

Essential Action 3: Develop and apply modelling

Modelling impact of changes before they are applied

Expected outcomes

- Service levels are well matched to resource availability.
- Modelling can support good decision-making.
- Over-runs and additional money requests are minimised / managed to ease pressure on overall budgets.
- Conformance to cost budgets becomes the norm.
- Decision-making on service options is improved.

Indicators of success

- Fewer overruns time, budgets
- Cost savings / considerations being realised
- · Increased confidence inside the organisation

Why is this important?

 The proposed levels of service process is only meaningful if it is accompanied by accurate resource and financial modelling.

- This will produce 'active' organisational priorities which can be scoped to fit within available resources.
- Optimism bias around budgets and outcomes need to be tempered with realistic financial modelling.
- Budget overruns undermine organisation discipline.

Considerations

- Having a model which can consider changes to key variables, are required to realise the Levels of Service essential action. In particular.
 - Financial modelling will play a primary role in management control of costs and programme-byprogramme analysis will help staff control costs.
 - Services modelling meaning an understanding of how services are currently delivered (including statutory requirements) - and the ability to understand the likely impact of changes, before they are made (high level indication).
- Service levels must align with the organisation strategy.
- Use of options is a useful methodology for refining service levels and costs.

 This could quickly become very involved. Expectations should be clearly set that this modelling supports good decision making, but it cannot seek 'perfection' – it is an advanced indicator of likely outcomes. For example, its development must balance information needs with time taken to identify them. Over time, it's capability can advance.

What needs to be done

- A robust, purpose-built modelling system needs to be established to test proposed variations to levels of service. Standing up a model of this nature is likely to require additional support and/or resource to develop, apply and get operational.
- Besides building level of service models, a monthly dashboard would be required to report on progress from a financial perspective and provide live management information. The level of reporting should be developed considering what is already available through existing software, and additions made only if necessary (and if resourced appropriately).
- Financial and servicing modelling to be applied to options which will indicate the likely cost savings and assist managers with the rightsizing of the organisation.
- Preliminary discussions with the finance team have indicated that they
 have several mechanisms they can put in place to track and report on
 this work.

Activities

Develop modelling

Phase 1 (2025/26)

Set up and test option modelling to support levels of service (above) and gearing up towards LTP process

- Supporting the development of the Strategic Plan.
- Developed to support forecasting for specific options being considered in the Draft of the Strategic Plan and support good decision making (targeted development of the model just to the areas in question).
 - Elected officials to provide clear indications of the changes they expect to see to levels of service.
- Likely a more manual process in early stages than the Phase 2 model.
- Used as a pilot to support modelling development for future planning processes.
- May require some additional resources to support impacted business units to develop and/or apply to options (to be identified in further detail in the Implementation Plan).
- Will include the addition of tracking/markers into the financial system.

Phase 2: (2026/27)

Develop/expand to support LTP and expansion to other areas of HBRC

- Consider and apply learnings from phase 1.
- Focused on supporting the next LTP.
- Includes exercise with managers to identify budgets using a 'bottom up' approach.

- Development based on priority meaning which are most likely to require changes to service levels and/or form key pillars of the LTP.
 - ELT to look across the whole spectrum of services and work through areas likely to yield the best returns for effort.
 - Uses a standard set of criteria.
 - Those areas would go through a levels of service review, first.
 Others would be completed as time and resources allowed.
 - These criteria would assist with building the organisation-wide model over time.

Ongoing development (phase 2 onwards)

- Development of the modelling over time will roll out across other areas of HBRC to support changes to service levels being made 'in flight'.
- Development likely to focus on most impactful areas, first.
- Supporting leadership in the use of the model when adjustments to levels of service are being considered "in flight".

Indicative criteria for modelling (as examples)

Note: phase one would be unlikely to use all of the following examples, and these would not be captured across the entire organisation in phase 1, rather, a 'triaged' set of data to support good decision making would be identified).

Examples of Hawke's Bay Regional Council information:

- Key financial indicators such as budgets, expenditure, contractual financial obligations, staff costs, operating costs, etc., and potential for savings.
- Policy / statutory ('must have' vs 'nice to have').
- Consequences (e.g. where an adjustment will affect other areas).
- Long term outlook.

Examples of external information (captured and provided only if relevant to the proposed options):

- Monetary (grants, subsidies) of relevance
- Workforce (volunteers, community groups, organisations such as local council staff) of relevance
- Information: data, intel available if / as relevant.

Detailed requirements to be scoped in implementation and as part of the Strategic Plan process.

Set up a Fit for the Future dashboard

Set up a Fit for the Future dashboard to track cost savings and progress across the programme

- Identify key metrics for dashboard and what is already available and/or within current resourcing (e.g. adding options in existing software vs additional requirements).
- Work with ELT and affected areas to create reporting processes.
- Connect with Fit for the Future "virtual desk" to produce monthly dashboard reports.

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Essential Action 4: Engage communities and the organisation

Connecting the region and staff to HBRC's work and successes

Expected outcomes

- Affected communities feel engaged and understand the work that HBRC is undertaking and why.
- Affected iwi/Māori and stakeholders are connected into the work and feeding into it where appropriate.
- The wider community is aware of the work and why it is important. In some cases, they are more actively involved/enabled by HBRC.
- All staff are well connected to the work and understand the role they
 play, how the programme operates, is progressing and why the
 changes will support the organisation to relieve overcommitment
 pressure.

Indicators of success

- · Positive organisational engagement and feedback.
- Positive community engagement and feedback (including increased confidence, trust, participation where appropriate).

Why is this important?

- To enable success, the work also needs to be clearly understood. This
 is particularly important where community, iwi/Māori, affected
 stakeholders will be actively involved, or affected by the changes.
- Early, frequent, accessible and clear and engaging communication and engagement will positively support the success of HBRC in this work.

Considerations

- There are several levels of communications and engagement opportunities woven through this work.
- Many are positive, particularly at the broader communications level.
- Some will require engagement specifically crafted to support change

 such as in the land management area where engagement is
 required (rather than information provision).
- Research indicated a significant level of uncertainty about the organisation's purpose indicating a lack of understanding of and consensus on that purpose.

- The question of purpose will be addressed by the new Strategic Plan, but it will require a public narrative that carries this purpose into the public domain.
- HBRC's communications and engagement team will lead the communication strategy and connect this with agreed communications objectives and requirements.

What needs to be done?

- Communications support should be actively involved early and connected frequently to this work and its component parts, and the people managing them.
- An over-arching plan to communicate the work will require strategic timing, messaging and to support key milestones of the work and must carefully manage risk.
- Specific engagement plans will be required to support more specific activities within the programme where more than information provision is needed to support the success of the activities.
- There is enthusiasm to increase community involvement (enabling) in some areas of HBRC's operation. This will also require specific, mindful and well-considered engagement to support successful uptake from the community. This would sit alongside the actions of the appropriate people managing the processes (e.g. Land and Environment Management).
- Supporting resources such as well-worked questions and answers, media training, key messages, communications and engagement sequencing, social media planning, imagery, infographics, website information, presentations, notices and supporting documentation will also need to be appropriately assembled and disseminated.

 It is also worth noting that in some cases, it was found that it is likely that on-the-ground engagement with people may be unintentionally increasing servicing expectations. Ensuring that all staff who will have engagement with the public are well-versed in the wider work, as well as the detail of the work they are participating in, will be really important – especially where service levels are being adjusted.

Actions

- This Action Plan draws a distinction between "communication" and "engagement" as a way of articulating the type of approach being suggested, and the resourcing that may be required to support it.
- The (over-arching) communications plan is proposed to be geared more towards information sharing activities:
 - Delivered through mechanisms such as e-newsletters, website information, media releases, social media, media interviews and so on.
 - In many cases, information is more high-level and spans across the programme.
- · The engagement plans are more collaborative and detailed:
 - One-to-few type of engagements with specifically identified groups or people where two-way engagement is required.
 - Delivered through mechanisms such as meetings, collaborative sessions (brainstorming, workshops, etc), where there is an increased need for feedback, consultation and/or collaboration.

- Typically required where change is more impactful to specific people or groups, or there is a need to empower people to increase their participation.
- Whilst the reality is that across the actions there will likely be both communication and engagement mechanisms used at different times for different purposes, the weighting of these is more heavily towards one or the other.

Fit for the Future over-arching Communications Plan

- Communicating over-arching direction and purpose.
- Communicating major milestones of the work to the community over time.
- Sharing "good news" stories achievements, updates and alerts.
- Unfolds a new narrative strategic positioning to support the new plan.
- Aims to get rid of any misinformation in the public arena.
- Helps the community to feel clear on what HBRC is doing, the outcomes it is seeking, and where appropriate, how people participate (high level).

Action-specific engagement plans

There will be a series of engagement activities required:

All staff will need to be updated regularly (e.g. through All Staff
meetings) and have a clear understanding of the work, its purpose
and outcomes sought. It is important it is not just viewed as 'BAU'.
Everyone must understand the role they have to play in making the
work successful.

- On-the-ground staff and communications staff members are likely to need to work in a connected way to ensure that both streams of communication and engagement do not unintentionally undermine one another.
- Action areas identified in this plan are likely to have variable engagement needs. Those which affect the public, iwi/Māori and/or external stakeholders will need clear engagement planning and supporting work which connects across the programme and considers the specific needs of the piece of work.

Supports

Supports are durable structures established to enable success.

Support 1: Tier 3 connection

Weaving together operational capability at tier three

Expected outcomes

- Business units, through increased tier 3 integration, are actively identifying opportunities to streamline and minimise wastage.
- Increasingly, operational problems are being resolved before they escalate.
- Tier 3 leadership are supporting one another through peer-to-peer problem solving.
- Tier 3 leaders feel increasingly confident in their decision-making.
- Good decision-making is contributing to minimised upward delegation to ELT and good decision-making practice.

Indicators of success

- Joined-up systems across business units.
- Increased delegation from T2 to T3.
- Increase in peer-to-peer problem solving.

Why is this important?

- Tier three staff are capable of managing more operational decisionmaking that is currently sitting with tier 2 (ELT). This includes supporting decision-making around operational prioritisation – such as when tasks are requested outside of scope or resources, and how to manage this appropriately.
- Appropriate horizontal integration at tier 3 is a good way to provide connection across the organisation, identify opportunities for on-

- going streamlining/efficiencies, and better schedule work programmes to avoid pressures on areas within the organisation with multiple servicing expectations.
- There is a lot of goodwill from tier 3 to establish a group which would take on responsibilities to support ELT. This would allow ELT to have the capacity to decrease its involvement in operational decisionmaking.

Considerations

- This mechanism has existed previously but is not currently operational. It is likely to need resourcing to re-establish it.
- Momentum and dedication will be critical to the success of this group. Its members must be able to prioritise the workload and maintain sustained engagement to its work. The inaugural members will be vital to setting the tone for this.
- A Tier 3 Leadership Team presents opportunities for realising effectiveness goals and once operational, identify streamlining opportunities to be more efficient. It is primarily an effectiveness mechanism, particularly in its early stages.
- There is a large number of tier three managers. How they are all involved needs further consideration. Options include rotating membership and sub-committees based on an established work programme.

What needs to be done?

Research and investigation identified the following opportunities for intervention:

- There were multiple sources of feedback from within the organisation who noted there is a lot of talent at the tier 3 level which is not being fully utilised.
- Concurrently, there is upward delegation of decision-making to ELT (see decision-making section for further information).
- Connected to this upward delegation appears to be a cycle of information demand to support decision-making upwards, which is adding workload to the organisation.
- Multiple sources noted work being completed in silos citing
 pressures on staff and timeframes as driving behaviours of this
 nature and broad agreement that the silos were helpful in some
 ways but are overall 'too siloed', meaning that they were not
 appropriately balanced with horizontal connection.
- Work Programmes (business plans) are not being created across business units at the same time. This is likely contributing to pressure on services within the organisation which service multiple needs (such as ICT or science, for example).
- Prior to Cyclone Gabrielle, there was a more formalised tier 3 leadership structure, which no longer exists.
- It was noted that there is a focus on addressing "larger problems" and that day-to-day problem solving can be challenging to set aside time for.
- Whilst it has not been supported by quantitative analysis of all meetings in staff diaries, there was consistent sentiment that there are "too many meetings" – meaning meetings are frequent and not always effective, sometimes containing too many people or issues with deferring decisions to further meetings. This is adding to the narrative that staff are feeling under pressure ('too busy').

 Raised frequently was a culture of finding it difficult to know what to say "no" to. This is also contributing to a culture of staff feeling overcommitted.

Activities

Group Establishment

- It is proposed that a smaller working group is selected to establish a tier 3 structure and how it will operate.
- It would have a clear scope, purpose and expectations for the operation of the group including:
 - Terms of Reference: membership considerations, structure and processes (such as subcommittees and connections, such as to the recently established Digital Governance Board, which is likely to have similar members), leadership and a programme for meetings, decision making and prioritisation process.
 - Regular connection to tier 2/ELT (possibly through meeting cross-over mechanisms).
 - Appropriate structure to facilitate productive use of time and skills across tier three:
 - As part of its establishment, the group will need to consider how to operate effectively, particularly given there is a large group of staff at this level.
 - Some mechanisms the group could utilise include having subject matter focused attendees joining specific meetings, use of subcommittees, and so on).

Plan/direction document

- A plan or direction document could articulate priorities of the group (which would be created in connection with ELT). It could include:
 - A set agenda of regular items such as shared problemsolving activities (focused on real time problems within the organisation); levels of service reviews; financial delegation reviews and maximising the effectiveness of the connection to tier 2.
 - 'Projects' such as streamlining of work planning processes and templates; upskilling staff/team leaders; institutional knowledge capture/retention; contributions to staff experience and culture (such as team building and staff onboarding journey advancements) and contributing more actively to the Quarterly Leadership forum agenda including active problem solving of 'real' problems the organisation is facing.
- Socialisation, positioning/building the mandate for the group, being clear on its purpose and objectives and maintaining momentum will all play a role in the success of the group.

Support 2: Increase decision-making supports, reduce transactions

Support active and robust decision-making throughout the organisation

Expected outcomes

- Raised confidence around decision-making at all levels.
- Expert problem solving, particularly at operational levels.
- Devolved decision-making (within levels of competence), to minimise internal bottlenecks.
- Streamlined (reduced churn) and consistent (reduced rework) governance and management decision-making practices.
- Supporting better horizontal across-team connection to enable information sharing and improve decision-making across groups.

Indicators of success

 Decrease in (decision-related) bottlenecks (resulting in fewer missed deadlines, less internal/external frustration).

Why is this important?

 Major disruptions including Cyclone Gabrielle and its aftermath have affected how staff make decisions through all levels of the organisation.

- The organisation has been under the microscope, and as such, confidence in making decisions has been adversely affected. This is resulting in:
 - Very cautious decision-making leading to longer than necessary timelines for decisions and requests for more information to the point of diminishing returns. HBRC is at the high end of governance transactions when compared to other councils, even larger ones.
 - Making and unmaking decisions a result of uncertainty.
 - Upwards delegation driven by the fear of making the wrong decision and not wanting to take responsibility. The effect is bottlenecks higher up the organisation.

The result is:

- Too many meetings not just at governance level but also reports of this from within the organisation. Meetings generate cost both of those present and servicing of meetings.
- Timelines that are too long despite the meetings, there is a perception that key issues are taking too long to be resolved resulting in more meetings to the point of diminishing returns.

- Many complex problems can be resolved in the process of implementation. Good management decision-making can set the organisation off on a virtuous cycle of problem solving. Poor or delayed decision-making can frustrate problem solving and lose its benefits.
- While it is difficult to prove, it is likely that impaired decisionmaking also results in lost opportunities, staff uncertainty and overall reduction of confidence levels. These effects were referenced by some respondents spoken to inside and outside of the organisation, indicating that the effects are probably variable through the organisation.

Specifically, there is a:

- Large number of governance transactions compared to some other councils (HBRC had the highest number of council meetings and workshops (combined) than three other comparators - 94 compared to the average of 75.5)
- Broad-based concern about the speed of decision-making at all levels
- Upward delegation of decision-making causing bottlenecks and delays.

Considerations

- There is one thing worse than a bad decision, and that is no decision at all. Lack of decisions can paralyse an organisation. A bad decision can be revisited, corrected and the damage repaired.
- This is an organisation dealing with complex issues, where confidence and momentum are particularly important.

- The decision-making culture is set at the top (council and ELT) and cascades down through the organisation. Role modelling of good decision making will flow through the organisation.
- The tension between expectations and resources evident at HBRC means that there are tough decisions needing to be made well.
- Good decision-making is part of good problem solving. HBRC deals with complex problems which require resolution by staff.
- While the ideal is good decisions made well, staff also have to have "permission to fail", and to put right, without attracting damaging judgement. People learn from the failures and their successes.
 Guardrails are important to avoid serious failure. Obviously, a pattern of poor decisions is quite another matter.
- While double-debating suggests a thoroughness to decisionmaking, it raises real questions around confidence and momentum and has the disadvantage of role-modelling delay. The same can be said about an over-emphasis on consensus decision-making.
- Understandably, there are challenges weighing on decision-making as a result of changes and uncertainty from central government.
 That said, it is important that HBRC doesn't let these considerations stall it's decision-making, as decisions still have to be made – to do nothing is still a decision and still has consequences.

What needs to be done.

- Improvements to decision-making will play a key role in HRBC's ability to operate effectively.
- Confidence in decision making needs to be rebuilt.
- Good decision-making doesn't just happen. It requires training, development, and management endorsement (in word and deed).

Activities

Streamline the ELT agenda

- Control mechanisms on the agenda will ensure that priority is given to strategic considerations and decisions, over operational ones.
- Delegation of greater operational decision making to tier 3 leaders.

Enhance Quarterly Leadership Forum

- · Seeking active involvement in the agenda from tier 3's.
- Introducing 'real problem' workshopping with leadership on current organisational challenges (rather than hypotheticals).

Implement decision-making training

- Across all levels of management.
- Decision-making frameworks / approaches / managing biases, etc.
- Reduce the number and improve the effectiveness of meetings as a result of improved decision-making practice.

Develop decision making framework/s.

 A proposal for a decision-making framework was drafted by participants in the decision-making lab and could be developed further:

Figure 3: Draft decision-making framework



 Worth noting is that the draft framework includes "risk" and can connect to the work of the Risk and Audit Committee, particularly as this relates to internal controls / critical controls such as management practices and activities (and others such as culture, capacity and capability of people, connection to stakeholders, and so on).

Review and reduce/streamline meetings and workshops

- Councillors participate in a process to actively examine their decisionmaking practice to seek ways of streamlining it, particularly with a view to enabling the organisation and creating momentum.
- A facilitated session where councillors develop an informal decisionmaking practice guide could be useful.

Support 3: Improve councillor onboarding process

Applying past learnings to improve onboarding

Expected outcomes

- New councillors feel confident in their decision-making, which comes from knowledge and understanding.
- Learnings from previous and remaining elected members have improved the onboarding process for new councillors.
- Improved governance and management decision-making skills to support levels of service adjustments and responses.

Indicators of success

- Positive feedback from incoming councillors.
- Informed, early participation by incoming councillors.

Why is this important?

- The three-yearly cycle of council elections can damage continuity in programme and processes. Building measures to encourage continuity will help maintain organisation momentum.
- This continuity is particularly important at present because of the complex challenges facing HBRC.

 Feedback from existing elected members is that they felt there could have been more to support them when they were incoming, including improved understanding of HBRC-specific systems, finances, and so on. This knowledge can speed up the onboarding and decision making in the early stages of the new triennium and build confidence early-on.

Considerations

- Well-informed councillors are good councillors.
- Continuity is vital.
- Learning by "osmosis" is too slow.

What needs to be done

- Formal process of information and briefing to ensure all councillors are up to speed with the programme of the council and also its operational practices.
- In particular, ensuring councillors are up to speed with council meeting and decision-making practices.
- Decision-making training (see also: staff decision-making training).

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- · Financial training (see financial training opportunities).
- "Rules of engagement" on decision-making between ELT and governance

Activities

Upgraded onboarding process for the new council

- Structured training around decision-making practices and processes (see also: decision making framework).
- · Feedback from existing councillors fed into improvements made.
- More advanced onboarding programme.
 - Enhanced HBRC-specific financial, decision-making, problem solving and governance training.
 - Improvements to incoming councillor briefing process, documentation and supports.
- · "Rules of engagement" between governance and management.
 - o Who decides what?
 - Who is accountable?

Support 4: Align technical priorities to organisation needs and resourcing

Stronger organisational connection to ICT

Expected outcomes

- A cross-organisational governance structure (the "Digital Governance Board") aligns technical priorities to organisational needs and resourcing.
- Connection across the organisation into ICT priorities and best practice.
- HBRC staff increasingly skilled in delivering efficiency gains, including through the use of technology such as AI and automation.

Indicators of success

- Increased understanding of ICT priorities across HBRC (less duplication, less frustration).
- Services and technology aligned to new operating model/s and Levels of Service (see Essential Actions 1 and 2 for more information).
- Regular identification of opportunities to accelerate quick wins, minimise duplication, realise cost savings.

Why is this important?

- HBRC was identified as a more labour-intensive organisation. It is likely that it will increasingly turn to ICT-based or supported solutions to enable one-to-many delivery models and operating efficiencies.
- Some business units are developing ICT solutions with little or no contact with ICT. The better informed that staff are, the more likely they are to engage with ICT to resolve challenges/implement solutions that meet best practice.

Considerations

- Research and investigation identified the following opportunities for intervention:
 - There is a lack of organisational input and awareness of ICT priorities and work programme (ICT roadmap).
 - This is resulting in duplicated efforts at business unit level and frustrations such as not knowing that ICT projects that would support them in their work are in the pipeline.

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- Examples include creation of ICT solutions within business units which are not aligned to ICT best practice standards.
- There is no formal mechanism to connect staff across HBRC to ICT priority-setting and work programmes.
- ICT have identified that there are potential opportunities for HBRC to connect with other local councils to identify and action shared services (such as regional customer support using existing knowledge base and Al functions).
- The CIO is not a member of ELT. There is an opportunity to consider appointing them as a non-executive member of the Executive Leadership Team as a way to increase knowledge of ICT interventions and supports, and as part of strategic decision-making/discussions to provide regular information and reporting on technical priorities and the work of the DGB.
- The membership of the DGB is likely to be similar/share some of the same members as the Tier 3 Connection (Support 1), and duplication of function/efficiency needs to be considered when both are operational.
 - It is possible that the DGB could, in effect, operate as a subgroup/specialist group of the Tier 3 Leadership Group/connection with an ICT focus.
 - The ToR for both the DGB and the tier 3 group would need to appropriately connect and reflect how the groups operate without simply adding to the meetings and workload of members of both groups.

Activities

Implement a cross-organisational ICT governance structure "Digital Governance Board"

- The Digital Governance Board was stood up through the course of this work and had its first meeting in August 2025.
- The DGB is underpinned by strong operational disciplines:
 - Cost and efficiency focused.
 - Emphasis on security and resilience.
- · Other activities of the DGB would include:
 - Establishing an agreed work programme for DGB (year 1 priorities and responsibilities) – including work identified in this Plan.
 - Establish a Business Partner Model within the DGB connecting across the organisation to support identification
 and alignment of technical priorities to organisational
 needs and resourcing and to identify opportunities for
 innovation (which could then feed into the Innovation Lab).
 - Support sub-functions: Innovation Lab (see Support 5), Co-Design Hub (a collaborative ICT development function operating within HBRC).
 - Including triaging and prioritising opportunities for the Innovation Lab.
 - Put key tracking/measures in place, monitor, adjust and improve over time.

 Support/improve staff training on digital platforms as part of employee journey improvements (extended staff onboarding).

Simplify, consolidate and integrate the technology "stack"

- One project overseen by the DGB would be the consolidation of the technology stack.
 - Using SaaS solutions (where appropriate) HBRC can reduce support requirements including development, maintenance and hosting.
 - Using integration technology, HBRC can implement more targeted, fit-for-purpose SaaS solutions which bring together tools and data/information to deliver tailored and effective ICT solutions for HBRC staff.

Digitise, streamline and automate services to unlock efficiencies and savings

- · Identify regional shared services / collaboration opportunities.
- Explore self-service opportunities and integrated solutions.
- Implement first phase of roadmap (e.g. networking, infrastructure and resilience).
- Identify, scope and plan subsequent priorities (e.g. information management, printing, GIS).
- Digitise, streamline and automate services to unlock efficiencies, savings, self-service opportunities and integrated solutions.
- Create operating model / framework for future endeavours.
- Develop AI and automation training programmes. Consider AI / technology innovation awards.

Support 5: Balance the emphasis on ICT innovation

Unleashing ICT for innovation and real time problem-solving

Expected outcomes

- Balanced technology portfolio across long term strategic projects and quick win improvements.
- Rebalanced ICT resourcing to focus on continuous improvement and innovation initiatives.

Indicators of success

- Decrease in ICT submissions backlog.
- Increased understanding of ICT priorities across HBRC (less duplication, less frustration).
- Pressures on the organisation being released through joined-up operational problem solving, ICT innovation.
- Increased achievement of ICT best practice within business unit-led ICT platforms (Co-Design Lab).

Why is this important?

 The current ICT budget and planning documents do not support innovation in real time using ICT solutions.

- HBRC needs its ICT portfolio and budget to enable innovation and real-time solutions, as well as larger ICT projects.
- There is a backlog of around 400 internal requests for ICT solutions/support to the organisation which does not have budget allocation to action.

Considerations

- Research identified that whilst the organisation would benefit from
 'quick win' innovation and problem solving through ICT solutions,
 there was no specific budget to achieve this, with budgets focused on
 larger ICT projects.
- Additionally, while many business units would benefit from problemrelieving ICT solutions, they were unable or hesitant to provide their staff to work alongside ICT to implement the solution (often due to workload demands and priorities).
- It was also identified that 'within business unit ICT solutions were being implemented, some without alignment to ICT best practice.
- ICT solutions are one way to operate a less labour-intensive organisation (through automation, efficient use of platforms, etc.)

- ICT is an enabler to greater operating efficiencies. For example, as one-to-many delivery, passive delivery (information provision and automation, self-service, etc.).
- ICT also supports organisation innovation.

Actions

Establish the ICT Innovation Lab and the ICT Co-Design Lab

- Establish the ICT Innovation Lab and set up process for innovation sprints.
- Establish the ICT Co-Design Lab and connect to business units.
- Agree operating principles and/or Terms of Reference.
- Continue to remind/socialise these functions across staff (noting initial information has already been provided to HBRC staff).
- Identify potential resourcing support requirements (including reallocation of current staff).

Generate associated work programmes

- Generate associated work programmes and governance / prioritisations (facilitated by the DGB).
- Likely to include some service automation and providing Al training and tools to the wider organisation.

Process to release staff from BAU for innovation sprints

- Connect (possibly through the DGB's Business Partner Model) to business units to inform a 'release from BAU' process for staff to appropriately resource innovation sprints, continuous improvement and innovation-related initiatives.
- Generate easy-to-follow resources/information for managers so that they understand the commitment required.
- Processes may be variable/negotiated between different business units based on individual circumstances.

Monitoring and reporting

- Establish monitoring and regular reporting process to DGB.
- Consider how this connects to/feeds into Fit for the Future monthly reporting/dashboard to minimise duplication.

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Quick Wins

Quick Wins are finite projects (sometimes multi-year) within which 'wins' can begin to be realised quickly.

Quick Win 1: Implement a 'next-gen' model for Land and Environment

A flexible, more efficient method of delivery

Expected outcomes

- · A more enabling-of-others delivery model than is presently the case.
- One-to-many delivery model resulting in reduced resource requirements.
- Emergence of greater contributions to land management activity from community and stakeholder participants.
- Greater flexibility to align with the more "permissive" direction of regulation being pursued by the current government.
- More effective and efficient use of the talents, skills and experience of high value staff.

Indicators of success

- Cost savings are being realised, measured, and reported on
- Operational efficiency improvements are being voiced by staff and stakeholders and contributing to more joined-up delivery.

Why is this important?

- The current Environment and Land Management service represents a large cost to the council and has become unaffordable.
- Expenditure in this area exceeds that of two other larger councils in a comparative study (not Horizons which has a much larger land area and more ratepayers).
- It has a high contact operational model resulting in a higher cost structure and is potentially amenable to more flexible delivery.

Considerations

- The model developed in 2019 has been somewhat overtaken by changes in government's position on environmental regulation and compliance.
- Some of this programme (erosion control) has been debt funded for some years. A changed balance favouring greater passive rather than active mode of delivery is required.
- The council is, arguably, taking on some functions that are more rightly the responsibility of stakeholders such as land users.
- The role and capability of catchment groups has advanced in recent years, and they are better ready to take on more responsibility.
- A shift to place-based (district-based) servicing of "customers" is more efficient.

Actions

High level description of changed operating model

- Define where levels of service might change, particularly areas which are labour-intensive and resource-intensive.
- Define place-based format and district locations.
- Redefine staff deployment including the use of specialist expertise and specialist/generalist skills. Combining their contributions for best effect.

Stakeholder and community engagement

- Undertake engagement with stakeholders and stakeholder networks (e.g. catchment groups, biodiversity groups and predator control groups) about the changed model from an early stage.
- Engage them on their needs and priorities, in the rationale for the change and its proposed operational format.
- Iterate with stakeholders until a reasonable level of common mind is achieved.
- Note that many of these networks are entwined with other operations in the council presenting inter-operability opportunities and avoiding actions that will adversely affect other parts of the organisation. (For example, the hydro network is connected across the organisation).

Review networks and their connection to the wider organisation

- Changes to networks will impact throughout the organisation including Land Management and Science Services.
- At its core is the entire hydro network including flood warning infrastructure, data management, design etc.
- Network considerations are also an important part of Science Services.
- Changes to networks have to be treated at a whole-of-organisation level through joined up planning.

Final proposal and operational detail

- Finalise Levels of Service and the activities that will deliver on the Levels of Service.
- · Budget changes using integrated budgeting across the whole area.

- Undertake baseline budget development, building back from rates take to establish available funds. Prepare a net budget, noting that some savings will be offset by operational costs for alternative forms of delivery, such as facilitation with networks.
- Define accountabilities and responsibilities through into job descriptions and operational procedures.
- Liaise with ICT to ensure systems and processes can be available to enable and support the change of delivery model. Ensure that they are a good "fit". The change from one-on-one to one-to-some or one-to-many will require some different system capability.

Transition Plan

- Identify the components of the transition plan and how they roll-out.
 The effectiveness of the transition will be influenced by foundation research, preparation, design and communication.
- Specify a timeline cognisant of getting this new model fully operational in the field within the term of the development of the 2027 LTP.

Risk Management Plan

- Assess risks.
- Detail risk mitigation plans.

Monitoring and measurement

 Establish monitoring and measurement – contributing information to the Fit for the Future monthly dashboard.

Quick Win 2: Streamline State of the Environment Reporting

Adjust practices to make best use of resources and integrate into new science strategy

Expected outcomes

- Provision of SOE reporting that adds tangible value to the delivery of HBRC services.
- Provision of SOE reporting that informs councillors and the community and helps inform critical council decisions.
- Stability and sustainability of the Science Section and its services.
- Greater flexibility so that the Science Section has the capacity to shift and adjust their offering in terms of changing circumstances.

Indicators of success

- · Science is closely aligned with service delivery priorities.
- The science programme is more balanced, and vital programmes are properly resourced.
- Cost savings, where they are available, are being realised, measured, and reported on.

 Operational efficiency improvements are being voiced by staff and contributing to more joined-up delivery.

Why is this important?

- Science in HBRC does not operate in isolation. Science is a national undertaking, and the SOE contributes to national information sets.
- Underpinning science is vital for decision-making and priority setting in HBRC.

Considerations

- Staff estimate that around 75-80% of science services' work arises from the State of the Environment reporting, meaning that all other science activity must be achieved within the remaining ~20%. This is unbalanced.
- Overall science funding has been gradually falling since 2020/21.
 There has also been a fall in FTEs.

- The demand from Central Government and the council has increased, resulting in pressure on resources and clearer prioritising. There is not a sufficiently strategic and coordinated approach to setting priorities.
- Some programmes such as ISCO are now operating at sub-optimal levels which is threatening their viability and usefulness.
- Science priorities are as much driven by funds available as by what is needed, which has forced the Science Section to carefully choose priorities and manage costs. Consideration is required of how to deliver work in a different, less resource intensive way, including changing the frequency of reporting.
- It is not realistic to expect HBRC to hold expertise in all fields they are required to report on. This raises questions of collaboration with other agencies such as Public Research Organisations and contracts with other councils.
- Central Government is considering potentially significant changes in resource management requirements, but it is too soon to tell how this might impact science programmes.
- A new assessment and reset is required. This would include consideration of whether the right things and places are being monitored at the right frequency, and how the Section might contribute to, or influence the creation of national data sets.
- It's now almost a decade since the HBRC science strategy was established and much has changed. Now, with changes contemplated to Land Management, the expectations of science support will also change.
- There is an increasing number of science providers at the national and local level.
- Recruitment of science staff in regional areas is often difficult.

Actions

Update Science Strategy

- Build new science strategy reflecting changes and emerging opportunities.
- Incorporate changes to the SOE.
- Evaluate the overall impact on the Science Section.

Proposed changes to State of the Environment reporting

- Describe the changes proposed to the levels of service for State of the Environment reporting, informed through the strategy update.
- Consider service levels such as:
 - Frequency of reporting.
 - Statutory requirements
 - Organisational alignment.
- Describe benefits arising from the changes.
- Consider the role of M\u00e4tauranga M\u00e4ori.
- Consult/engage with affected parties.
- Produce a final proposal.

Transition Plan and risk management

- Consider transition to new structure and operation.
- Consider risk factors and mitigations.
- Incorporate into final proposal as required.

Quick Win 3: Harness the power of data and information

Simplify, integrate and consolidate electronic data, information and platforms

Expected outcomes

- Technology platforms and filing conventions are well integrated, making data and information easier to access and more readily available across the HBRC team.
- New staff are confident in how to use, locate and file information within HBRC's systems.
- Business units which interconnect and can easily locate and benefit from data and information collected by one another.
- All staff have a clear understanding of where to find key support resources including but not limited to training guides, internal process documentation, etc.
- Service consistency and improvements (cost and outcomes) are realised through shared services and regional collaboration.
- Information platforms which are not used are removed/streamlined, rather than being updated ad hoc.

Indicators of success

- Information and data are being used and shared effectively across HBRC.
- Filing systems are tidy and consistently filed and labelled.
- Staff are confident in their ability to find and file information and data.
- Information and data are being used to generate useful resources (such as dashboards).

Why is this important?

- Full access to all information that can support HBRC staff to do their jobs well, is likely to increase day-to-day efficiency and reduce frustration and confusion that exists at present.
- Organisations are increasingly data and information driven. Having good access to good information is a key element in operating efficiency, confident decision-making and minimising errors.

 Resolving some of the information and data related frustrations could be realised early to help to relieve pressure from staff frustrations over time. This will also start to occur through the ICT innovation process in Support 5, where the backlog of support requests will begin to be addressed.

Considerations

Research and investigation identified the following opportunities for intervention:

- There are multiple 'disconnects' between HBRC staff and HBRC information systems.
 - Data silos: information sits across multiple platforms and services, and not all staff have access to the information that they need.
 - Staff learning and development (as it relates to ICT systems and information access and systems use) is limited due to no specific allocation of resources other than staff onboarding. Training after initial induction is limited (e.g. when updates to systems are implemented).
- There are no staff dedicated to information and records management.
 - Basic conventions like where files are saved (filing systems, Teams, intranet etc.) and how they are named, are becoming more disjointed.
 - Staff are finding it increasingly difficult to locate information, and in some cases, it is believed that this is leading to duplication of work as well as inefficient practices (time to locate files, etc).
 - Institutional knowledge appears to be the key mechanism for supporting information access/locating.

- There are potential opportunities for shared services.
- In the absence of this role, the filing conventions and information/records management has become fragmented and inconsistent.
- To achieve a full information consolidation project this will need to be appropriately resourced. Staff estimated that this would likely require one person additional to the resourced data staff member noted below. HBRC doesn't currently have Information Management resourcing (staff or budget allocation).
- HBRC is currently recruiting for a data resource. This will be one person who could be allocated to support the work in this plan.
- ICT has a substantial project in progress (within the ICT Road Map) to
 implement an organisation-wide customer management system. This
 is a multi-year, multi-faceted programme of work which will take
 some time to stand up. This project is heavily supported by staff as it
 will minimise occurrences of different staff contacting the same
 external parties and improve visibility of what other business units or
 teams are also doing in connection with the same people.
- Until this system is in flight, there are "quick win" opportunities which
 can ease some frustrations and support staff on ICT platforms,
 including easier access to information and data across the
 organisation particularly information of relevance to connected
 business units which is either inaccessible (permissions issues) or
 stored on different platforms/systems by different teams.
 - Staff expressed that they are often heavily reliant on individuals to locate information and data that HBRC has collected or available to it, due to inconsistent filing practices. It is believed that sometimes this results in

- duplication of work, and certainly in inefficient use of staff time to locate data or information it knows HBRC has, but staff don't know where it is stored.
- It was noted that different types of systems such as Microsoft Teams, intranet resources and servers all hold HBRC information – some of which is only updated ad hoc and not always accessible to other teams. Streamlining filing practices and improving staff knowledge and access would reduce frustration.
- o Previous filing systems within HBRC included "personal" files. When these were disbanded there was a transition to new filing conventions, however, these have not been consistently maintained across HBRC. This is making it difficult for staff, and especially new staff, to locate information. It is likely resulting in duplication and/or timewasting.
- Due to the disbursed nature of information within HBRC at present, there are inconsistent expectations relating to how frequently and how actively resources, such as institutional knowledge/training supports, are updated and where they are stored. This often means they are not being fully utilised which is contributing to a staff training experience which could be improved.

Actions

Triage opportunities for 'quick win' realisation.

- Confirm pressure-easing actions which can begin within the first 12 months. Likely candidates are:
 - Confirm filing conventions (how to name files, where to store them) and begin roll-out

 Identification/mapping of how each business unit files data/information and who has/has not got access to what they need and begin to grant access where possible (starting with higher priority areas).

Create an enterprise data strategy and implementation plan

- Generating an enterprise data strategy to streamline and provide greater access to data, information and platforms (multi-year programme).
- Identify resourcing requirements.
- Undertake proof of concept.
- Seek sector and regional collaboration / consistency / shared services opportunities where synergies and efficiency gains are identified.
- Set up and implement project plan with appropriate supports (engagement, measures, etc).
 - Connect-up information silos, platforms and services.
 - Streamline information and records management.

Quick Win 4: Increase collective responsibility for financial success

Extend financial understanding

Expected outcomes

- Decisions external to finance which impact cashflow (such as high spend months or end-of-contract costs) are fully accounted for early and managed appropriately.
- New/incoming councillors are fully equipped and confident in their understanding of the financial implications of decision-making and the financial position of HBRC.
- Management is actively using financial reporting information to support financial best practice and action areas of concern.
- Leaders have a fulsome understanding of their responsibilities within the wider financial picture.

Indicators of success

 Staff are engaged with the mission of Fit for the Future, and especially the financial dimensions of it.

- Staff are actively following and supporting the financial practice required to achieve the mission.
- · Cost savings are being realised, measured, and reported on.
- Operational efficiency improvements are being voiced by staff and contributing to more joined-up delivery.
- All new staff have a working knowledge of how financial best practice operates and is important in their area, even if they are not themselves budget holders.

Why is this important?

Research and investigation identified the following:

- · Financial training extensions
 - Financial training is being provided to relevant people in the organisation as part of business as usual. This was highlighted as a requirement to enable best practice across the organisation.

- However, it was observed that best practice disciplines are not consistently applied, which are having downstream effects – specifically in cases such as contracts:
 - providing contracts to finance earlier, to enable projection activities for optimum cashflow management (e.g. substantial portions of budgets or payment requirements all due in the same month, greater visibility of end-of-contract financial commitments, etc.)
- Although budget holders must understand financial systems at HBRC, it is also helpful if new staff have a broad understanding as their actions can also affect best practice.
- Greater visibility of the 'real' or hard impacts of these behaviours is required.

A "deep dive" paper in 2024 drew attention to some financial concerns which were evident to a greater or lesser degree. It is important that staff understand the requirements of the financial system, such as:

· Internal and external borrowing.

- Putting aside internal loan repayments to pay off external debt.
- Use of cash to fund reserves, rather than borrowing.
- Repayment of debt sufficiently quickly to ensure it is under control.
- LTP activity planned for FY2025-27 is set to increase HBRC's debt burden.

Using debt for operations

 This practice is actively discouraged but there are still some residual examples that need to be phased out - SAAS, ECS and Kotahi.

Infrastructure-related borrowing

- Whilst HBRC are within their debt limits, the trending increases are of concern.
- At the time the paper was drafted, significant increases in external loan drawdowns were noted - largely to do with the 2021-2031 LTP rates smoothing, cyclone response and recovery and the NIWE programme (not BAU).
- There is need for awareness of the interplay between the timing of incurring costs, internal loan repayments and external debt maturity.

Considerations

- Operating within the organisation's resource envelope is an important part of achieving the mission.
- Financial effectiveness is a matter of both organisation and personal responsibility in the workplace.
- Public confidence and financial performance are closely related.
- Good financial management is not solely the responsibility of the finance team, but rather it is achieved through all decision-makers across HBRC working effectively together, making good decisions and providing Finance with good and timely information.

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Actions

Extend financial training and visibility across HBRC

- A training programme is being developed and rolled out by Finance staff to key people in HBRC, such as budget holders.
- It was identified that opportunities to extend this training to ensure internal best practice should be considered.
 - Once such extension would be tailored training for incoming councillors so that they have a fulsome understanding of financial systems and practices at HBRC (see Support 3).
 - Another is providing financial training to new staff so that they gain a fulsome understanding of financial disciplines and are adopting best practices from the beginning of their time with HBRC - even if they are not budget managers.

Introduce consequences for when internal best practice guidelines are not met

- Research indicated that when financial best practice guidelines are not followed by staff, there are minimal consequences, and that this may even be reinforcing undisciplined behaviours across the organisation which impact the Finance team (e.g. cashflow management).
- This task is to identify appropriate consequences and to implement these to encourage greater accountability across the organisation.

Quick Win 5: Tune Works Group's emergency response and improve connections

Compare and refine elements of Works Group to improve understanding and efficiency

Expected outcomes

- HBRC staff have a good understanding of how Works Group operates and why it is important.
- Works Group's emergency response is well structured and well understood by relevant parties.
- Good work of HBRC's Works Group is being celebrated internally and externally, having a positive contribution to HBRC's reputation.
- Works Group has adapted key learnings into its practices/structure as a result of comparison to other region's operations.

Indicators of success

- Cost savings (as appropriate) are being realised, measured, and reported on.
- Operational efficiency improvements are being voiced by staff and contributing to more joined-up delivery/operational connection.

 Staff can articulate key information about Works Group when prompted.

Why is this important?

- Works Group are responsible to respond to major weather events (such as Cyclone Gabrielle).
- It is estimated that around 84%¹ of the Hawke's Bay population live in a flood prone area.
- Hawke's Bay is on the east coast of New Zealand, prone to climatic extremes, particularly drought, and also storms/flooding.
- Key transport routes have long standing resilience issues, and there is a backlog of infrastructure damage as a result of cyclones and floods.
- Management of 27 flood control and drainage schemes across
 Hawke's Bay during poor weather is part of the core work of HBRC.
 - This work has a significant impact on/connection to public safety as well as mental, environmental and economic wellbeing factors.

¹ the percentage of the population protected by HBRC's two largest flood control schemes.

- Economic prosperity has significant reliance on wellmanaged flood control schemes, especially as a lot of the agricultural sector is susceptible to weather related flooding.
- Emergency response can have a direct impact on reputation and public perception of HBRC, due to the nature of its interface with the public.
- Protection of lives and livelihoods across the region is substantially reliant on the operation of Works Group's services.
- Works Group is considered particularly by those who interface with it regularly - as an important part of HBRC's structure providing expertise that is not readily available from external contractors.
- Works Group makes up just under 10% of HBRC's FTEs and is not the same structure as across regional councils (many of whom outsource some of the work the group undertakes), meaning that the reasons why it is structured in this way, are important for key people to know and understand.

Considerations

- Works Group has 32 staff, including team members highly skilled in flood response, working in sensitive waterways, providing operational response to floods and wet weather response (business as usual / business continuity planning for HBRC, as opposed to Civil Defence Emergency response), and includes a team of trained oil-spill responders.
- Works Group owns a range of heavy machinery and equipment and operates out of two depots – one in Taradale and another in Waipukurau – depots which also provide a base for operational and biosecurity staff, as well as the harbourmaster.

- Research identified that there is an opportunity for Works Group to compare itself more closely to a small handful of regional councils to better understand their relevant response practices and capacity and use this information to inform its own practices and structures.
- Research also identified that Works Group could benefit from increased engagement across HBRC staff – particularly with other groups that work closely with them – and increasing general understanding of their strategic importance to HBRC.
- Works Group was the subject of a 'deep dive' by the Finance team.
 This is connected to developing internal work on shared services opportunities and potential for cost savings.

Actions

Comparing Works' emergency response to two other regions, identify changes and roll out

Within this activity there are three likely phases:

Phase 1: Comparative report: Works' emergency response

Conducting a right sizing activity requires the following types of information to be collected and analysed:

Weather information

- Climate change/storm related data
- o Financial/impact-related information such as:
 - Economic impacts
 - Recovery costs
 - Etc.

Comparative data

- Deeper-dive comparisons including to councils with comparable works functions such as BOP and ECan, as well as local external providers to consider (as relevant):
 - Operating costs.
 - Structure.
 - Internal contracts purpose, types, strengths/challenges.
 - Specialist equipment and infrastructure.
 - Specialist staff: strategic response capacity / on demand (response times, penalty avoidance/cost, etc.)
 - Bespoke activities: weed boats, mulching, river works, specialist skills.
 - Commercial risk .
 - Project and emergency management data.
 - Internal use of capacity/capability.
 - Insights into overheads (particularly relevant to comparing with external contractors).
 - Pricing and pricing models/contracts (and/or monitoring of market vs Works Group costs and fluctuations).
 - Regulatory and corporate positioning.
 - Etc.
- Note that some of these metrics are likely to be available through TechOne, Work's Group's job management system.

- Performance data and other applicable Works Group evidence base information from SEAM (which has been operational since July 2025 and will require some time to populate with this information) such as:
 - Maintenance on time / not complete.
 - Unplanned maintenance.
 - Response.
 - Churn in maintenance planning.
 - Etc.
- Internal structural/operational data
 - Areas of difficulty as identified in this work and potential implementation options/solutions.
 - Could work with other areas of HBRC which connect to Works Group to identify in greater detail (operations, finance, IPMO, etc.)
- Part of this work could be to support the scoping of internal crossover / opportunities for further streamlining at the operational level.
- Once the report information is gathered and analysed, the key findings would be considered and a direction would be set, agreed and rolled out as part of an implementation or project plan.
- It is likely that this would accumulate into a report of which some of the findings could also be shared back to BOP and ECan, if appropriate.

Further activities can then arise from this work, namely:

Phase 2: Implementation plan/project plan

- A plan to roll out the actions relating to the findings and agreed direction is also needed.
- Communications/engagement details included in plan.
- HR/Legal considerations if applicable.
- Risk management considerations.

Phase 3: Strategic Rationale Statement for Works Group

- The strategic proposition for the Works Group is not widely understood and could be better articulated to the organisation through a rationale 'statement' supported by the report arising from the comparison activity.
- It would require active distribution and engagement likely including presentation/s to CEO, ELT, relevant staff/groups, and availability on internal systems.
- The statement or positioning document would be easily accessible in terms of language and the ability to place it into presentations, online, etc.

Improve connections and understanding of Works Group including through case studies, site visits

Enhanced understanding of Works Group

Presenting comparison information

There is an opportunity to use the comparison information to better enhance the understanding of works group. The information could be provided to:

- ELT.
- Relevant internal teams/units.
- New staff (part of onboarding).
- Councillors.
- Key stakeholders.
- General public e.g. website and external comms/positioning such as how Works Group is described on the HBRC website.
- Other communications about the adjustments could be considered, for example to specific media releases, presentations and so on.

Better, regular showcasing of work - internally and community engagement

There are also opportunities to create connection to Works Group through the showcasing of the work of the group to others. This includes:

Case studies

- Utilisation of the comms team to showcase projects to the team internally and externally (e.g. online case studies, presentational slides, meetings/community touchpoints).
- Case studies can be included in the Annual Plan as appropriate.
- A template for these could be set up for ease of use and creation over time.
- The case studies don't have to be lengthy.

Site Visits

- Actively connecting staff across HBRC to projects through team building and site visits to projects.
- Community members, iwi/Māori, Councillors, Ministers and/or other government officials could also be included or in site visits when appropriate, as could media (noting that site visits with external people are managed at a project level, not across Works Group).
- Invitations should be appropriately timed and considered strategically.

Scoping and pursuing regional shared service opportunities

- Connect with current shared services work to support analysis of opportunities such as: drains and maintenance, workshop and fleet, facilities, lawn mowing.
- Shared services opportunities may be impacted by potential changes incoming (e.g. central government) and should be considered within this context.

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Quick Win 6: Actively pursue further financial savings opportunities

Continue Deep Dive investigations

Expected outcomes

- HBRC is regularly identifying and implementing cost saving initiatives.
- Financial interrogation is simply considered part of how HBRC operates.

Indicators of success

- Business units are working collaboratively with finance to identify and implement cost savings (and there is no fear of these processes).
- Cost savings are being realised regularly, and in balance with the workload it takes to identify them.

Why is this important?

- Finance can provide key indicators to budget holders where there
 are potential opportunities for cost savings, particularly as they
 have across-organisation viability.
- It is important that identifying and actioning cost savings is embedded into HBRC's culture as an ongoing/regular activity, rather than a one-off experience.

Considerations

- Substantially improved financial systems are increasingly supporting HBRC in being data-driven as an organisation.
- Financial data plays a key role in supporting a cost-effective operation.

Actions

Roll out changes / complete recent and identified financial investigations

- Several financial deep dives were undertaken or are underway. These need to be completed. This includes:
 - Reserves and internal loans (top priority).
 - o Sourcing and Procurement.
 - Close out of the Contractor vs Consultant paper.
 - Fleet management paper identify savings targets and achieve the commitment which was made to fleet saving.
 - o Debt funding programmes.
- Corporate allocations.
 - Review process.
 - Update model.
 - Communicate to staff.

Normalise and regularise deep dive investigations

- Establish a regular and rolling financial "Deep Dive" process.
 - Regularity will help to de-sensitise staff to the process until it becomes part of how HBRC operates.
 - Staff would be able to nominate areas that they think could be considered for deep dives.

- Areas for potential future deep dives upcoming have been identified as follows:
 - Forestry and the Land for Life programme.
 - Managing overspending of budgets.
 - Managing annual leave balances.
 - Improving carbon accounting processes.
 - Meetings and workshops (as an input to the 'Support 2' activity identified in this plan).

Management and Coordination

A Fit for the Future "desk"

Associated with the programme would be a virtual "Fit for the Future" desk which could be operated by a small number of internal staff.

The role of the Fit for the Future desk would be purely operational, and it would:

- Provide centralised scheduling, coordination and oversight of actions and activities.
- Track progress and maintain momentum.
- Resolve issues and mitigate risks.
- Provide financial projections, modelling, advice and insights.
- Undertake financial tracking and reporting.
- Prepare quarterly reporting and monthly dashboard updates for ELT, councillors.

The right sort of people to populate the "desk" would preferably come from existing staff, though that may not be the case with the high level of commitment of existing staff and will need careful consideration of their workloads.

If that is the case, we would still recommend consideration of the Fit for the Future desk being run by people on staff rather than external contractors.

The reasons for favouring internal resourcing were outlined in our Fit for the Future report, but for ease of reference they are repeated here:

- Those involved would know the business and would have a significant corporate memory, or if recently recruited, could connect with it.
- Those involved would share the values and culture of the organisation and have established relationships or at least be in the staff milieu and build relationships.
- Those involved would likely be strongly motivated towards success.
- The cost would be lower than externals, but there would be onboarding costs if outsiders were recruited.
- There is a small advantage to bringing externals in for the project in as much as they may not share the biases that longer serving staff might have.

Resourcing

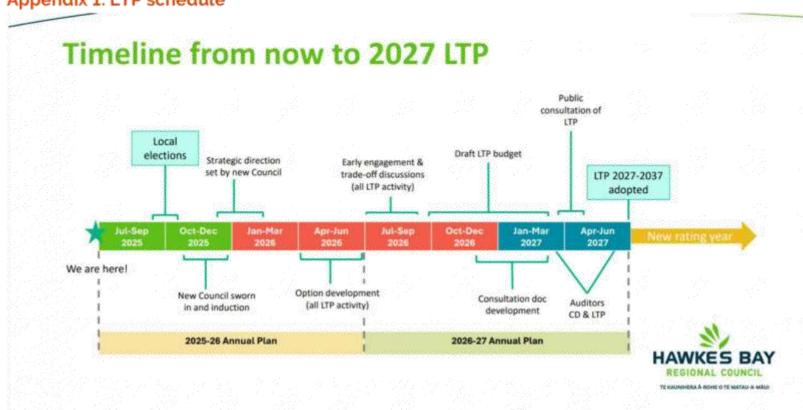
It is believed that additional resourcing, such as a project manager and project administrator, would support the implementation, which would be driven by internal staff.

Implementation

- The immediate next step for HBRC will be to take this Action Plan through to operational-level detail.
- Some of this detail has been identified in this plan and can be expanded into implementation plans with more detailed timelines, budgets, identification of specific staff responsibilities, and so on.
- Further implementation considerations which emerged from this
 process have also been captured for HBRC staff, so that the
 organisation is in a good position to stand up work, quickly.

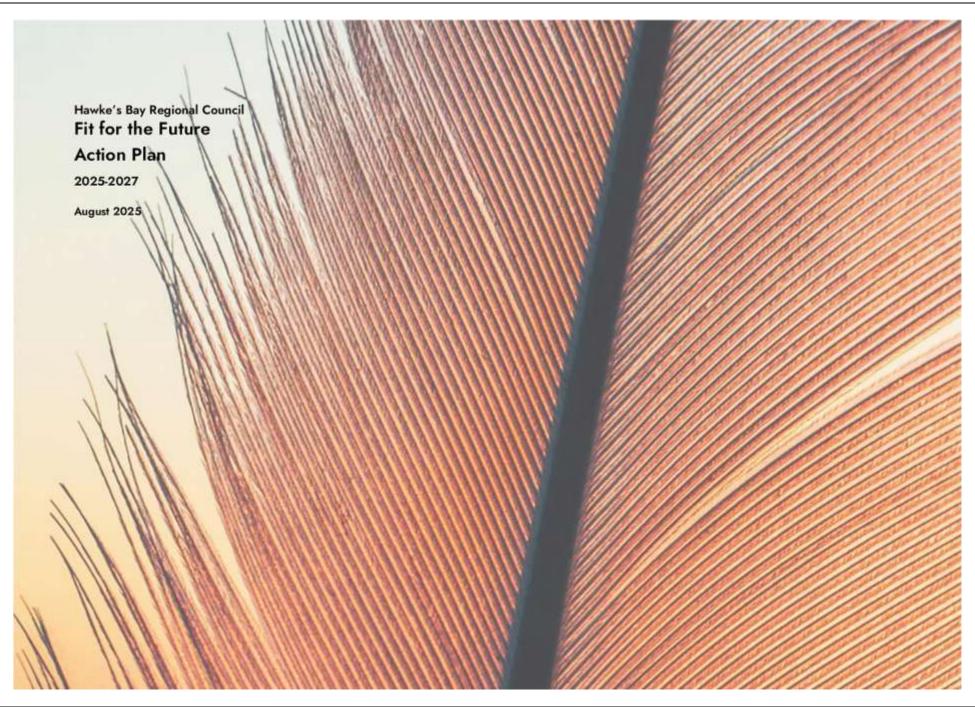
Appendices

Appendix 1: LTP schedule

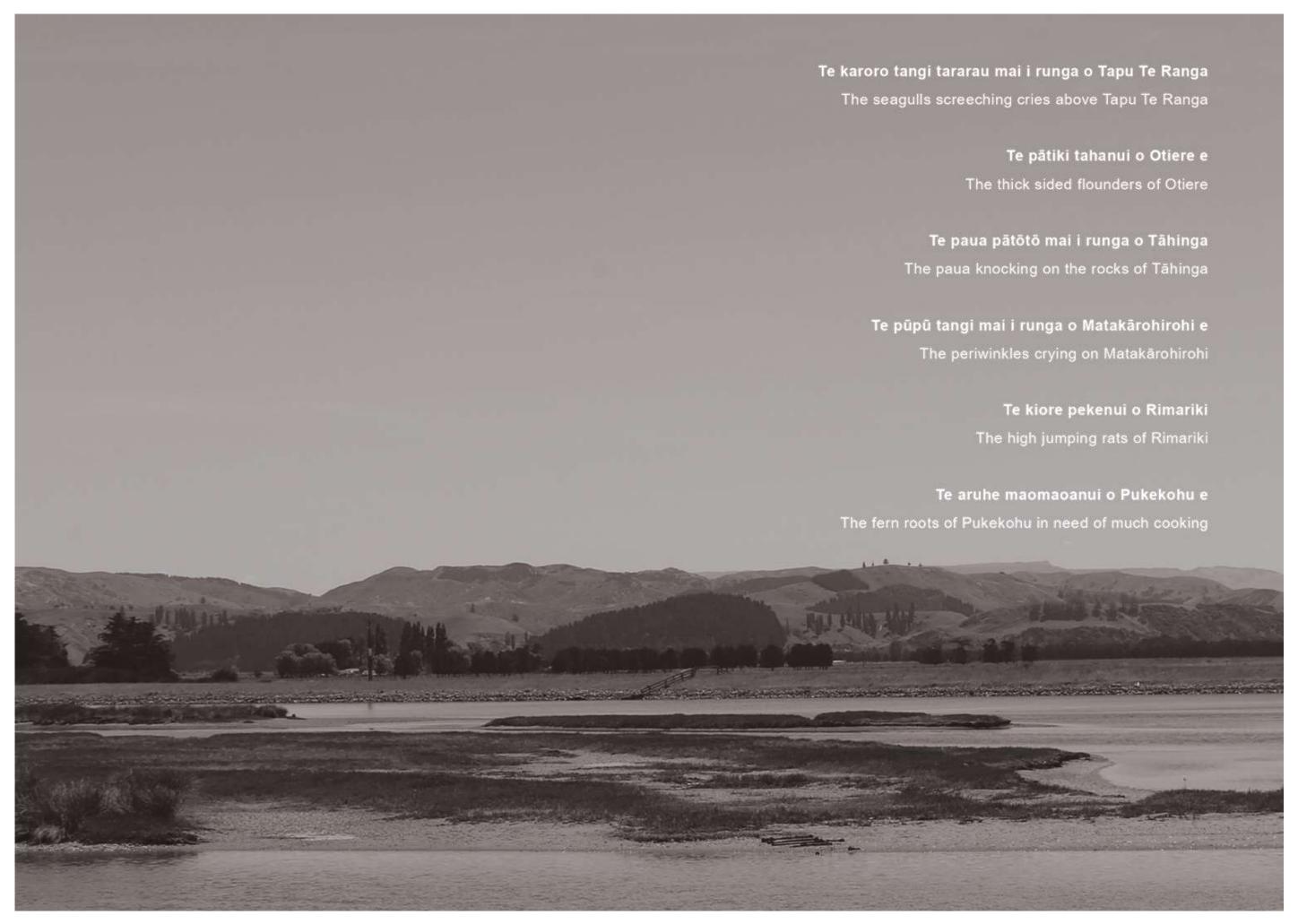


Appendix 2: ICT Strategy on a Page

Guiding Principles Vision ICT Strategy to 2030 **Our Guiding Principles** 1 Organisation & community outcomes at the heart of what we do **Efficient and Effective** Streamlined & Integrated 2 Cost & efficiency & process focused 3 Simplify, consolidate & integrate the tech stack. 4 Use SaaS and hosted applications, "license, don't build" 5 Consolidate data, improve availability, use and insights 6 Goal of Single Customer View (CRM) Al, Automation, Machine Visualise, Model, Educate, Learning & Predictive 7 Digitise, streamline and automate services Analysis 8 Emphasis on security and resilience People 9 Rebalance continuous improvement vs longer term strategic Best Little ICT Team in the Country" projects · No increase in headcount, targeted use of 10 Sector collaboration / consistency / shared services where expertise and partners, simplify support possible (Hawke's Bay and wider sector) requirements, outsource where specialisation is needed, rebalance team to support tech strategy.











DOCUMENT QUALITY ASSURANCE

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Report by Boffa Miskell Limited for AHURIRI REGIONAL PARK JOINT COMMITTEE.







JOINT COMMITTEE MEMBERS:	(Chair) - Deputy Mayor Annette Brosnan (NCC), (Deputy Chair) Joseph Reti (MAT) Councillor Hinewai Ormsby (HBRC), Councillor Chad Tareha (NCC), Councillor Hayley Browne (NCC), Councillor Keith Price (NCC), Councillor Martin Williams (HBRC), Mörehu Te Tomo (MAT), , Peter Eden (MAT), Evelyn Ratima (MAT), Harlem-Cruz Ihaia (MAT), Chad Tareha (MAT)
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KEY STAKEHOLDERS AND COMMUNITY GROUPS	Department of Conservation, Hawke's Bay Regional Airport, Ahuriri Estuary Protection Society
REVIEWED BY:	Rebecca Ryder Gabe Ross
STATUS: [DRAFT]	Revision / version: 1

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Cover photograph: Te Whanganui-ā-Orotū, Boffa Miskell, 2024

Ahuriri Regional Park Masterplan |

4

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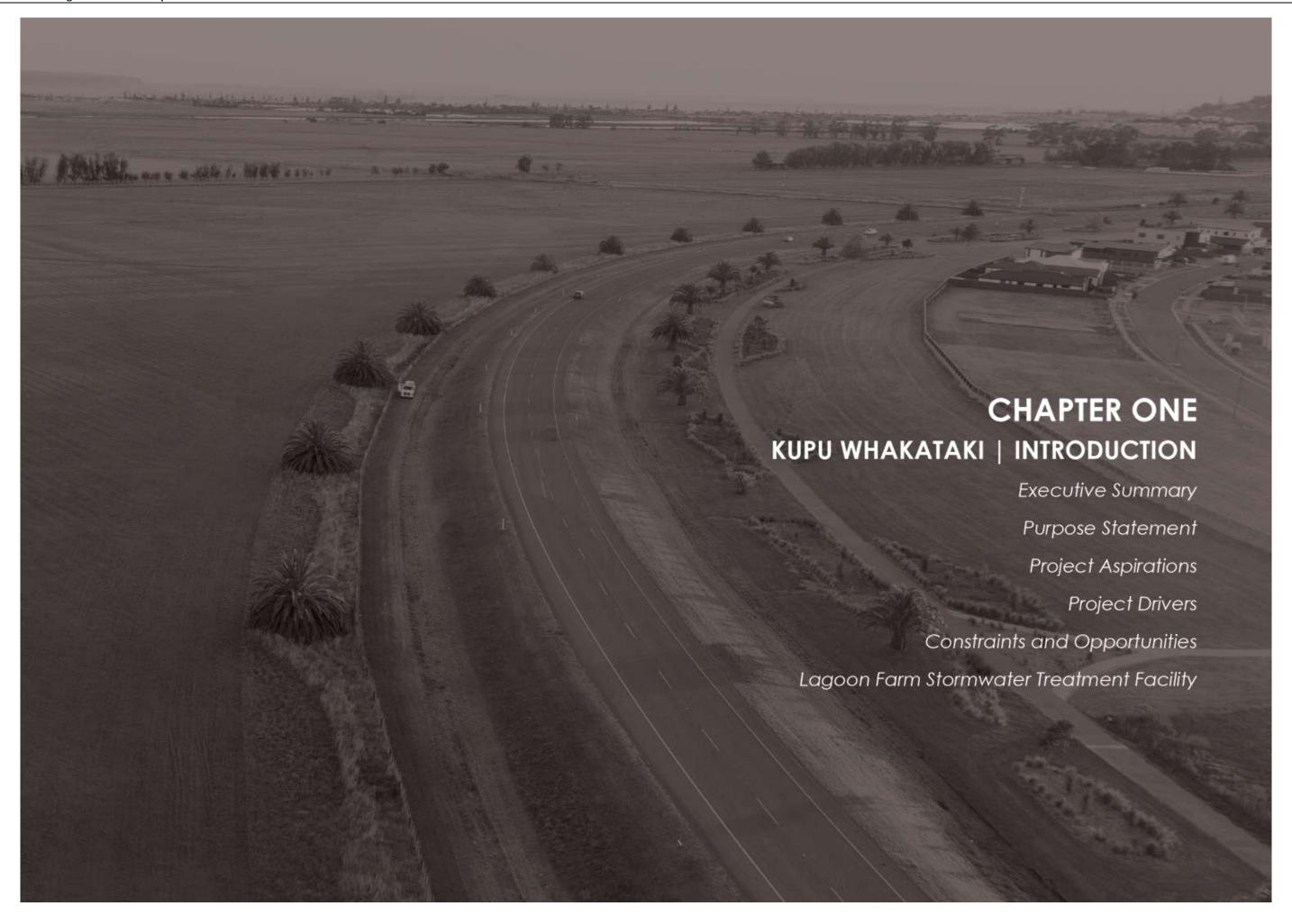
Rārangi Take | Contents

He Kupu Arataki/ Introduction	4
Horopaki Context	14
Kaupapa Methodology	27
Te Mahere Taonga O Te Whanga Masterplan	32
Apitihanga Appendices	59

Ahuriri Regional Park Masterplan | Rārangi Take | Contents 2







Whakarāpopoto | Executive Summary

The Napier City Council (NCC), Hawke's Bay Regional Council (HBRC), and Mana Ahuriri Trust (MAT) have come together as a Joint Committee (JC) to develop the Ahuriri Regional Park—a collaborative co-governance initiative dedicated to restoring the health and wellbeing of Te Whanganui-ā-Orotū (Ahuriri Estuary).

The NCC-owned 284-hectare Lagoon Farm site is of particular cultural and environmental significance to Ahuriri Hapū. Historically, it formed part of the southern edge of Te Whanganui-ă-Orotū. Tidal sand and mudflat habitats once intertwined with streams flowing into the harbour, creating a rich mahinga kai resource for local Hapū and early colonial settlers. The 1931 Napier earthquake uplifted large sections of the estuary by approximately two metres. transforming tidal wetlands into dry land. Lagoon Farm was subsequently drained and converted to farmland, bounded by the Taipō and Pūrimu Streams to the west and east, and the main Ahuriri channel to the north. Although greatly diminished, the remaining estuary retains significant cultural, ecological, and environmental value.

Today, Te Whanganui-ā-Orotū remains a valued area for recreation, biodiversity, and ecological importance. It supports diverse native and migratory bird species and serves as a nursery for ocean-going aquatic life. However, the estuary is in a degraded and unhealthy state due to cumulative environmental pressures. Untreated stormwater from urban and industrial areas carries pollutants into the estuary, resulting in a long-term build-up of harmful chemicals in the mudflats. Occasional sewage discharges, chemical spills, and oil leaks from vessels further compromise water quality and wildlife health. Shellfish gathering is frequently prohibited after rainfall due to contamination risks.

In response, the project partners have developed a proposed Ahuriri Regional Park masterplan that places water quality, environmental restoration, and biodiversity at its core. This plan provides the blueprint for future landuse programmes and facilities designed for flexible, staged implementation as funding and development partners becomes available.

Components of the plan will be subject to further design development, technical studies, consenting and where needed business case reviews. This will ensure they can be delivered in an ecologically and economically sustainable manner that meet the project goals and address key operational risks including managing bird strike risk for airport operations.

Key initiatives include:

- Large-scale revegetation with native forest, shrubland, and wetland ecosystems to support future mahinga kai practices.
- Integration of cultural values, stories, and histories throughout the park.
- Development of recreational pathways and park facilities.
- Exploration of future partnerships for the development of public and complementary commercial facilities.

This masterplan report documents the site's history, context, and the process that informed its development. It reflects a collaborative journey involving the Joint Committee, Napier City Council staff, and the Technical Advisory Group (TAG)—a team of experts in subjects such as ecology, mātauranga Māori, flood protection, avifauna, parks, and planning.

Mana Ahuriri members and other key stakeholders, including the Department of Conservation, Hawke's Bay Regional Airport, and the Ahuriri Estuary Protection Society, have contributed valuable input. Community feedback gathered through public engagement has also informed the plan.

The design team extends its gratitude to all contributors for their wisdom and energy. We look forward to seeing the masterplan and Lagoon Farm treatment wetland project contribute positively to the health and wellbeing of Te Whanganui-ā-Orotū, the local community, and the rich biodiversity we share this landscape with.

Ngā mihi nui.

June 2025



Person name placeholder

Statement placeholder xxxxx



Person name placeholder

Statement placeholder xxxxx



Person name placeholder

Statement placeholder xxxxx

Optional personal statements from JC Chair HRBC & MAT representitives?

Ahuriri Regional Park Masterplan | Whakarāpopoto | Executive Summary

DRAFT



Ahuriri Regional Park Masterplan | Whakarāpopoto | Executive Summary 6

Te Pūtake | Purpose

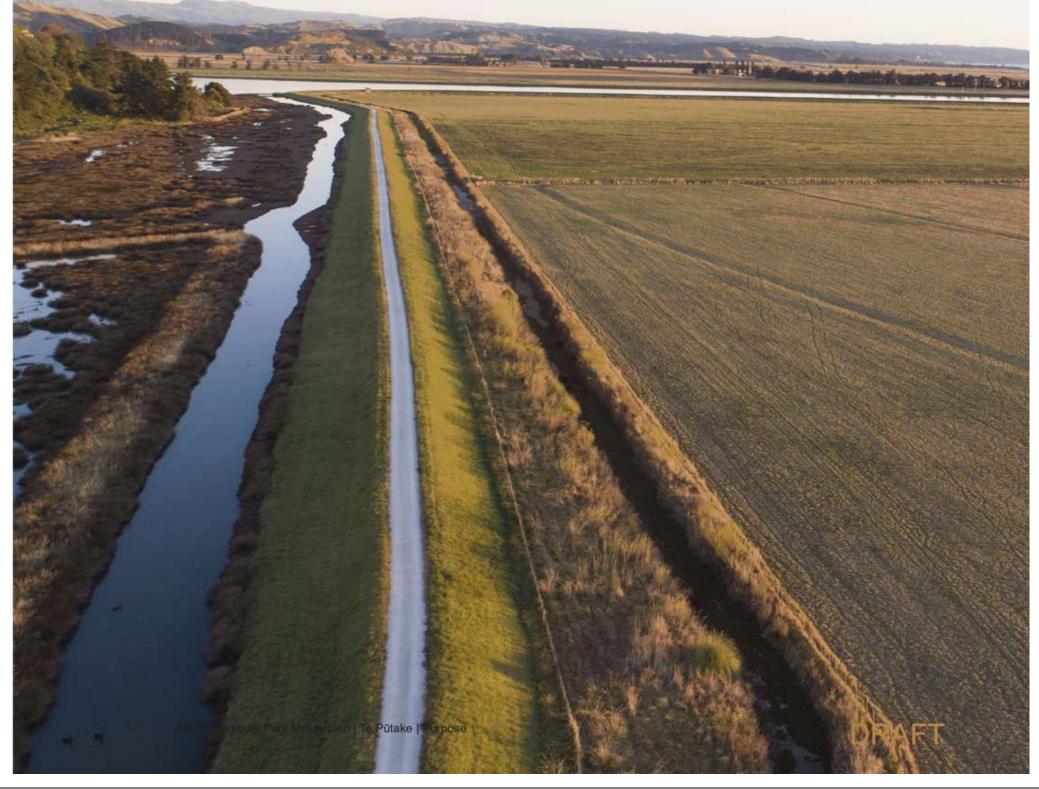
The Napier City Council (NCC), Hawke's Bay Regional Council (HBRC), and Mana Ahuriri Trust (MAT) have partnered on the Ahuriri Regional Park project in a manner that works towards restoring the health and wellbeing of Te Whanganui-ā-Orotū (Ahuriri Estuary) through co-governance.

The vision for Ahuriri Regional Park begins with a key goal: improving the health of Te Whanganui-ã-Orotû by cleansing stormwater as it flows through the park into the estuary. This foundation supports a range of wider co-benefits, including the restoration of native lowland forests, shrublands, and wetlands; enhanced biodiversity and mahinga kai values; and greater climate resilience. The park will also provide opportunities for low-impact recreation, cultural storytelling, environmental education, and complementary commercial and community facilities. This is a long-term, adaptable vision shaped to meet the needs of our community—now and for future generations.

Through the Treaty Settlement processes, Te Komiti Muriwai o Te Whanga – whose purpose is to provide guidance and the protection and enhancement of the environmental, economic, social, spiritual, historical and cultural values of Te Whanganui-a-Orotū; these works look to establish processes to collaborate on actions to restore the mauri of the Ahuriri Estuary through planning and design with tangata whenua – Mana Ahuriri Trust, Ahuriri hapū; Napier City Council and key stakeholders.

Image at right: The Taipō Stream is a key freshwater tributary in the Ahuriri catchment, flowing through Napier's urban landscape before entering the estuarine environment of Te Whanganui-â-Orotū (Ahuriri Estuary). Historically, it was part of a complex network of waterways that supported rich wetland ecosystems and mahinga kai for local Hapū. Today, the stream has a key role in stormwater drainage and while degraded by urban runoff and pollutants retains high ecological and cultural values.

...Ahuriri Regional Park is a long-term vision to restore the health of Te Whanganui-ā-Orotū by cleansing stormwater, revitalising native ecosystems and mahinga kai, and creating space for nature, recreation, culture, learning, and community to thrive...



Ngā Wawata | Aspirations

As part of the Joint Committees aspirations and the aspirations of Mana Ahuriri, the following highlights key aspirations envisioned for the Ahuriri Regional Park.



Ahuriri Regional Park Masterplan | Ngā Wawata | Aspirations

Ngā Urungi | Project Drivers



STORMWATER

Increase the resilience of the City's stormwater infrastructure network by maintaining and enhancing attenuation on the site as part of a series of initiatives to reduce the impacts of rainfall events on the urban areas of Napier.



ECOLOGICAL EXCELLENCE

Promote the re-establishment of native habitat values throughout the site and its interface with Te Whanganui-ā-Orotū and the Taipō Stream.



WATER QUALITY

Improve the quality of water discharged from the City's urban waterways noting these form part of the municipal stormwater network.



NATURAL ENVIRONMENT

To maintain a predominantly natural environment.



MAURI

To return the mauri back to Te Whanganui-ā-Orotū, enhance and preserve mahinga kai and improve harmony with Papatūānuku.



SIGNIFICANT INFRASTRUCTURE

Recognise the functional need of regionally significant infrastructure.

Ahuriri Regional Park Masterplan | Ngā Urungi | Project Drivers

9



Constraints and Opportunities

KEY DRIVERS	EXISTING SITE CONDITIONS	CONSTRAINTS	OPPORTUNITIES	CONCERNS
AHURIRI HAPŪ IDENTITY STORYTELLING & INTERPRETATION	Very little signage and storytelling of site and local hapū identity.	Access and maintenance of Ahuriri hapū identity and connection to site – Te Whanganui-a-Orotū is limited.	Ensuring safe and inclusive access to Ahuriri hapū ensuring mana rangatiratanga.	Some of the narratives told are incorrect so need to be carefully worked through with Mana Ahuriri whanui.
	No physical cultural expression of Ahuriri hapû.	Protection of significant cultural expression (mahi toi).	Expressing püräkau through various mediums of design and nature (mahi toi, mahinga kai, rongoä).	Interpretation protocols – council are currently works with hapu to develop strategies for interpretation.
	Strong wider cultural landscape connections (physical manifestation – maunga, awa, moana), no signage/interpretation.	Ahuriri hapŭ capacity – how do we support hapŭ kaitiakitanga?	Letting Ahuriri hapū tell their stories (what is public and private – tapu/noa) – ecotourism, cultural hub.	There are pūrākau and taonga which are tapu, ensur interpretation and storytelling is tika (some existing interpretation is incorrect).
			Create a gateway experience into Napier and Hawke's Bay — utilise the four corners of site (Ngā Kokona o Te Whare Te Whanga).	
ECOLOGIES, HABITATS & WATER QUALITY	Much of the internal landscape is grazed farmland.	Area prone to flooding.	Restoring a mosaic/patchwork of various ecologies and habitat – wetlands (swamp, estuarine etc.), marshes,	Tubeworm – further R+D to be undertaken with re- gards to controlling tubeworm spread into future wa
	Along perimeter (outside of boundary) strong eco- logical corridors – Te Whanga + DOC reserve (north), Taiapō Stream Corridor (west), Pūrimu (East). Patches of raupo, wetland revegetation (Taiapō Stream), marsh- land beyond southern boundary (Prebensen Drive).	Airport Control Zone – a critical requirement is to design habitat and ecologies and land management practices in the park to avoid increasing (and ideally decrease) attraction of bird species that pose a high risk to airport operation through bird strike on aircraft.	raupo reed lands, flax-lands, forest etc. Careful consideration of restoring native fauna habitat – eg. bird sanctuary, tuna, pātiki, īnanga, etc.	quality networks/systems. Ecological corridors are designed carefully.
	Channels and drains/outfalls have little ecological character – poor water-quality.	Streams are currently impacted by tubeworm, ensuring any works with regards to daylighting/wetland resto- ration is carefully considered.	Restoring traditional harvest (mahinga kai) – rongoā, pā harakeke, parau, pā rauemi, etc. for cultivating and economy.	
	All existing trees are exotic, no native species within site. Strong aquatic and bird corridors.	Bringing aquatic habitat into site – risks associated to breaking banks.	Water treatment enhancement – stormwater control systems from streams (flood gates and other mecha- nisms).	
	Storig addate and and contaons.		Ensuring stormwater is treated before entering Te Whanga.	
			Mauri monitoring and instilling mātauranga a hapū regarding health of taiao, wai and whenua.	
(K)	Current pathway network forms around perimeter — approx. 6km from Taiapō entrance (Prebensen Drive) around to Shed Road	Current extents tend to be too long for casual walking and activity.	Establish a network of pathways that provide for vary- ing fitness and abilities — establish smaller networks for all whānau to enjoy and that are user-friendly.	Safety – no safe access from outer edges of site bac towards populated areas. Also, main length of path along Te Whanga edge is located behind stop bank
	Main users are cyclists.	Very limited pause moments along network to engage learning and interactive opportunities.	Creating different experiential journeys and trails of interest – how might we tell the stories associated to	strong visual connection. Over-design for trails – ensuring there is a balance,
	Wider connections with Ahuriri and beyond.	Little visual connection to Te Whanganui-a-Orotū (main pathway is behind stop banks – some key pause mo-	place (wayfinding and interpretation).	we want areas which are private vs public (tapu + n
		ments revealed); strong visual connection with Taiapö Stream.	Other means of movement and circulation – waka, canoeing/kayaking.	Users – concerns around dog-walkers impacting eco logical networks/habitats.
ACCESS & CIRCULATION (PEDESTRIAN + CYCLING)		No physical interaction with 'wai'. Current network lacks inclusive access.	Connect to 'wai' — creating moments to pause and connect to Te Whanganui-a-Orotū.	
	Strong lineal road networks across site: Poraiti Lane + Barn Road (east-west), Long Road North + Shed Road	Road allows for no public access, limit public interac- tion and accessibility/inclusivity.	Create a gateway experience into Ahuriri Regional Park.	Over-design for roading and infrastructure – ensur- ing there is a balance, do we want areas which are
	(north-south).	One entry into site, no sense of arrival.	Enable vehicular movement into site – set protocols regarding circulation, public vs private.	private vs public (tapu + noa), undertake a 'light too approach. Opening park to vehicles will that dimini
	Road networks are private use for farm (except small portion of Shed Road), road is gravel.	Potential risks to flooding.	Enable safe and inclusive access into site opening up to wider users.	the mauri and experiential qualities? Establish strater for circulation.
	No wider road circulation network.		Future connection from SH2.	Runoff from roads – ensuring there are treatment devices in place to treat runoff before entering Te
ACCESS & CIRCULATION (VEHICULAR + COMMERCIAL)	Close proximity to SH2 and key arterial routes from Taradale, Tamatea to Napier, Ahuriri and beyond.		Future railway or public extension/connections — opportunities to restore public/private transportation (inland port, textile industry, cultural precinct, connections to town centre and wider region, etc.)	Whanga.

Ahuriri Regional Park Masterplan | Constraints and Opportunities 10

Lagoon Farm Stormwater Treatment Facility

Stormwater Treatment Wetlands - A Key Feature of the Masterplan

Design Context

Lagoon Farm sits at the bottom of a large predominately urban catchment of approximately 4,300Ha. Of this the Pürimu comprises 34% of the land area.

To meet the water quality requirements of existing stormwater discharge consents and to improve the overall resilience of the stormwater network, a large-scale wetland system has been proposed as part of the masterplan. This system will treat urban stormwater before it reaches Te Whanganui-a-Orotū using natural wetland plants and processes to filter out contaminants. Due to the low laying nature of Napier, a pump system is still required between the Pūrimu and estuary

Whats the problem?

Like many urban catchments, the stormwater moving though the Pürimu channel contains a wide range of pollutants including heavy metals, excess nutrients, E.coli and Faecal Coliforms. This is worse during storms when higher concentrations are flushed into the system.

These pollutants harm estuary ecosystems by reducing water quality, depleting oxygen, and making it unsafe for wildlife and people—leading to sick fish, unsafe shellfish, and fewer birds and plants.

Why Wetlands?

Wetlands are most effective at treating the "first flush" — the initial runoff from frequent, smaller storms, which carries the highest levels of pollutants.

Larger, less frequent storms, which are more diluted, bypass the wetland system to avoid overloading it and to reduce maintenance from sediment build-up.

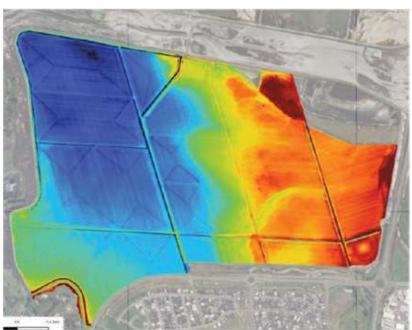
Strategic Location

Due to high groundwater and challenging soil conditions across Lagoon Farm, the wetlands are located on the highest part of the site. This allows water to flow through the system using gravity, reducing the need for energy-intensive pumping.

This location also sits beneath the airport flight path, so the design must carefully consider bird strike risks through ensuring no open water is provided and the environment around the wetlands and wider park discourages problem bird species.



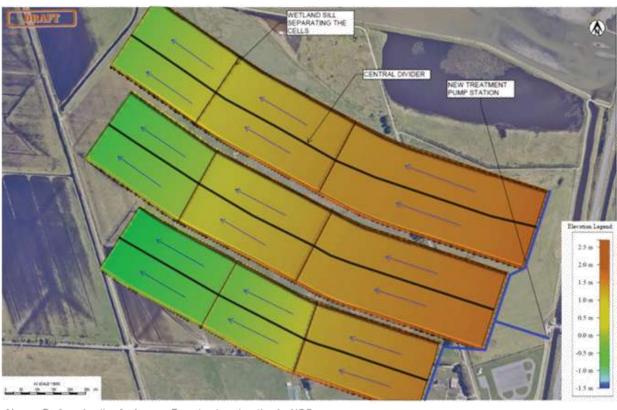
Above: Modelling of 1:100 year flood event



Above: Ground surface elevation map



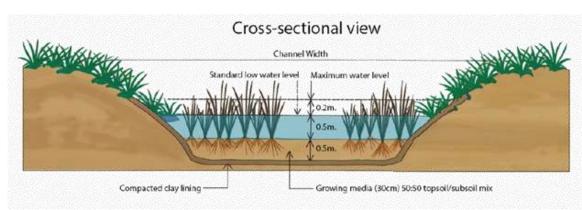
Above: Extents of area suitable for wetland development



Above: Preferred option for Lagoon Farm treatment wetlands. NCC

Detention time of 24-48h 500mm 500mm 500mm

Above: Schematic Long Section through wetland cell



Above: Typical cross section of treatment wetland (Tanner et al. 2020 Right: Sparks Road wetland planting detail and aerial view, Christchurch City Council

Design Overview

- Size: Approx. 106 hectares of treatment wetlands
- Structure: Three parallel bays, each with three treatment cells, separated by sills and dividers to control water flow and depth.
- Depth: Up to 500 mm at the western end of each cell.
- Flow: A new lift pump station will direct water into the wetlands via open channels or gravity pipes. Water will then flow through planted cells and exit into the existing drainage system.

Staged Implementation

The wetlands will be built in stages, likely starting with the central bay. This allows the system to be expanded to accommodate increased stormwater volumes over time.

Catchment Coverage

Once complete, the wetlands will treat stormwater from all catchments discharging to Te Whanganui-a-Orotū via the Westshore Tidal Gates (Taipō and Pandora have separate discharge points). The system is designed to treat 15–20 mm of rainfall per event — capturing 70–80% of storm events, and up to 90% of daily rainfall events in the Pūrimu Catchment.

Management and Maintenance

Wildlife monitoring and maintenance will be a critical element of the project. This will include a bird strike risk assessment and management plan that will set out how avoid increasing bird strike risk to airport operations during construction and operation of the wetlands. Key requirements will include waterfowl control/exclusion especially during plant establishment until 100% of the wetland surface is covered with vegetation.

Additional considerations will include:

- Vegetation and weed control (e.g. willows).
- Maintaining sufficient water movement in the system to keep the wetlands wet during the summer period.
- Managing surrounding vegetation to avoid creating open grass areas attractive to geese and other high risk bird species.

Other Benefits

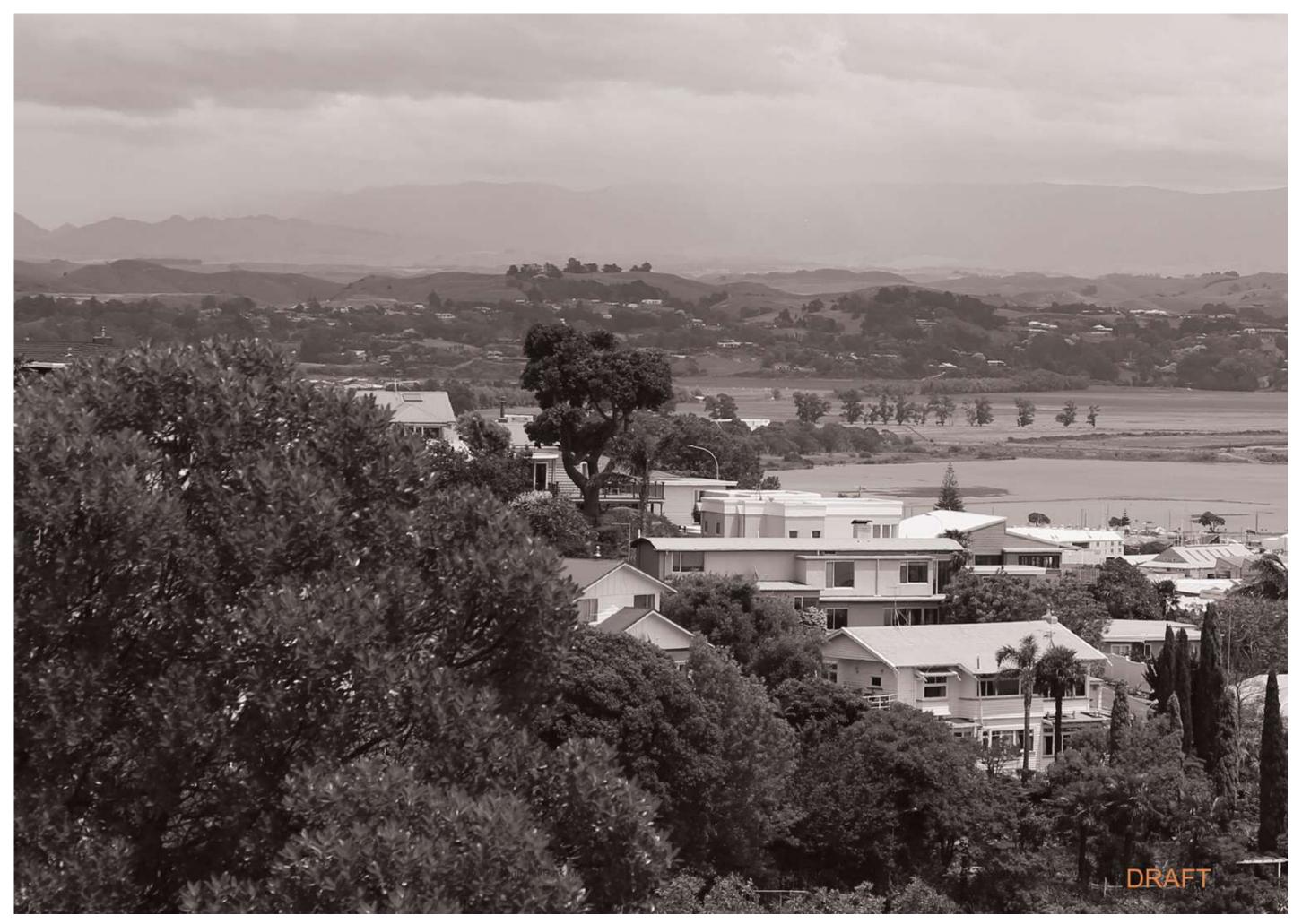
Interweaving public access treatment wetlands can provide valuable open space and recreational opportunities for the local residents and visitors.

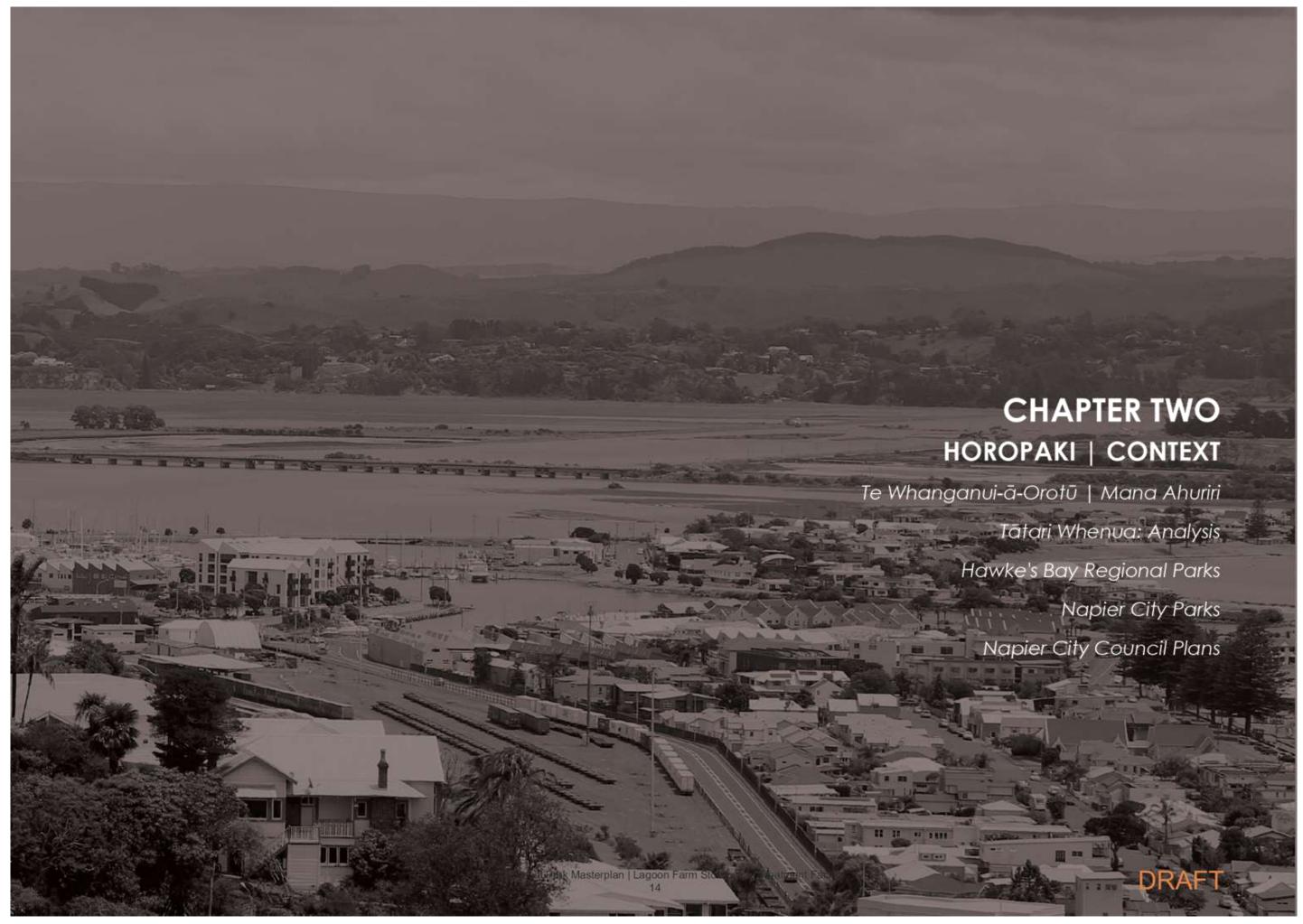
Incorporating diversity both in the wetland species and in the areas surround the wetlands will enhance habitat values for native land and water invertebrates, and reptiles. A densely planted wetland landscape will also deter waterfowl species that prefer the visibility afforded by open water and pasture land.

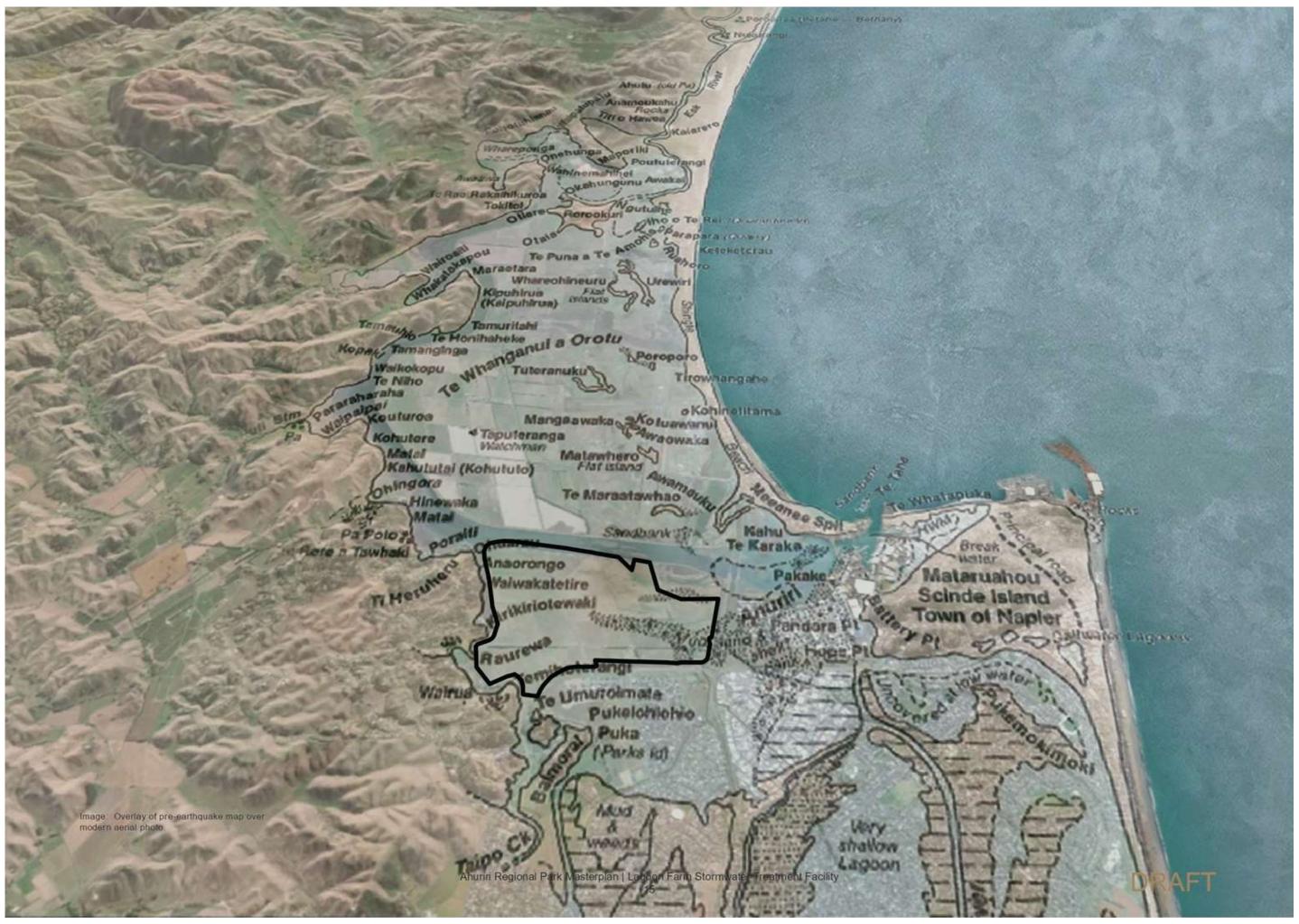




Ahuriri Regional Park Masterplan | Lagoon Farm Stormwater Treatment Facility







Te Whanganui-ā-Orotū | Mana Ahuriri

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Placeholder for description of site significance from Mana Ahuriri Trust

Treaty Settlement

The Deed of Settlement contains Crown acknowledgements of its acts and omissions that caused prejudice to Ahuriri Hapū and breached the Treaty of Waitangi and its principles.1

In the Deed of Settlement the Crown acknowledges that Te Whanganui-ā-Orotu and the islands in it were prized taonga of Ahuriri Hapū and remain valued today. The Crown also recognises the role of Ahuriri Hapū as Kaitiaki of Te Muriwai o Te Whanga (the Ahuriri Estuary and catchment areas).

The Crown also recognises the role of Ahuriri Hapū as Kaitiaki of Te Muriwai o Te Whanga (the Ahuriri Estuary and catchment areas). In recognition of this the settlement legislation will also establish a permanent statutory committee called Te Komiti Muriwai o Te Whanga. The purpose of the Komiti is to promote the protection and enhancement of the environmental, economic, social, spiritual, historical and cultural values of Te Muriwai o Te Whanga (Ahuriri Estuary) for present and future generations.

- Ngāti Hinepare
- Ngāti Māhu
- Ngāti Matepū
- Ngāti Pārau (which includes Ngāi Tahu Ahi)
- Ngāi Tāwhao
- Ngāti Tū

Ahuriri Hapū Deed of Settlement Summary

OVERLAY EXISTING

CHANNEL ON THIS

GRAPHIC

Post 1931 Earthquake History

The former landscape of Te Whanganui-ā-Orotū, the Napier inner harbour, was treasured for its rich sources of kaimoana and later became a valued place for recreation.

This expansive body of water, once dotted with islands, provided a continuous supply of shellfish, eels, and fish. Pă sites were located on the western hills and islands, reflecting the area's long history of occupation.

The harbour's shingle spits and beaches were shaped by gravels washed down from rivers, forming natural barriers that separated the former lagoon and estuary from the open ocean. European settlement later centred around Ahuriri, which offered deepwater anchorage and supported growing shipping trade.



AHURIRI LAGOON UPLIFT Horse mussels exposed after earthquake, 1931



PORT AHURIRI, NAPIER Industrial area and tagoon preearthquake, 1910s

Located approximately 3.4 km northeast of what is now Napier's CBD, Ahuriri Lagoon once spanned around 3,840 acres. In 1931, the 7.8 magnitude Napier earthquake uplifted the land, exposing approximately 2,230 hectares of seabed.

Today, only 289 hectares of the original lagoon remain, with Lagoon Farm forming part of this larger uplifted landform.

The historic landscape is still clearly visible—the patterns of the former lagoon are still show the subtle flow of mudflats and sandbanks reflected in the soils and growth patterns in the pasture. The flat terrain of the former lagoon contrasts sharply with the shoreline traced along the western edge of the site, where the Taipō Stream meets the base of the Poraiti Hills.



AHURIRI RECLAMATION Drainage of lagoon of earthquake, 1936

Drainage works completed over the past 90 years reclaimed and transformed the former lagoon bed into a mix of pastoral farming, industrial and housing developments which includes the Hawke's Bay Regional Airport to the north of the current lagoon channel.

A network of drains, stop banks, floodgates and pump stations maintain artificially low water levels on the site enabling agricultural use on otherwise poorly drained, flood prone areas.

Overlay: Te Whanganui a Orotû pre 1931 and post earthquake extents

Ahuriri Regional Park Masterplan | Post 1931 Earthquake History

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Tātari Whenua: Analysis

Broader Landscape Context

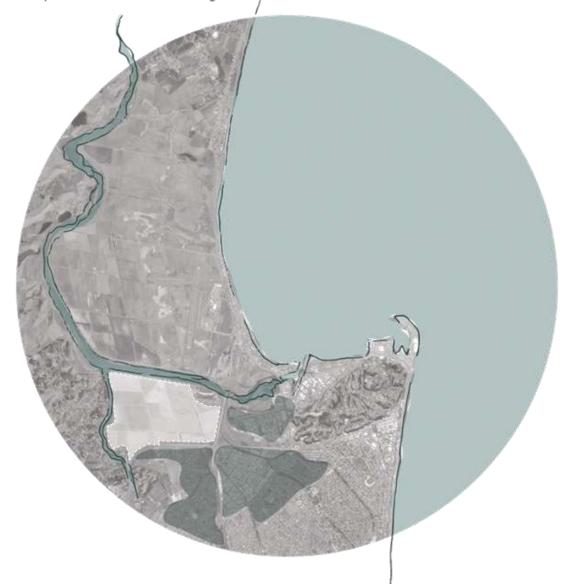
Located in the urban edge of Napier City the Ahuriri Regional Park site (also known as Lagoon Farm) forms a key opportunity for connection, a green gateway for the Napier City. Cradled by the Taipō stream to the west and Pūrimu stream to the east the main Ahuriri channel forms the northern boundary. The Hawke's Bay airport is located immediately north of the site with a key flight path bisecting the site north-south. Prebenson Drive forms the southern boundary and defines the current urban edge of the city.

To the west the Poraiti Hills from the backdrop to the wider Te Whanga plains. Like the Lagoon Farm site the land has been drained and converted to farmland over successive years post the 1931 earthquake. Today an extensive network of stop banks along the main channels protects this land from flooding.

The former islands Otiere, and Taputeranga remain as markers in the wider plains and have high cultural values as former settlement sites used by the local Hapū.

The uplifted bed to Te Whanga has evolved into low lying, poorly drained farmland with areas of high water tables reflected in a mosaic of wetlands throughout the wider plains. Immediately to the north east the site, the DOC managed South Marsh provides important bird habitat.

The Lagoon Farm cycleway provides public access around the periphery of the site while the estuary channel is tidally accessible by boats, kayak and waka.



Existing Site Character Images













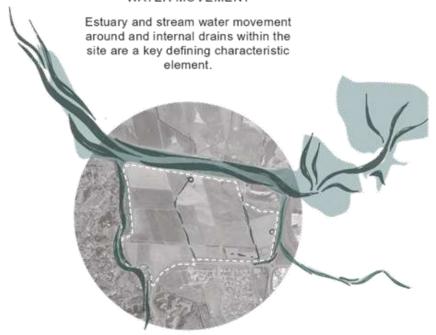




Ahuriri Regional Park Masterplan | Tātari Whenua: Analysis

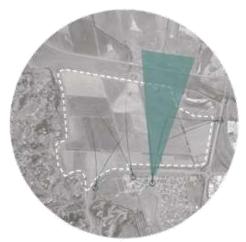
Site Elements and Qualities

WATER MOVEMENT



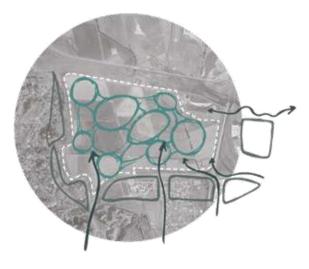
AIRPORT AND VIEWS

The Airport control boundary and flight path bisects the site and forms a critical constraint in terms of noise and the need to avoid increasing bird strike risk to aircraft. Given the flat, wide, expanse of the site, the design should consider key views from the road boundaries.



MOVEMENT + CONNECTIONS

Opportunities to improve connectivity to the adjacent areas and neighbourhoods. Given the large scale of the site there is potential for multiple internal circulation paths and activity zones.



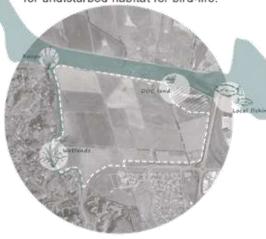
HISTORIC PATTERNS AND SITES

Hidden within the modern landscape are the stories and landforms of the historic Te Whanganui-ā-Orotū land and seascape. This includes historic pā and kāinga sites, patterns of sand spits and estuary flow forms and the renowned shellfish beds of Te Whanganui-ā-Orotū.



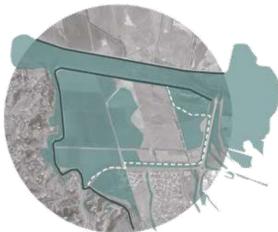
ECOLOGICAL SIGNIFICANCE

There are many existing areas of high ecological value around the site to be protected or enhanced. There is tension between human activity and the need for undisturbed habitat for bird-life.



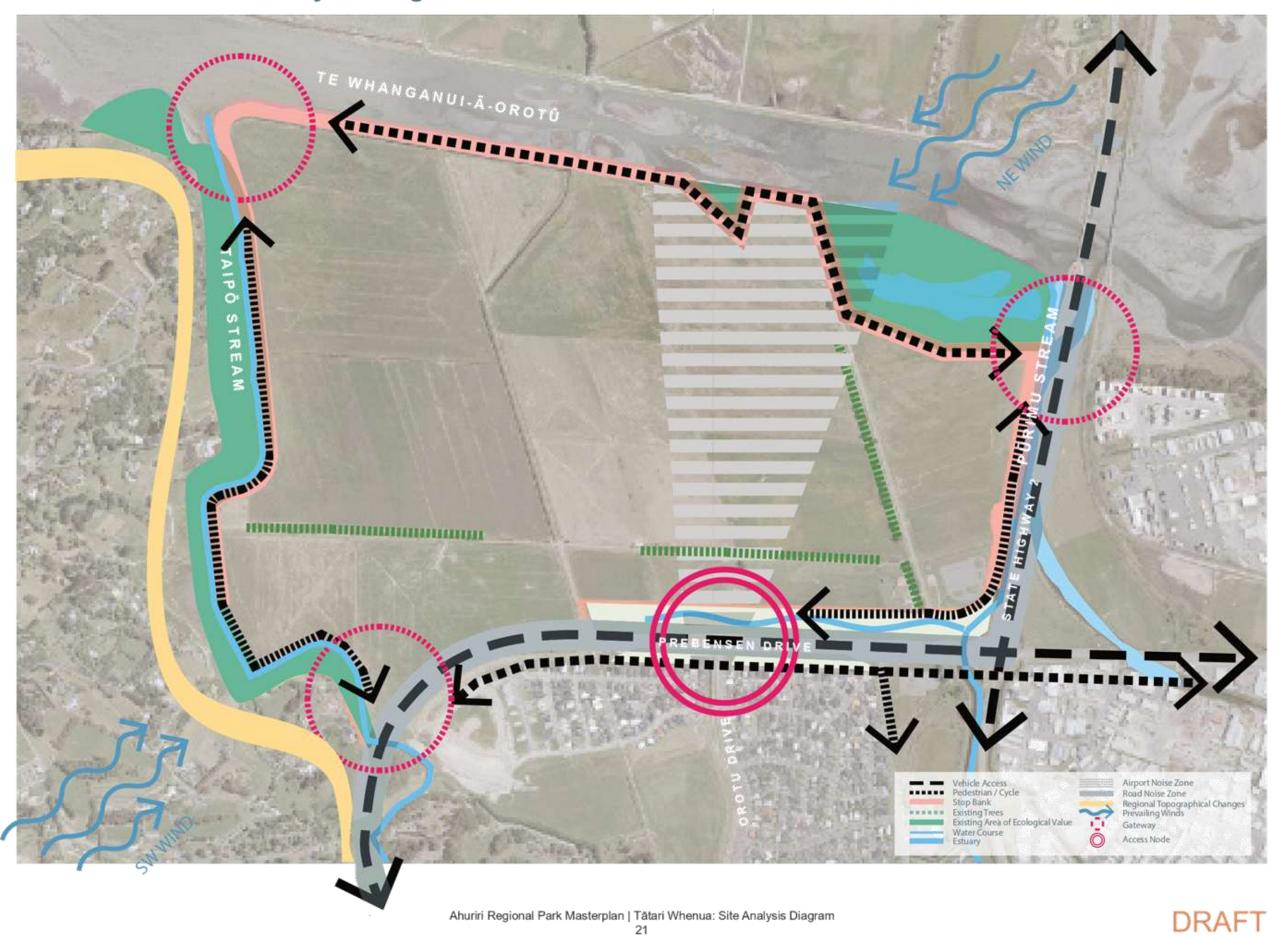
FLOOD ZONES

Low lying areas of the site lie below high tide water levels. The site provides storage for stormwater inflows from several urban catchments. Stopbanks protect the west and north sides of the site. Pumping maintains ground water levels at artificially low levels.



Ahuriri Regional Park Masterplan | Tātari Whenua: Analysis

Tātari Whenua: Site Analysis Diagram



Hawke's Bay Regional Parks



Overview

Hawke's Bay Regional Council (HBRC) currently manages four significant Regional Parks, which provide a mix of cultural, environmental, economic, and recreational opportunities for both residents and visitors.

While not formally classified as Regional Parks, other important open spaces in the region-such as Te Mata o Rongokako (Te Mata Peak) and Cape Kidnappers-also hold high cultural and environmental value.

Through the Hawke's Bay Regional Park Network Plan, local councils have developed a strategic vision that highlights the role of parks in fostering healthy communities. These parks support active lifestyles and offer opportunities for people to connect with nature and learn about the environment.

Regional Parks serve a unique role, sitting between urban parks and conservation parks in terms of scale, accessibility, and purpose. HBRC's regional parks, for example, offer a range of conservation and restoration environments alongside recreation, with a focus on protecting values of regional significance. They attract visitors from across the region as well as from outside it.

In contrast, urban parks tend to cater to local communities, offering sports fields, playgrounds, reserves, and coastal areas within or near towns and cities. These often provide more developed facilities—such as toilets, changing rooms, formal gardens, and high-use infrastructure-designed for intensive local use.

At the other end of the spectrum are conservation parks and reserves, typically managed by the Department of Conservation. These spaces offer informal outdoor experiences like walking, tramping, mountain biking, picnicking, and camping in more natural and remote settings.

The proposed Ahuriri Regional Park is unique. While it aligns with the regional park network, its core focus is on delivering critical infrastructureparticularly stormwater management-alongside cultural, ecological, economic, and recreational benefits. Its location, close to Napier's urban centre and within a distinctive estuarine setting, positions it as a complementary yet different offering within the regional park system, providing a new kind of visitor and community experience.

Ahuriri Regional Park Masterplan | Hawke's Bay Regional Parks

Hawke's Bay Regional Parks

















A. Tütira Regional Park (464ha)

Tūtira Regional Park is part of a developing tourism area of the Tūtira-Maungahururu district, which promotes great outdoor adventure and recreation. The prime objective was to manage the land to maintain and improve the water quality in the two lakes, Tūtira and Waikopiro; the second objective was to develop a quality outdoor recreation environment for the people of Hawke's Bay. The park boasts walking trails, picnic amenities, camping and fishing.

B. Waitangi Regional Park (300ha)

Tūtira Regional Park is part of a developing tourism area of the Tūtira-Maungahururu district, which promotes great outdoor adventure and recreation. The prime objective was to manage the land to maintain and improve the water quality in the two lakes, Tūtira and Waikopiro; the second objective was to develop a quality outdoor recreation environment for the people of Hawke's Bay. The park boasts walking trails, picnic amenities, camping and fishing.

C. Pākōwhai Regional Park (22.3ha)

Tūtira Regional Park is part of a developing tourism area of the Tūtira-Maungahururu district, which promotes great outdoor adventure and recreation. The prime objective was to manage the land to maintain and improve the water quality in the two lakes, Tūtira and Waikopiro; the second objective was to develop a quality outdoor recreation environment for the people of Hawke's Bay. The park boasts walking trails, picnic amenities, camping and fishing.

D. Pekapeka Regional Park (98ha)

Tūtira Regional Park is part of a developing tourism area of the Tūtira-Maungahururu district, which promotes great outdoor adventure and recreation. The prime objective was to manage the land to maintain and improve the water quality in the two lakes, Tūtira and Waikopiro; the second objective was to develop a quality outdoor recreation environment for the people of Hawke's Bay. The park boasts walking trails, picnic amenities, camping and fishing.

Ahuriri Regional Park Masterplan | Hawke's Bay Regional Parks

Napier City Parks

The proposed Ahuriri Regional Park occupies a strategically important location within the existing Napier City Council parks network and will represent a significant addition to the city's open space network. Unlike nearby parks such as Park Island, Anderson Park, and Dolbel Reserve, Ahuriri will offer a distinctive landscape character and focus-centred on stormwater treatment wetlands and large-scale ecological restoration.

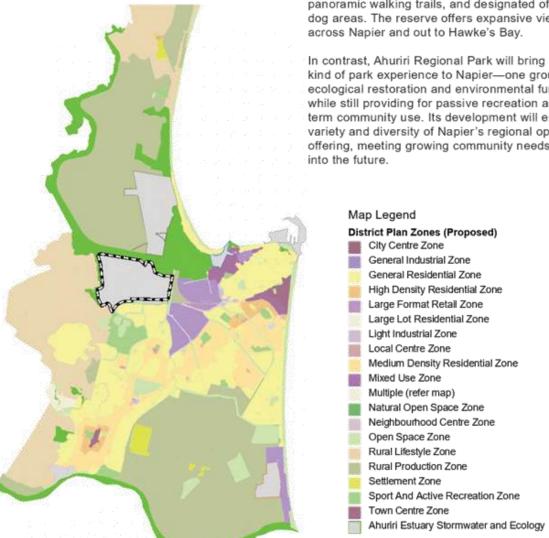
This unique foundation will support a different suite of recreational opportunities and provide potential for future community facilities and amenities aligned with environmental education, cultural storytelling, and nature-based recreation.

Park Island (68 ha), located just south of the Ahuriri site, is Napier's premier sports and recreation hub. It offers extensive facilities for organised sports, including Bluewater Stadium, multi-code sports fields, fieldhouses, and changing pavilions. A network of trails also provides opportunities for walking and cycling throughout the park.

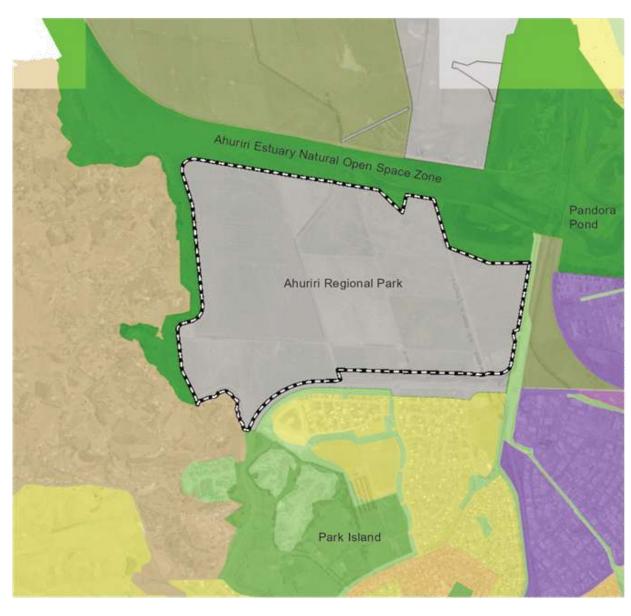
Anderson Park (36 ha) in Greenmeadows is a suburban destination park known for its diverse recreational offerings. These include an awardwinning inclusive playground, disc golf, a skate park, model railway, and model boat pond, all set within open lawns, mature specimen trees, and familyfriendly spaces.

Dolbel Reserve (18 ha) in Taradale provides a more naturalised park experience. Located on a hillside, it features a mosaic of native and exotic plantings, panoramic walking trails, and designated off-leash dog areas. The reserve offers expansive views

In contrast, Ahuriri Regional Park will bring a new kind of park experience to Napier-one grounded in ecological restoration and environmental function, while still providing for passive recreation and longterm community use. Its development will expand the variety and diversity of Napier's regional open space offering, meeting growing community needs now and



Above & Top Right: Proposed NCC District Plan Zoning Map showing Natural and Open Space Zones









Above: Anderson Park Play Space

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Napier City Council Plans

Ahuriri Estuary and Coastal Edge Masterplan (2017)

The Ahuriri Estuary and Coastal Edge Masterplan aims to deliver on these broad principles for the estuary and adjacent coastal edge environment, presenting Napier City Council's vision for the estuary for inclusion in the development of Te Muriwai o Te Whanga - Ahuriri Estuary Management Plan.

The City Vision supports the use of Te Aranga Design Principles as outlined adjacent, to enhance mana whenua presence, visibility and participation. opportunities identified throughout the masterplan process for planning and redevelopment within three character areas reflecting the character of the water based areas and their urban interface:

- Upper Estuary & Former Lagoon
- Lower Estuary & Pandora
- Inner Harbour & Ahuriri

Napier City Council District Plans

Te Whanganui-ā-Orotū (Ahuriri Estuary) Ecology & Stormwater Treatment Zone

The Ahuriri Estuary Ecology & Stormwater Treatment Zone (AESZ) applies to the southernmost area of land adjacent to Te Whanganuí-ā-Orotū (Ahuriri Estuary).

The vision for this park prioritises the use of the site for stormwater detention during high intensity rainfall events. Councils are also investigating ways that the normal flow of stormwater into the Estuary could be channelled through a series of created wetlands to remove sediments and contaminants before it is discharged into Te Whanga (the Ahuriri Estuary).

With these stormwater improvement measures, it is intended to improve biodiversity outcomes through improved habitat creation. Aside from being beautiful, a park would provide wildlife with a home, reduce our climate change risks and increase recreational opportunities.

The AESZ recognises the importance of the restoration of the estuary and its margins, caters for those activities that are compatible with the ecological values of the estuary, and considers the operational requirements of the nearby airport.

The types of activities that are provided as without



Ahuriri Estuary and Coastal Edge Masterplan (Isthmus 2017)

Ahuriri Regional Park Masterplan | Napier City Council Plans



resource consent include:

- Planting, plant maintenance, pest control, conservation activities
- Growing and supplying of plants
- Activities associated with stormwater collection, retention, treatment and disposal
- Recreational activities
- M\u00e3ori purpose activities (eg mahinga kai activities, w\u00e3nanga, hui, Matariki and P\u00fcanga observance activities)
- Community activities
- Primary production activities

Open Space & Recreation Zone

The Open Space and Stadium Zones chapters of the Proposed District Plan enable a range of recreation activities across our city, while managing the interface with neighbouring residential properties.

Open Space Zone

The purpose of an Open Space Zone is to provide for a range of passive and active recreational activities, along with the facili-ties and structures necessary to support them. Open Space Zones replace the Reserve Zone, Foreshore Reserve Zone and Marine Parade Recreation Zone of the current District Plan. To ensure that the primary recreation and community purpose of Open Space Zones are retained, commercial activities (including coffee carts and hire activities) are classed as a discretionary activity and require resource consent where they do not meet conditions. Residential and industrial activities are prohibited with Open Space Zones where they are not required for on-site management, which means that a zone change would be re-quired before a park or reserve could be repurposed for development.

Additional rules apply to Open Space Zones within the coastal environment and along the Marine Parade foreshore to recognise the special character of these areas.

Natural Open Space Zone

The purpose of the Natural Open Space Zone is to retain and enhance the natural environment and to ensure activities, build-ings and other structures are compatible with the natural characteristics of the zone. The range of permitted activities is restricted in this zone to protect natural values. Buildings require resource consent in order to allow Council to assess the impact of the buildings on the special characteristics of the park or reserve.

Sports & Active Recreation Zone

The purpose of the Sport and Active Recreation Zone is to provide for a range of indoor and outdoor sport and active recreational activities, along with associated facilities and structures. Specific rules apply to new activities and buildings in the Park Island Development

Māori Purpose Zone

The Māori Purpose Zone is a new zone that recognises and provides for a range of activities that specifically meet Māori cultural needs, including but not limited to, residential and commercial activities. This zone recognises and provides for the relationship of Māori and their culture and traditions.

Māori Purpose Activities is defined as:

Means the use of land and/or buildings for a range of activities or Māori cultural, community and living purposes, and/or integrated Māori development, including but not limited to one or more of the following activities:

Powhiri & Kapa haka

Wānanga

Customary activities

Kīngitanga events

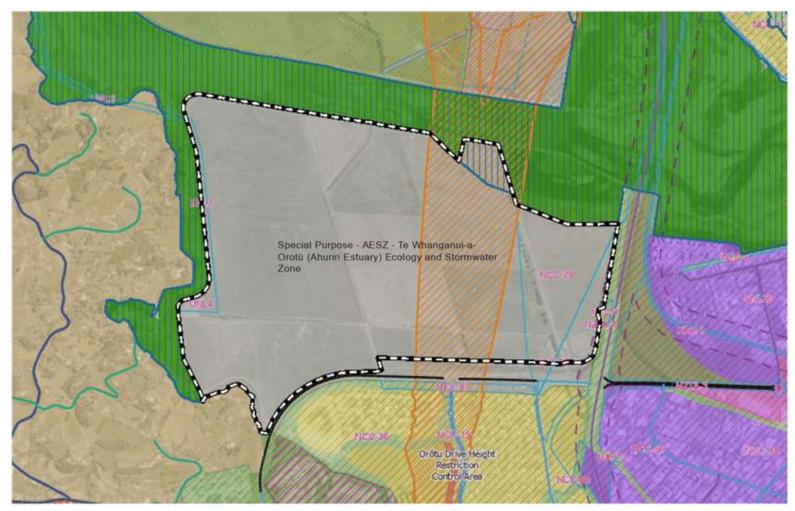
Home occupation activities

Arts and cultural activities

Cultural education and research activities

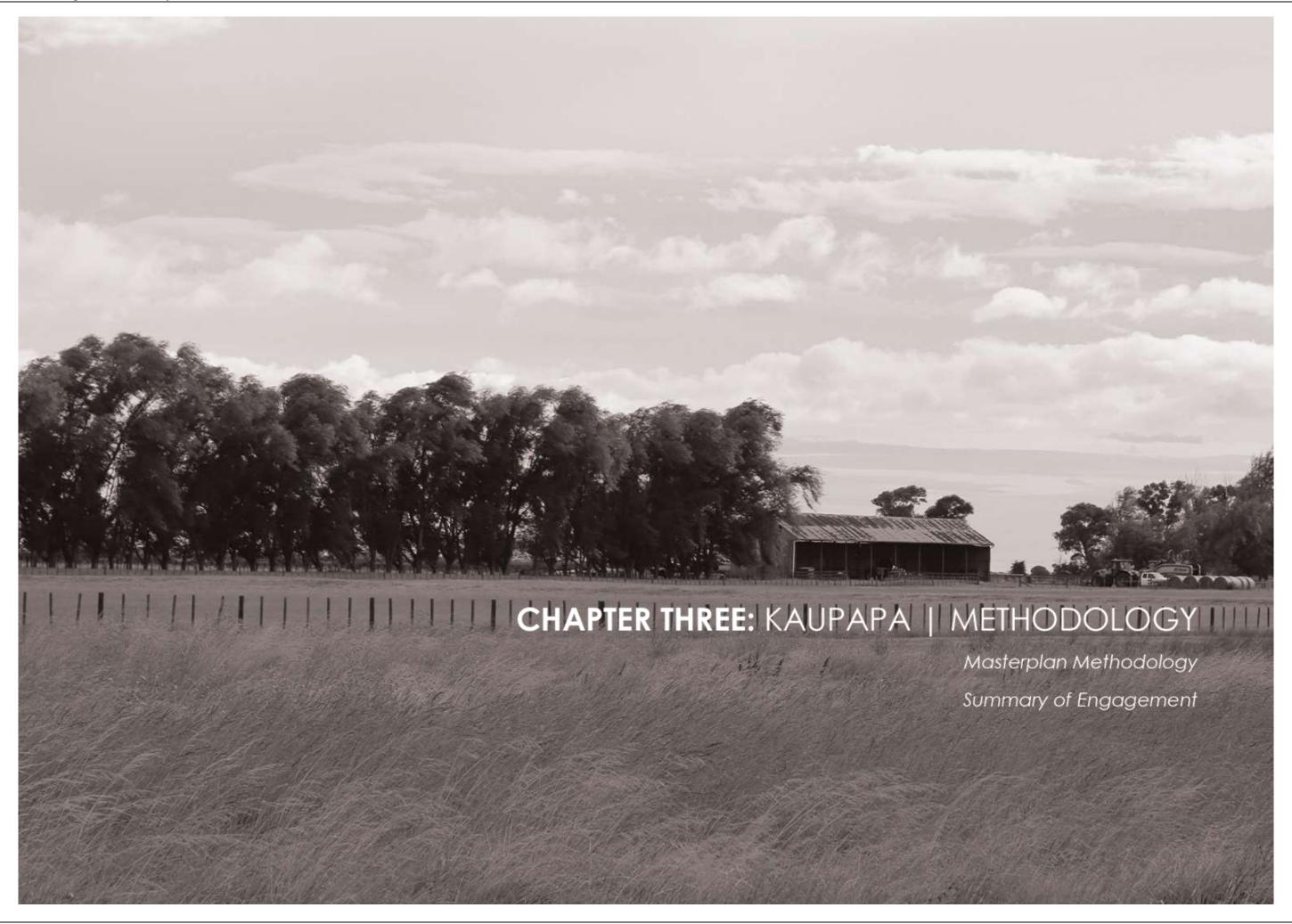
Rongoā & Māori cultural activities

Childcare services, kohanga reo or kura (schools), and Faith practices

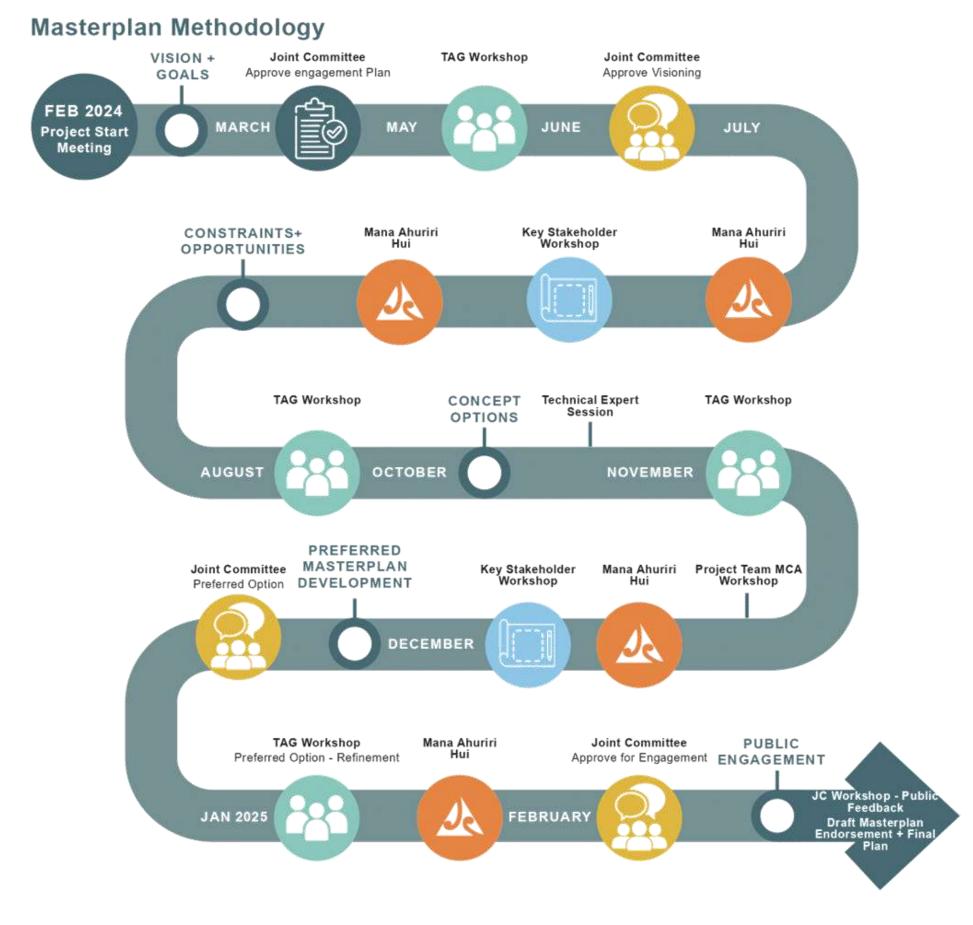


Left: Napier City Proposed District Plan Map - Note orange Airport Noise Boundary Overlay and blue highway designation on east side of site.

Item 10 Ahuriri Regional Park Masterplan



Item 10 Ahuriri Regional Park Masterplan



Engagement

The diagram at left outlines the collaborative process used to develop the Ahuriri Regional Park masterplan. A co-design approach was undertaken through a series of wānanga (workshops) involving the Joint Committee, Technical Advisory Group (TAG), design team, and Napier City Council staff at key stages.

Engagement with mana whenua and key stakeholders helped shape the direction of the plan, while a public engagement process was used to test the preferred concept with the wider community.

Discovery & Visioning

This phase focused on understanding the values, aspirations, and challenges identified by project partners, stakeholders, and the community—building a shared vision and stronger relationship with the site.

Optioneering

The design team developed and tested a range of concepts aligned with identified opportunities and constraints. As the process evolved, options were refined in response to new information, including Lagoon Farm wetland engineering inputs, cost estimates, stopbank modifications, and the need to mitigate bird strike risks near the airport. A multi-criteria analysis was used to identify a preferred concept, which was reviewed by the Joint Committee and TAG before being shared for public feedback.

Refinement

Following public feedback, the preferred concept was refined into the proposed masterplan. It outlines a range of sub-projects and priorities, with core projects forming the initial stages of development.

All projects identified in the masterplan will require further design development, technical analysis, and cost estimates before progressing through consenting, council approvals, and eventual construction.

Future Stage 2 and 3 projects are more aspirational and will progress as funding and partnerships allow. Many of the stage 2 and 3 components will require further detailed business case reviews to ensure feasibility and long-term sustainability.

Ahuriri Regional Park Masterplan | Masterplan Methodology

Summary of Engagement

Engagement Strategy

At the March 2024 Joint Committee meeting, the engagement plan was approved to support the development of the Ahuriri Regional Park Masterplan and guide the process for preparing a draft for project partner, stakeholder and public feedback. The purpose of the public engagement was to update and inform the community about the direction of the Masterplan, including integration of the key driving project—the Lagoon Farm Stormwater Treatment Wetlands

Review and analysis of the feedback received is summarised in this report and have informed the changes to be made to the final proposed Masterplan.

Prior Engagement

Delivering on the projects Engagement Strategy and Plan, targeted engagement was undertaken to develop the Draft Masterplan report

- 2 x Key Stakeholder Design Workshops
- 1 x Mana Ahuriri Wananga
- 1 x Hui-a-hapu presentation
- Presentation to Mana Ahuriri Trust Board
- One on One engagement with Napier Airport Authority - Led by Stradegy, Napier City Council and Chair of the joint Committee.
- Technical Advisory Group Workshops
- Specialist Expert services have also been engaged to address the Planning framework, Stormwater Treatment Wetland Design, Avifauna habitat and mitigating measures for bird strike.

Summaries of the input and ideas from these workshops and sessions have been reported through prior Joint Committee Workshops and Meetings through out 2024 and 2025. This input has guided the Draft Ahuriri Regional Park Masterplan issued for public engagement



Image Above: Initial concept testing ideas board

Discovery & Visioning Workshop

Mana Ahuriri Hapü

The intent of this wananga was to listen, learn and understand from Mana Ahuriri hapu as equal partners, their response of Ahuriri Regional Park and the longstanding relationship held with Te Whanganui-a-Orotu.

Working with hapū, we developed a set of key values important to them as ahi kā to support the project moving forward. To help guide the works, significant pepeha and whakataukī were provided.

Five priority values were captured and discussed as part of the workshop:

- Te Mana o Te Taiao
- Te Mana o Te Wai
- Whakapapa | Genealogy and Identity
- Ahuwhenua | Activation and recreation (hauora)
- Ōhanga | Economy

Key Stakeholders

The intent of the first workshop with key stakeholders looked to understand their response towards Ahuriri Regional Park | Lagoon Farm. The project themes were expressed and shared inviting a response from those in attendance.

The workshop also asked those in attendance to step outside of their own perspective and together understand what are the key challenges and opportunities with site that we face as a community.

Over 100 post its responses were captured and distilled into key challenge topics and opportunities following the workshop (refer to appendix table).

Four key themes/opportunities were captured under environmental wellbeing, activation and cultivation, economic prosperity and healthy communities.

Optioneering Workshop

Key Stakeholders

Following the 'Visioning Workshop' the distillation of information from Workshop 1 was presented back to the key stakeholders. The summary provided collated challenges and opportunities and explore the potential under the four guiding design drivers.

As part of the 'Optioneering Workshop' stakeholders were asked to provide feedback on three spatial concepts in consideration with the concept design for the Treatment Wetlands.

The three options explored were:

- Option 1: Recreational Focus balance of recreational / commercial activities. Space for potential future sports facilities and complementary commercial use such as nursery, cultural tourism etc. Focus on human activity to the south with ecological to the north.
- Option 2: Interwoven Landuse Interwoven ecological and recreational landuse with more dispersed commercial and recreational areas. Islands, forming nodes within the wetland area that reflect historic Ahuriri lagoon islands.
- Option 3: Nature First Putting nature first - predator fence / control area around wetlands and coastal forest / shrubland, creating an ecologically enhanced exclusion area. Trails and educational hub within the coastal forest zones allow exploration within the predator free area.

Precedent imagery was provided to show stakeholders potential use and moves which could be explored for the development phases.

The stakeholders preferred design was Option 2: Interwoven Landuse with some revisions to incorporate elements of Option 3: Nature First.

All three schemes were also put through a Multi-Criteria Analysis (MCA) to seek an objective measure of how well they meet the key project goals and priorities mapped out in the Discovery and Visioning stages. This affirmed that Option 2 and 3 scored the highest.

The three options and MCA results were reviewed with both the TAG and JC groups to verify the preferred design selection. Further refinements were confirmed.

Ahuriri Regional Park Masterplan | Summary of Engagement

Public Engagement Period

The design team prepared an engagement package of graphics and information to support the public engagement process that was facilitated by Napier City Council staff.

The Public Engagement period opened on Wednesday 16th of April 2025 and closed on Friday the 9th of May 2025.

Engagement Material

The following collateral was provided for the engagement

- Draft Ahuriri Regional Park Masterplan
 Document
- Video Footage Introducing the Project

Engagement Methods

Several methods for pubic engagement were provided through Napier City Council and Hawke's Bay Regional Council. These being:

- Ahuriri Regional Park Masterplan webpage -Napier City Council
- Say It! Ahuriri Regional Park Masterplan seeking feedback
- Invitation for Written Submissions
- Facebook Page
- Stall at NCC 'Open House' event (15/04/2025) with 30 Information packs collected.
- Hosting of an Open Day at the site on Saturday 3rd of May 2025 - 10am - 12pm



matter, and Say It Napier is your place to share your though seaside city even better



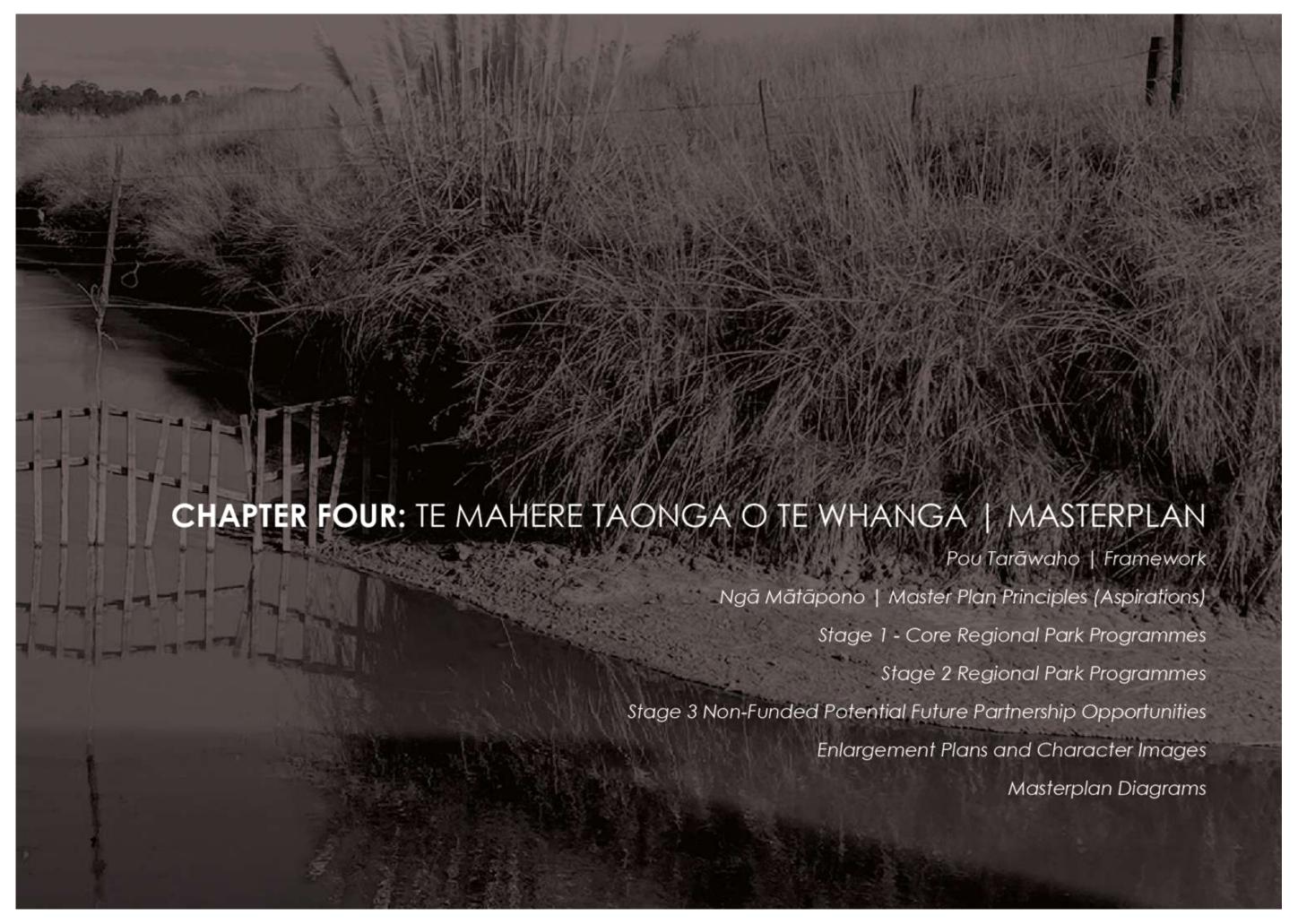




Ahuriri Regional Park Masterplan | Summary of Engagement 30

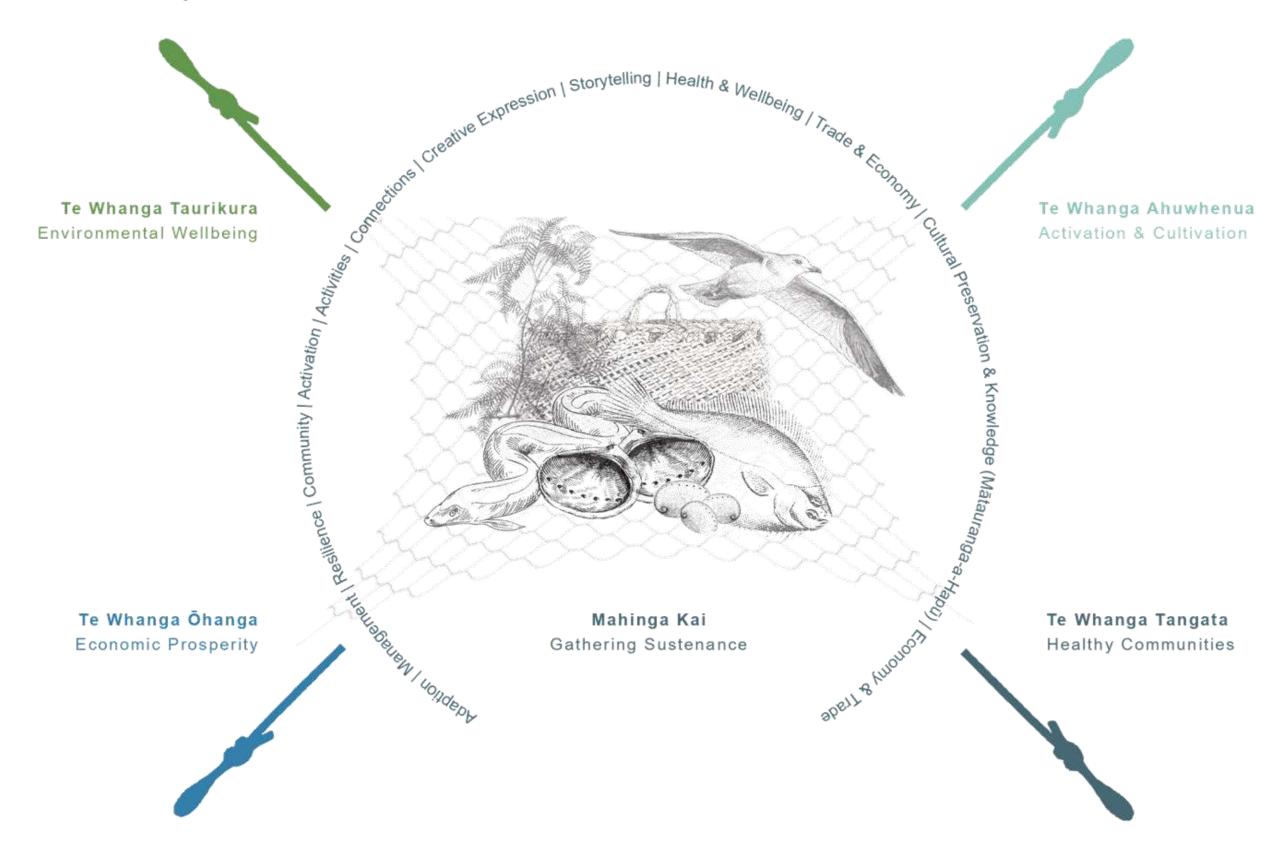


Item 10 Ahuriri Regional Park Masterplan



Item 10 Ahuriri Regional Park Masterplan

Pou Tarāwaho | Framework



Ahuriri Regional Park Masterplan | Pou Tarāwaho | Framework

MOEMOEĂĮ VISION

MAHINGA KAI (CULTURAL NARRATIVE) - A PLACE OF GATHERING

Ahuriri Hapū have long maintained ahi kā roa in Ahuriri. Te Whanganui-ā-Orotū is a place of great significance to Ahuriri Hapū which is central to their existence and identity and wellbeing (Te Whare Tapa Whā). Te Whanganui-a-Orotū was a significant mahinga kai resource. From the earliest of times it was highly prized for its enormous food resources and its access to major river systems and forest areas. So greatly was it valued through the generations that songs were sung, poetry composed and dances created in praise of its productiveness. It was the most valuable part of the patrimony.

This oriori by Ngāti Mahu ancestress Te Whatu forms a foundation for the masterplan.

NGĀ UARA | OVERARCHING VALUES

Mauri – vitality of all living things
Tīkanga – philosophies related to whakapapa
Mana – power of autonomy to protect, define rights,
decide and develop

Rangatiratanga – self determination and working together kānohi ki te kānohi for better outcomes Manaakitanga – respect and care for one another Kaitiakitanga – responsibility fulfilling the roles of guardians and stewardship of te taiao Ahi kā roa – the longstanding residence of iwi, hapū maintaining tikanga, kawa and mătauranga Mahinga Kai – traditional economy of transmitting mătauranga through the sharing and gathering of

Whakapapa – linking past, present and future; the continuance of mauri and mana
Whānaungatanga | Movement of People – movement of people and relationships to place

NGĂ MĂTĂPONO | GUIDING PRINCIPLES APPROACHES NGĂ KAI O TE WHANGA - THE BOUNTIFUL FOOD OF TE WHANGA

The pepeha of Tamatea Pōkaiwhenua reflects the rich and plentiful resources (kai) within Te Whanga. These six kaitiaki (guardians) or tohu (symbols) weave together the skies, the seas/waters and the land. This reflects the interconnected relationship between Te Taiao (the natural world) and Tangata Moana Tangata Whenua.

Theses six kaitiaki/tohu some guiding values interpreting the nature of each to inform the overall masterplan development. Together, they create a holistic and interconnected system.

The six guiding principles reflect:

- Kāroro Adaption, Management and Resilience
- · Pātiki Sustainable Communities
- Pāua Connections and Creative Expressions
- Pūpū Cultural Preservation and Knowledge (Mātauranga-a-hapū)
- . Kiore Economy & Trade
- · Aruhe Health and Wellbeing

Te oriori o Te Whatu | The Iullaby of Te Whatu

Kia hora te haere ngā taumata i Te Whanga i Te Pōraiti, Ko te kāinga tena i pepehatia e o tūpuna, Ko rua te paia ko Te Whanga, He kāinga to te Ata, He kāinga ka Awatea, He kāinga ka Ahiahi e tama e.

Go quickly to the land that is Te Whanga and Te Pōraiti,
For that is the land in a proverb of your ancestors,
Te Whanga is the storhouse that never closed, providing;
A meal in the morning,
A meal a noon,
A meal in the evening my son.

Te pepeha o Tamatea Pōkaiwhenua | The motto of Tamatea Pōkaiwhenua

Te Kāroro tangi tararau mai i runga o Tapu Te Ranga.
Te Pātiki tahanui o Otiere e.
Te Pāua patoto mai i runga o Tuhinga.
Te Pūpū tangi mai i runga o Matakarohirohi.
Te Kīore pekenui o Rimariki
Te Aruhe maomaonui o Pukekohu

The seagulls cry as they hover above Tapu Te Ranga.
The fat flounders of Otiere.
The pāua knocking on the rocks at Tahinga.
The pūpū crying at Matakarohirohi.
The rats jumping at Rimariki.
The thick-fleshed fern roots of Pukehou.

Ahuriri Regional Park Masterplan | MOEMOEA VISION

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Ngā Mātāpono | Masterplan Principles (Aspirations)



Te Whanga Taurikura Environmental Wellbeing

- Importance of 'Wai' letting water back in and restoring connections to Te Whanganui-ā-Orotū (physical and spiritual), reclaiming natural ecosystems (wetlands, freshwater habitat).
- Improving water quality and establishing effective stormwater management practices led from a mātauranga-ā-hapū lens and understanding the wider catchment – ki uta ki tai (mountains to sea).
- Restore indigenous diverse ecosystems (saltmeadows, saltmarsh, raupo reedland, flaxland, wetlands, swamp forest, mānuka-kahikatea forest) recreating habitats for significant indigenous fauna (endangered and common – birds, fish, mammals).
- Enhancement of areas to replace monoculture habitat with a rich diversity of indigenous lowland and aquatic margin habitats.
- Restoring natural resources to sustain life and people rongoā, rauemi, kai.
- Embedding nature-based solutions and softening the estuarine edge.



Te Whanga Ahuwhenua Activation & Cultivation

- Restore mātauranga-ā-hapū (ngā mana whenua) activating traditional practices that we once prevalent within Te Whanganui-ā-Orotū – waka building/voyaging, gathering kai, harvesting materials (pā harakeke – whare pora), construction.
- Celebrating the uniqueness of Ahuriri and Te Whanganui-ā-Orotū as a place with long association with 'Kai' building on the overall ethos of Te Matau-a-Maui (Hawke's Bay) as a food destination.
- Supporting opportunities to establish multifunctional recreational activities for walking, cycling and exploration, enabling a unique regional park for community to connect to nature and their environments. Are there opportunities for commercial activities associated to water – pools, waka voyages.
- Offering opportunities for people to learn and grow knowledge of their environment, water systems and quality, and stormwater management – education centre, cultural hubs.
- Allowing spaces to change and adapt with climate enabling areas for activities to change with climate – detention vs retention.





- Opportunity to develop a sustainable and localised economy for community attracting visitors. Opportunities:
- Eco-sanctuary could the site become an ecosanctuary to support endemic habitats and environments.
- Cultural Hub establishing a cultural heart which supports mana whenua, could mana whenua establish their HQ, facilities on this whenua
- Eco-tourism/accommodation close proximity to the airport, is there an opportunity for visitors to stay, eco-pods, marae.
- · Nursery opportunity to develop a nursery to support community.
- Art Park celebrate the local creativity of community through various art mediums and modes – land art, sculptures (temporary/ permanent), mahi toi hub (raranga, rongoā).
- Recreational Activities retain blow carts, water sports (pools, waka, kayaking, boat tours), horse riding, camping, playgrounds, adventure park, skatepark.
- · Production food and resources
- Establishing a whare wānanga focusing on science and technologies (wai and kai), and arts.
- Implementing stormwater infrastructure to manage high intensity rainfall events and flooding, protecting residential areas, and saving millions on potential loss.



Te Whanga Tangata Healthy Communities

- Enhancing mana whenua identity by celebrating local pūrākau and placemaking/storytelling opportunities – narrative trails, mahi toi (artwork).
- Ensuring community awareness and education of water and how we live, work and interact with it.
- Activating the coastal edge for communities to connect and interact with – an area which has been shut off.
- Ensuring safe and inclusive access for all communities and recognising mana whenua exclusive rights as kaitiaki.
- Creating a place of welcome and manaakitanga (hospitality) welcoming visitors from afar (the airport and SH2 as the main entrances into Te Whanganui-ā-Orotū.
- Enabling the concept of Te Whare Tapa Whā for our overall health and wellbeing (connection to land, social/cultural, physical, mental, and spiritual dimensions).



Stage 1 - Core Regional Park Programmes



Toilets

- Mayfinding and Cultural Story telling nodes
- Existing waterway link to wetland south of stop bank maintained
- Existing Blokart Hawke's Bay Facility
- Proposed vehicle access
- Pedestrian/ cycleway

CORE REGIONAL PARK PROGRAMMES

- 1 Ahuriri Regional Park Waharoa | Entrance
- (2) Lagoon Farm Treatment Wetlands (Delivered as separate project)
- (3) Carpark
- 4 Entry plaza and welcoming space
- (5) Plant production nursery for on-site use
- (6) Naturalisation of existing drain channel as part of wetland earthworks
- (7) Manuka/ Kanuka Plantation
- (8) Trail connections to existing cycleway
- Island nodes with Picnic facilities
- (19) South Marsh and estuary viewpoint
- (1) Pump station Waka Landing
- (2) Community Foraging Zone
- (13) Grazing land retained as interim landuse

The core park programmes are prioritised to support the establishment of the Lagoon Farm Wetlands—the first step in addressing water quality challenges in the receiving estuary. The first priority is to create a new entry point off the Ōrotu Drive roundabout, featuring a waharoa (gateway) to mark the entrance to the site. This will improve construction access and serve as the primary public entry to the wider park.

Space for a nursery is allocated - this could be an expansion of the existing council nursery or a partnership with a commercial operator or NGO to supply onsite plant materials.

During the wetland earthworks, the northern section of the receiving drain will be naturalised, with excess cut material used to create mounding south of the wetland. Restoration planting will begin around the wetland area, converting existing pasture into native tree and shrublands less attractive to bird species which pose a risk to airport operations.

A welcoming entry space developed at the Ōrotu Drive access will provide parking, toilets, signage, furniture, shelter, and interpretive and cultural storytelling/wayfinding information. Pedestrian and cycling trails will be built across the site.

Existing farming operations will continue on the remaining land.

Ahuriri Regional Park Masterplan | Stage 1 - Core Regional Park Programmes



Stage 2 Regional Park Programmes



Toilets

- Wayfinding and Cultural Story telling nodes
- Existing waterway link to wetland south of stop bank maintained
- Existing Blokart Hawke's Bay Facility
- Proposed vehicle acces
- Pedestrian/ cycleway

STAGE 2 REGIONAL PARK PROGRAMMES

- 1 Ahuriri Regional Park Visitor Hub
- (2) Regenerating Native Wetland and shrubland
- 3 Te Wao Nui | Regenerating Forest (staged planting with community groups)
- 4 Trail connections and network connections
- (5) Taipō Stream confluence viewpoint and high tide waka and kayak landing
- 6 Discovery + Learning | Play + Sculptural Park
- 7 Pa Harakeke flax collection
- (8) Flexible use amphitheatre space
- 9 Redeveloped Woolshed multi-use Community Events Centre
- (10) Community Foraging Trails
- (11) Regional Park Eco Camp organised groups such as schools and scouts

Once the core park programmes are completed, secondary site initiatives can be developed as funding becomes available.

A key component of this next stage is the expansion of the welcome area to include a visitor centre that enhances the overall visitor experience. The scale and form of this facility will be determined through a detailed business case, ranging from a simple shelter with interpretive information to a fully staffed centre with a café and multi-use community spaces.

Revegetation across the wider site will continue in stages. The existing farming operation will be phased out once remaining pasture is no longer viable. The existing woolshed complex is identified for redevelopment into a bookable community facility, with an open amphitheatre space to the north offering scenic views over the wetlands.

A site-wide trail network is also planned, along with an eco-camping facility on the western side of the site. This area is intended for organised groups such as schools, scouts, and other community organisations, and would likely be managed by a private operator.

Supplementary furniture, play and learning nodes sculpture and art would be progressively installed over time, as funding allows.

Ahuriri Regional Park Masterplan | Stage 2 Regional Park Programmes

Stage 3 Non-funded Potential Future Partnership Opportunities



∳i∳ Toile

- Wayfinding and Cultural Story telling nodes
- Existing waterway link to wetland south of stop bank maintained
- Existing Blokart Hawke's Bay Facility
- Proposed vehicle access
- Pedestrian/ cycleway
- Predator proof fence
- A Predator proof fence gateway

NON FUNDED POTENTIAL FUTURE PARTNERSHIP OPPORTUNITIES

(Developed with public + private partnerships and NGOs)

- Expansion to Plant nursery for commercial, retail & educational capacity
- Expansion area for active recreational activities
- Oevelopment of complementary commercial use area
- Whare Wananga | House of learning multi-use facility with accommodation. Focused on education around healing, restoration and renewal of te taiao | natural world
- Eco-Sanctuary Main Entrance
- Predator Proof Fence (indicative potential alignment only)
- Freshwater research and demonstration ponds (e.g. tuna | eel, kõura | freshwater crayfish)
- Salt water research and demonstration ponds (e.g. Papaka | Crab, Patiki | Flounder, P
 ürimu | Cockles)
- Whare W\u00e4nanga | Learning & Research Hub
- Te Whanganui-a-Orotu Landmark Gateway Pedestrian/Cycle Bridge.

Stage 3 initiatives are aspirational elements intended to enhance the park's wider function and amenity. These projects are not intended to be funded by ratepayers and will rely on external funding sources such as central government, commercial partnerships, or support from NGOs.

Whilst the masterplan allocates space for these potential developments, it remains flexible—able to adapt if only some or none of the initiatives prove viable. Alternative uses or facilities may be proposed in future as opportunities arise.

Any built structures within flood-prone areas must be designed to withstand flooding and challenging ground conditions. These developments are envisioned to showcase regenerative architecture, incorporating sustainable materials and self-sufficient energy and water systems.

Potential commercial development along the park's southern boundary is intended to complement the overall vision. Possible uses include businesses focused on native mahinga kai processing (food, fibre, and medicine), cultural and eco-tourism, or environmental services.

Ahuriri Regional Park Masterplan | Stage 3 Non-funded Potential Future Partnership Opportunities



VIEWPOINT A - TAIPŌ STREAM

A lookout structure, nestled within regenerating native forest, provides elevated views over the existing stopbank and across Te Whanganui-ā-Orotū. Internally, it offers sightlines over the replanted forest and wetland areas to the east. The existing bike and walking trail connects to an informal access point leading to the water's edge, featuring seating, cultural and interpretive signage, and sculptural elements that celebrate the site's natural and cultural heritage.



Ahuriri Regional Park Masterplan | Stage 3 Non-funded Potential Future Partnership Opportunities



VIEWPOINT B - PUMP STATION

The existing pump station building is retained, with an adjacent viewpoint and informal landing providing access to the water's edge. Seating, along with wayfinding and interpretive signage, encourages visitors to pause and enjoy the dynamic, ever-changing views across the estuary. During higher tides, there is also an opportunity for canoe or waka to travel up the estuary and access these landing points. This will be key node for trail access back into the regional park.



Ahuriri Regional Park Masterplan | Stage 3 Non-funded Potential Future Partnership Opportunities



VIEWPOINT C - NATURALISATION OF THE EXISTING LONG DRAIN

Building on the cleaner water flowing from the treatment wetland, the existing farm drain is recontoured to create a more natural stream profile and planted with native wetland and riparian species of trees and shrubs. While open water areas will be limited to minimise attraction of waterfowl, carefully designed overflow points and small pools will provide opportunities for visitor interaction, play, and education about wetland ecosystems.

The alignment of the wetland and channel is designed to work around the existing powerline corridor. The pathways will provide a north-south connection across the site.



Ahuriri Regional Park Masterplan | Stage 3 Non-funded Potential Future Partnership Opportunities



VIEWPOINT D - VISITOR CENTRE

This image illustrates a potential long-term opportunity to develop a visitor centre at the Orotu Drive entry. The centre could include a range of built forms to accommodate multiple uses—such as office and administration spaces, exhibition areas, a café, and educational facilities.

Parking is located to the south, with stormwater runoff managed through vegetated swales. An expanded nursery operation could supply plant material for both the regional park and other restoration projects across the wider region.

This nursery could serve both retail and wholesale markets, with opportunities for training, community enterprise, local iwi and other NGO involvement.

The development is anchored by a welcoming entry space that frames views across the treatment wetland and features a landmark sculptural pou element. Mown grass areas would be strictly limited to minimise attractants for waterfowl and associated risks to airport operations.



Ahuriri Regional Park Masterplan | Stage 3 Non-funded Potential Future Partnership Opportunities 44



VIEWPOINT E - TREATMENT WETLANDS

This view captures one of the mounded 'islands' within the central treatment wetlands. Maintenance access tracks along the wetland edges double as pedestrian and cycle paths, encouraging active exploration of the site. Boardwalk structures span the spreader sills between wetland cells, allowing safe public access through the treatment area.

Massed wetland vegetation is complemented by diverse shrub and tree plantings on the islands, creating sheltered spaces for picnics and large sculptural features that invite visitors to engage with the landscape as they move through this expansive environment.



Ahuriri Regional Park Masterplan | Stage 3 Non-funded Potential Future Partnership Opportunities

placeholder

Ahuriri Regional Park Masterplan | Stage 3 Non-funded Potential Future Partnership Opportunities 46

Park Entry Zone Enlargement



CORE REGIONAL PARK PROGRAMMES

- 1 Ahuriri Regional Park Waharoa | Entrance
- ② Carpark
- 3 Entry plaza and welcoming space
- Plant production nursery for on-site use

STAGE 2 PROGRAMMES

- 1 Ahuriri Regional Park Visitor Hub
- ② Discovery + Learning | Play + Sculptural Park

STAGE 3 OPPORTUNITIES

- 1 Expansion to Plant nursery for commercial, retail & educational capacity
- 2 Development of complementary commercial use area
- ③ Eco-Sanctuary Main Entrance
- Development of complementary commercial use area

Entry Zone

The primary access to Ahuriri Regional Park is proposed via a new connection from the existing Orotu Drive roundabout. This new crossing will accommodate vehicle, pedestrian and cycle connections, linking to external trail networks and providing direct access for neighbouring communities to the south.

A key design feature of this entry will be the construction of a landmark bridge element, with detailing to create a formal wāharoa (gateway) that marks the transition into the park and welcomes visitors.

Parking facilities are planned on both the eastern and western sides of the entry point. These will be staged over time, in line with park development and visitor capacity needs. A core intent of the park design is to minimise internal vehicle movement, creating a predominantly traffic-free environment that enhances visitor experience and protects sensitive ecological areas and wildlife habitats.

Flanking the entry, areas have been identified for potential limited commercial or community development in the future. Any development would be staged and subject to further investigation and business case assessment. Opportunities may include partnerships with commercial or community organisations, with the aim of creating revenue streams to support ongoing investment in the park.

Any such development would be required to align with and support the broader goals of the park, ensuring compatibility with its ecological, cultural, and recreational values.

Ahuriri Regional Park Masterplan | Park Entry Zone Enlargement

Character Images

Ahuriri Regional Park Waharoa| Entrance

The primary site entry is off the existing Prebensen/Orotu Drive roundabout across the Prebenson Drive Reserve channel. This is envisioned as a landmark bridge or culvert crossing with a strong axial viewshaft into the proposed Lagoon Farm treatment wetlands to form the primary waharoa / entry to the park. The entry is flanked by stormwater filtration swales that will collect and cleanse surface runoff from hardstand areas before it enters the Prebenson Reserve Channel. Design elements on the sides of the bridge.

Ahuriri Regional Park Visitor Hub

The Regional Park Visitor Hub is orientated around central landmark Pou and plaza space facing an interactive wetland play zone.

The buildings wrapping around the open space area could be phased initially as a simple shelter with static information and signage. In the long term this can be replaced or complemented with a purpose designed visitor education & discovery centre that provides a range of spaces space for displays and exhibits telling the cultural and natural histories of the park and wider Te whanganui a orotū landscape.

Complementing this could be a cafe, gift shop and multi-use community spaces. A second building to the east would accommodate other compatible uses such as museum or tertiary education outreach space, research, consulting, tourist and visitor services. Supporting this will be seating, picnic tables and shelters. The proposed location is on the higher part of the site than therefore more resilient to current and future flood risks.



PAPAMOA HILLS CULTURAL HERITAGE PARK, TAURANGA



PUNAKAIKI VISITOR CENTRE, PUNAKAIKI



POU AIO-NUKU AIO-RANGI, TAUPÔ



TE KURA WHARE | TE URU TAUMATUA, TĂNEATUA



TE KAARORO NATURE PRECINCT, HAMILTON











Landmark Toi & Interactive Wetland

The landmark pou is sited on the shore of an interactive wetland play area. While this is visually connected the lagoon farm treatment wetlands, is proposed to be hydraulically separate to allow this to be managed for learning and interactive play for visitors to explore, an outdoor classroom. The pou sculptural element sits on the main entry axis and will provide a visual beacon to draw visitors into the site navigate through the wider landscape. It would serve as a key cultural narrative statement opportunity.

Discovery + Learning | Play + Sculptural Park

To the east of the visitor hub excess materials from the wetland construction would be sculpted into a series of mound to form 'island' formations with clusters of trees for shade and biodiversity values set amongst a native shrubland and periodically mown meadow areas. Set within this will be pathways linking several nature-play zones potentially incorporating Maori play activities. Additional sites for sculptural art are available in this zone and could form the nucleus for a park wide sculptural trail.

Plant Nursery

Part of the commercial opportunities identified is a Native Plant Nursery, in the first stage this would be aimed at supplying onsite planting needs. This maybe an iwi or community managed operation or could be leased back to an existing operation. As a second stage it is suggested that this could be expanded to supply wholesale and retail markets with potential of research and training opportunities. This could include an agri-solar component where plant production is undertaken amongst and under solar panel arrays.

Ahuriri Regional Park Masterplan | Character Images

4



South-western Zone Enlargement



CORE REGIONAL PARK PROGRAMMES

The Western side of the site featured in the plan to the left will remain as grazed land prior to stage 2 and 3 being developed.

STAGE 2 PROGRAMMES

- 1 Te Wao Nui | Regenerating Forest (staged planting with community groups)
- (2) Trail connections and network connections
- Pa Harakeke flax collection
- Regional Park Eco Camp organised groups such as schools and scouts

STAGE 3 OPPORTUNITIES

- Whare Wananga | House of learning multi-use facility with accommodation. Focused on education around healing, restoration and renewal of te taiao | natural world
- 2 Predator Proof Fence (indicative potential alignment only)
- Freshwater research and demonstration ponds (e.g. tuna | eel, kõura | freshwater crayfish)
- (4) Whare Wananga | Learning & Research Hub

South West Zone

This part of the site is relatively sheltered—set back from main airport flight paths and nestled alongside the Taipō Stream—making it well-suited to quieter, more passive uses.

Initial works, following the retirement of grazing, will focus on restoration planting, preserving flexibility for future Stage 2 development and other potential programmes. Due to the low-lying nature of the land, any future development will require careful design to ensure resilience to flooding and climate impacts.

Ahuriri Regional Park Masterplan | South-western Zone Enlargement



Character Images

Pā Harakeke | Flax Collection

Boardering Prebenson Road to the west of the park is a large area is identified for a future collection of Harekeke | Flax that can be utilised for traditional weaving arts. This would be structured with access trails and, where appropriate, interpretation information. A biodiverse arrangement of shrubs interplanted with areas of harekeke will be utilised to increase ecological value and reduce attraction of large flocks of starlings that are identified as a risk species for the airport operations.

Whare Wananga | Learning & Research Hub

Co-located with the Pa Harakeke, the Whare Wānanga facility is positioned in the south-west corner of the site fronting the Prebenson Drive frontage. A new vehicle entry connects to a parking area and multiuse buildings. Program opportunities include a school of weaving based on use of traditional fibres such as harakeke and tī kōuka harvested onsite. This could be a flexible space that can accommodate a variety of other cultural education and tourism activities such as whakairo | carving, and mahinga kai tours.

Though a joint venture with crown, university or private institute, the hub can focus on the science underpinning restoration of these low-lying coastal landscapes, carbon sequestration, biodiversity credits and opportunities for fresh and brackish to saltwater aquaculture.



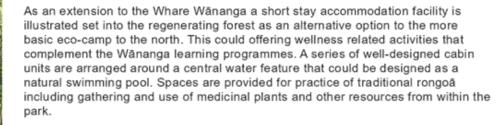


















Regional Park Eco Camp Village

Offering a unique experience of staying in a wilderness on the doorstep to the City the Camping & Eco Village Accommodation offers short term stays in cabins or glamping style tents, catering to organised school and community groups such as scouts. This is modelled on similar facilities within in other regional parks around the country and is intended to offer the opportunity to be immersed in learning and experiences around regeneration of the native ecosystems, matauranga māori, mahinga kai practice and potentially participate in restoration activities. This would be particularly special should a wildlife sanctuary be established this will allow guests to experience staying amongst a variety of native birds, lizards and invertebrates.

Ahuriri Regional Park Masterplan | Character Images

North-western Zone Enlargement



CORE REGIONAL PARK PROGRAMMES

The Western side of the site featured in the plan to the left will remain as grazed land prior to stage 2 and 3 being developed.

1 Naturalisation of existing drain channel as part of wetland earthworks

STAGE 2 PROGRAMMES

- Regenerating Native Wetland and shrubland
- Te Wao Nui | Regenerating Forest (staged planting with community groups)
- Trail connections and network connections
- Taipö confluence viewpoint and high tide waka and kayak landing

STAGE 3 OPPORTUNITIES

- Predator Proof Fence (indicative potential alignment only)
- Salt water research and demonstration ponds (e.g. Papaka | Crab, Patiki | Flounder, Pürimu | Cockles)

North West Zone

As the lowest and most flood-prone part of the site, this zone is proposed for restoration with native forest, shrub, and wetland plant communities that can withstand periodic inundation. Planting could be staged and delivered in collaboration with community groups and volunteers.

Wetland construction will include regrading the existing Long Drain into a more naturalised channel. Excess earth from this work can be used to create gentle mounding, adding topographic variation and enhancing habitat diversity.

Ahuriri Regional Park Masterplan | North-western Zone Enlargement 51



Character Images

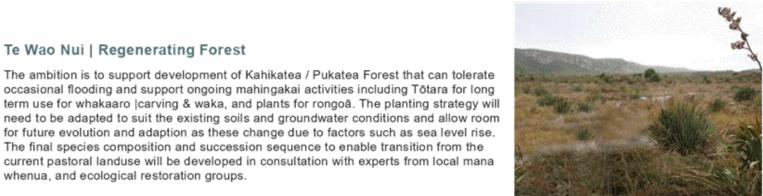
Te Reporepo | Regenerating Native Wetland

Working with the existing slow lying topography in the north-western corner of the site, an expansive wetland plain is proposed to be created through shallow regrading of the existing drains and surfaces. This will be supported by the additional water from the treatment wetlands and periodic inundation when large flows pass through the site via the Prebenson Channel. Open water will be minimised, and dense plantings of reeds, flax, shrubs and trees are proposed to reduce habitat attractiveness for waterfowl and wading birds that pose the most risk for airport operations.















Te Wao Nui | Regenerating Forest

whenua, and ecological restoration groups.









Saltwater Research and Demonstration Ponds

Given the proximity to the estuary channel, there is potential to establish saline pools to support research and demonstration ponds for cultivating key species such as papaka (crab), pătiki (flounder), and pūrimū (cockles), either for harvest or reseeding into the wider estuary. This could potentially be incorporated in the predator proof zone should a fenced sanctuary be established. This initiative would require partnership with a research organisation and/or tourism operator and must be carefully managed to avoid attracting high-risk bird species that could impact airport operations.

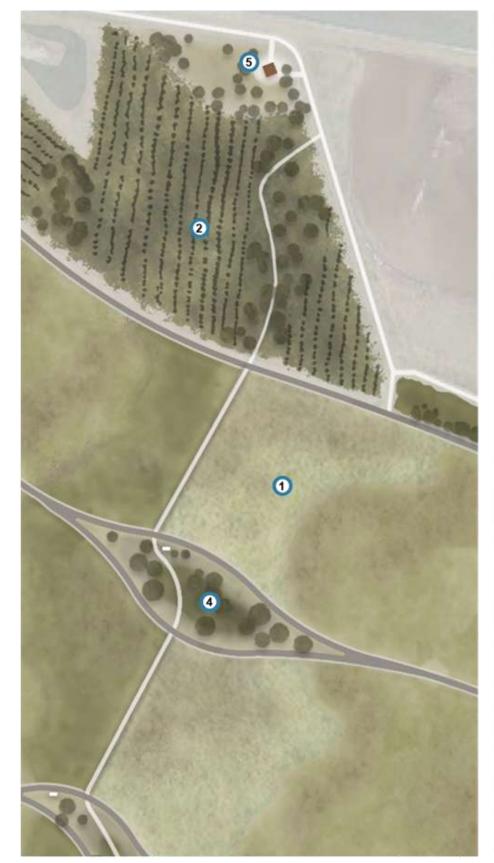
Complementary Recreational Activities

As the park facilities are established complementary businesses such as bike rental and waka tours could can accommodated on a seasonal or full time basis depending on demand. Informally the park will offer a wide range of recreational opportunities including running, cycling, walking, bird watching, learning and play.

Ahuriri Regional Park Masterplan | Character Images 52



Wetland Trail & Eastern Boundary





CORE REGIONAL PARK PROGRAMMES

- Lagoon Farm Treatment Wetlands (Delivered as separate project)
- Manuka/ Kanuka Plantation
- Trail connections to existing cycleway
- Island nodes with Picnic facilities
- South Marsh and estuary viewpoint
- 6 Community Foraging Zone

STAGE 2 PROGRAMMES

- Flexible use amphitheatre space
- Redeveloped Woolshed multi-use Community Events Centre

STAGE 3 OPPORTUNITIES

- 1 Expansion area for active recreational activities
- Te Whanganui-a-Orotu Landmark Gateway Pedestrian/Cycle Bridge.

Wetland Trail and Eastern Boundary

To encourage community engagement with the wetland area, a network of pedestrian and cycle paths will provide access around and across the wetlands. Island nodes within the wetland will serve as pause points, offering opportunities for picnicking, art installations, and quiet reflection.

Along the northern boundary, a lookout and rest area is proposed near the South Marsh. This space will be carefully designed to minimise disturbance to wildlife, and its use is expected to be brief or transitional due to its proximity to aircraft activity—especially with potential future jet services.

The eastern portion of the site lies within an NZTA designation zone, meaning any development in this area must consider the potential for future removal to accommodate highway-related works.

Ahuriri Regional Park Masterplan | Wetland Trail & Eastern Boundary
53



Character Images

Mänuka Plantation

On the northern boundary of the treatment wetlands a large area of manuka dominated planting is proposed to provide a low hardy vegetation cover for this part of the site with low bird attractiveness and opportunity for harvest of oils and honey. It will be interspersed with bands of herbaceous low flammability planting for added biodiversity value and fire risk mitigation.

Lagoon Farm Treatment Wetlands

Currently being designed as part of a separate workstream, the masterplan has been shaped around the engineering requirements to site the proposed Lagoon Farm treatment wetlands on the highest part of the site to allow gravity fed flow through the wetlands. The system will receive water pumped from the Pürimu channel on the eastern boundary that will flow through a series of up to six flow channels though densely planted wetlands. Urban pollutants and excess pollutants will be captured before the cleansed water overflows from the western end of the wetland cells into the wider drainage system that is picked up by Lagoon Farm pump station and discharged to the estuary. An access road will surround the wetland cells offer access for pedestrian and cyclists. The proposed planting patterns use contrasting foliage to form bold patterns within the wetlands that reference the forms of sandbanks and channels captured in historic maps of the former lagoon. The final shape and form of the wetlands may vary from that depicted in the masterplan so it will be essential to allow for a degree of flexibility in the masterplan implementation to adapt to this.





















Flexible Amphitheatre Open Space

To the east of the Visitor Hub a grassed amphitheatre area is proposed adjacent to the existing Lagoon Farm Woolshed complex that can host a variety of concert, festival and market events. Existing and supplementary trees will screen and shelter this area from the east and south while allowing for views out over the treatment wetlands to the Poraiti Hills. Turf areas may require treatment with bird deterrent inoculants to reduce the attractiveness to waterfowl and other species that present a higher risk to airport operations.

Woolshed Multiuse Community Events Hub & Restaurant

A renovated and re-purposed woolshed building provides opportunity for a multi-use community events centre that will complement the amphitheatre space. This could include opportunity for a hosting seasonal market celebrations food and materials grown in adjacent gardens and gathered from the wider park space and the greater region.

Forage Garden & Trails

Along the eastern boundary of the park the area between the Purimū and Treatment Wetlands provide a productive landuse opportunity with plantings of fruit, nut and other food producing plant species. More intensive areas of urban agriculture could be provided within this zone as lease opportunities for small scale urban farmers supporting local markets, stalls or vegetable box subscriptions. This area will accommodate public trails and visual interest for viewers passing along the highway corridor. As this lies within a NZTA designation long term restoration or wetland treatment infrastructure have not been proposed in this area.

Ahuriri Regional Park Masterplan | Character Images

Programming



- Regenerating Forest, wetland & shrubland (175 Ha)
- Nurseries (14.5 Ha)
- Cultivation and Production (30 Ha)
- Eco-camp and Village (8 Ha)
- Arts, Research and Wellbeing Precinct (4 Ha)
- Adventure Recreation Precinct Existing Blokart course
- Treatment Wetlands (85 Ha)
- Entrance hub Facilities (1 Ha)
- Em Complementary Commercial Hub (1.5 Ha)

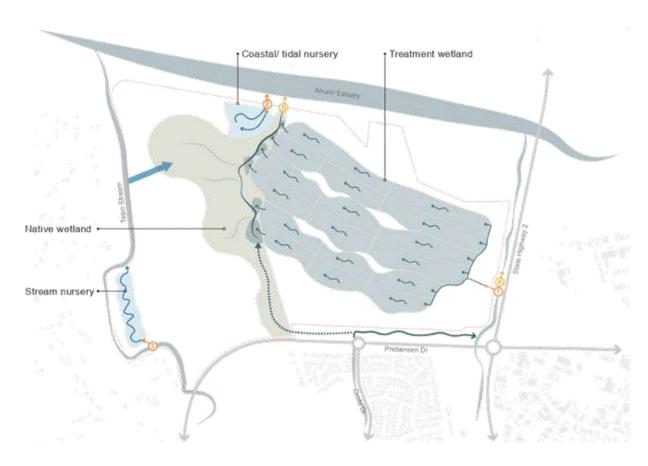
Ecotones



- Regenerating native coastal Forest (53 Ha)
- Native shrubland medium (8 Ha)
- Mative shrubland low (4 Ha)
- Mative wetland (43 Ha)
- Treatment wetland (85 Ha)
- Coastal Tidal Nursery Patiki & Pakaka (4.5 Ha)
- Stream Nursery Tuna & Eel (4 Ha)
- Harakeke plantation (9 Ha)
- Kanuka/ Manuka Plantation (11 Ha)
- Community and Cultural use areas (75 Ha)
- Fenced sanctuary (250 Ha)

Ahuriri Regional Park Masterplan | Masterplan Diagrams

Water flow/ distribution



- Potential stop bank overflow zone
- ***** High flow channel
- > Treatment wetland water flow
- Coastal and stream nursery flow
- A Existing Pürimu Stream Pump House
- B Existing Lagoon Farm Pump House
- 1 Proposed Pürimu Stream Pump House
- 2 Potential Future Coastal Nursery Pump House
- 3 Potential Future Stream Nursery Pump House

Way finding and public art strategy



- Waharoa/ Pou
- Wayfinding installations
- Public art
- Nature play areas

Ahuriri Regional Park Masterplan | Masterplan Diagrams



Access and circulation



- Cycleways/ pedestrian (approx 8km)
- ---- Pedestrian pathways (approx 8km)
- --- Vehicle access (approx 2.5km)
- - Shared access Vehicle and cycle/ walk (approx 2.2 km)

Wider context cycleway connections



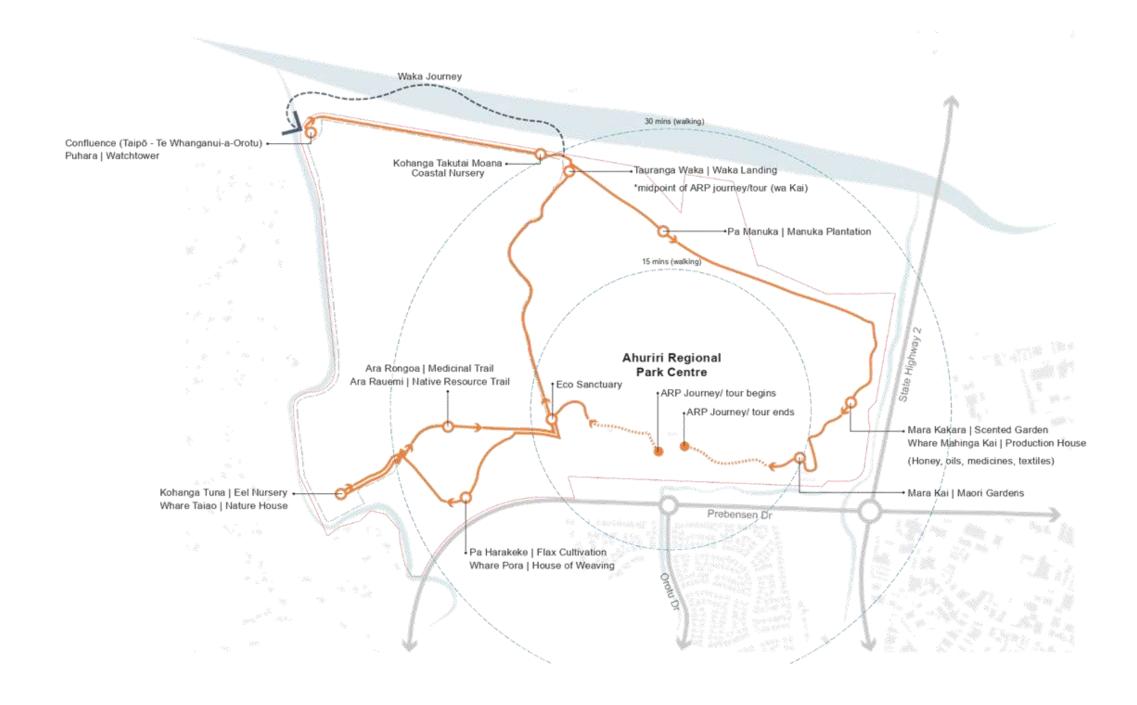
Ahuriri Regional Park is connected by a network of trails that link to Napiers town, beaches and suburbs.

Existing cycleways

Potential future connections

Major roads

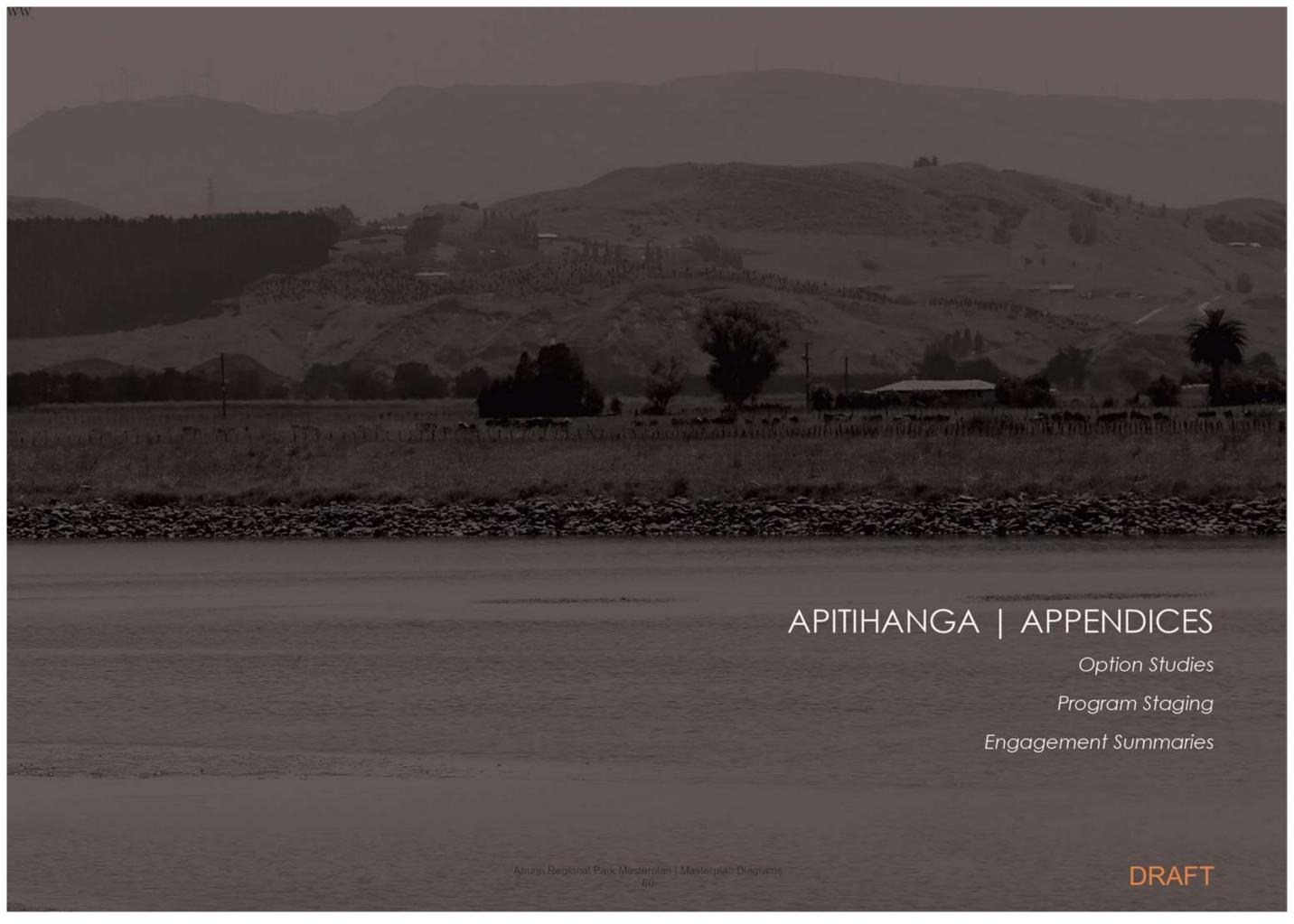
Ahuriri regional park day tour/ journey



Ahuriri Regional Park Masterplan | Masterplan Diagrams 58







Item 10 Ahuriri Regional Park Masterplan

MASTERPLAN STAGING

CORE REGIONAL PARK PROGRAMMES

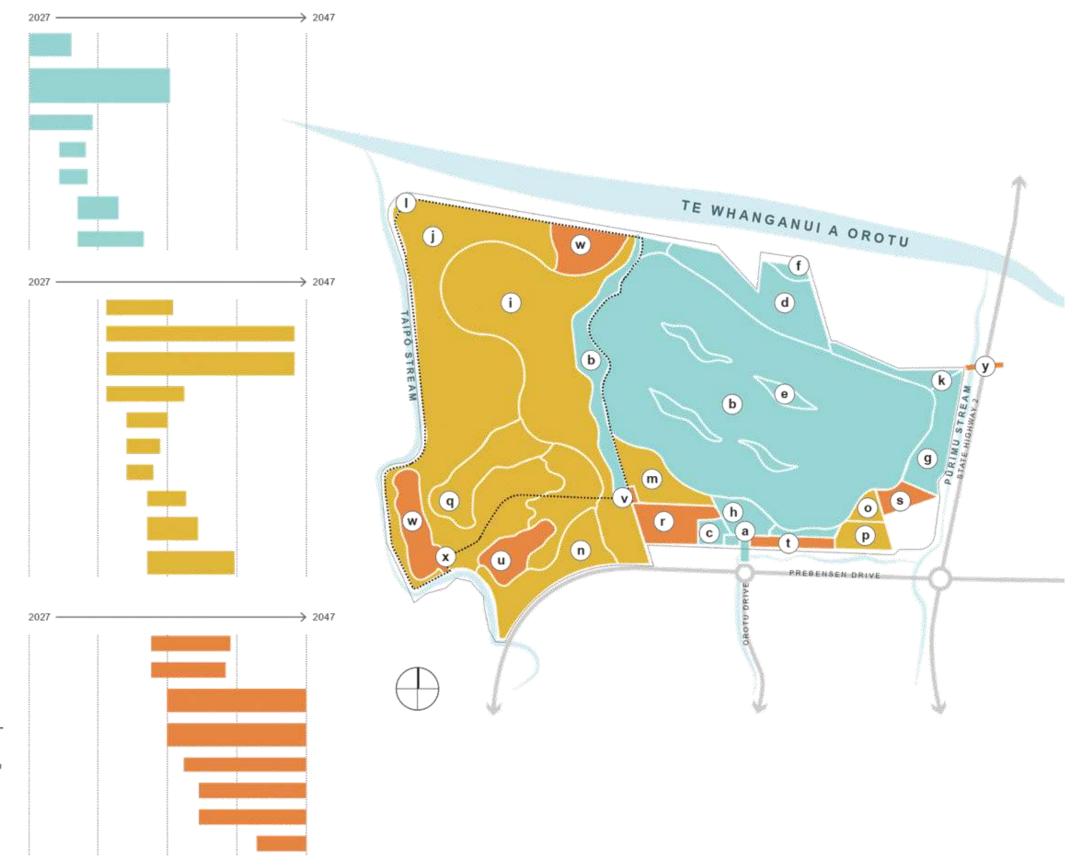
- Ahuriri Regional Park Waharoa |
 Entrance
- b Lagoon Farm Treatment Wetlands and earthworks for naturalisation of existing drain channel
- c Plant Nursery for on-site use
- (d) Manuka and Plantation
- e Creation of Island nodes
- f South Marsh & Pump station Waka Landing and Viewpoints
- (g) Community Foraging Zone and Trails

STAGE 2 PROGRAMMES

- (h) Ahuriri Regional Park Visitor Hub
- (i) Regenerating Native Wetland
- Te Wao Nui | Regenerating Forest and Shrubland
- (k) Trails and Cycleways
- (I) Taipō Viewpoint and Waka/ Kayak landing
- (m) Discovery/ Learning Sculptural Park
- (n) Pa Harakeke flax collection
- (o) Flexible use Amphitheatre Space
- (p) Woolshed Multi-use Community Events Centre
- Regional Park Eco Camp short stay guests

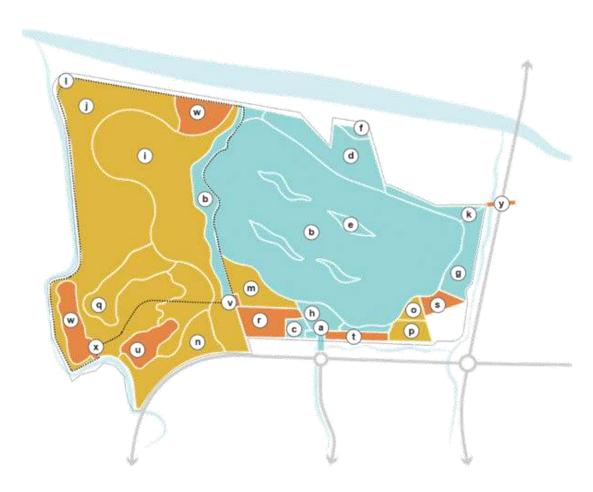
STAGE 3 POTENTIAL OPPORTUNITIES

- (r) Expansion to Plant Nursery
- (s) Expansion of Recreational Area
- t Complementary Commercial-use Development
- Whare Wānanga| House of Learning multiuse facility
- (v) Predator Proof Fence/ Eco-Sanctuary Hub
- w Fresh and Saltwater Research Ponds
- (x) Learning & Research Hub
- y Te Whanganui-a-Orotu Landmark Bridge



Ahuriri Regional Park Masterplan | Masterplan Staging

MASTERPLAN PROGRAM AND OUTCOMES



Key

Core Regional Park Programmes

Stage 2 Regional Park Programmes

Stage 3 - Non funded potential Future partnership opportunities



Te Whanga Ahuwhenua Activation & Cultivation



Te Whanga Tangata Healthy Communities



Core Regional Park Programmes

KEY	PROGRAM	AREA/UNIT	PROJECT PRINCIPLES
a	Ahuriri Regional Park Waharoa Entrance	0.5 Ha	感 赞
Ь	Lagoon Farm Treatment Wetlands and earthworks for naturalisation of existing drain channel	85 Ha	
c	Plant Nursery for on-site use	3.5 Ha	
d	Manuka and Plantation	20 Ha	
е	Creation of Island nodes	2 Ha	
f	South Marsh & Pump station Waka Landing and Viewpoints	0.6 Ha	<u>a</u> (8)
g	Community Foraging Zone and Trails	5 Ha	<u>a</u> (8)

Stage 2 Regional Park Programmes

KEY	PROGRAM	AREA/UNIT	PROJECT PRINCIPLES
h	Ahuriri Regional Park Visitor Hub Area	2.5 Ha	
i	Regenerating Native Wetland	43 Ha	3
(j)	Te Wao Nui Regenerating Forest and Shrubland	64 Ha	***
k	Trails and Cycleways	10 675 Lm	<u>a</u> (8)
1	Taipō Viewpoint and Waka/ Kayak landing	0.1 Ha	<u>a</u> (8)
m	Discovery/ Learning Sculptural Park	5.5 Ha	<u>a</u> (8)
n	Pa Harakeke flax collection	3.5 Ha	
•	Flexible use Amphitheatre Space	0.7 Ha	<u></u>
P	Woolshed Multi-use Community Events Centre	2 Ha	<u>A</u> (8)
q	Regional Park Eco Camp - short stay guests	8 Ha	A (6) (4)

Stage 3 Potential opportunities

KEY	PROGRAM	AREA/UNIT	PROJECT PRINCIPLES
r	Expansion to Plant Nursery	2 Ha	S
s	Expansion of Recreational Area	1.5 Ha	
t	Complementary Commercial-use Development	1.6 Ha	
0	Whare Wānanga House of Learning multi-use facilty	1.7 Ha	
v	Predator Proof Fence/ Eco-Sanctuary Hub (110 Ha)	5000 Lm	N
w	Fresh and Saltwater Research Ponds	8.4 Ha	
×	Learning & Research Hub	0.4 Ha	
y	Te Whanganui-a-Orotu Landmark Bridge	x1	<u>A</u> (65)

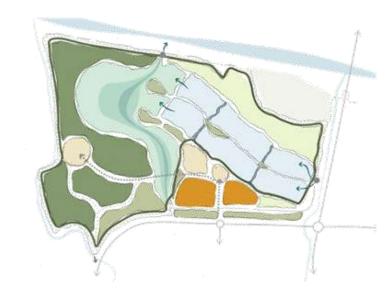
Ahuriri Regional Park Masterplan | Masterplan program and outcomes



Ngā Aheinga | Optioneering







OPTION 1: RECREATIONAL FOCUS

Option 1 provides for a larger proportion of recreational activity and areas allocated towards development of facilities including a visitor hub, education, and cultural hubs. An area for complementary commercial activity is included along with allowance for a larger recreation area that could be used for a variety of future active and passive sports activities. The west part of the site is within the flood hazard zone so any development or built elements in this area will need to be adaptable and resilient to this environment. Human activity is focused on the southern part of the site with the northern part of the site offering a more natural environment.

This option has been the least preferred when reviewed with the TAG and Key stakeholder groups. Concerns were raised about the level of development and related costs compromising the nature first priority of the project.

OPTION 2: INTERWOVEN LANDSCAPE

This option provides a more balanced approach with programmes and development opportunities still generally located on the southern portion of the site but more dispersed and at a smaller scale set within larger restoration areas. The recreational open space zone is replaced with larger areas of coastal forest and shrubland. Several island forms are dispersed through the site will reuse excess cut material from the wetland construction and provide a sequence of vantage points though the site echoing the landforms in the wider coastal landscape.

This option had more support amongst the Key Stakeholder Group as this seems to have the best balance of recreation and nature priorities with opportunity for some economic return. This is also most consistent with the four poulidentified in the design masterplan framework

OPTION 3: NATURE FIRST

Option 3 explores consolidation of the majority of the proposed development programmes to a more compact zone around the proposed entry off Prebenson Drive. This option illustrates the Tonkin Taylor option 2 wetland that has a smaller footprint with reduced treatment capacity. Should the larger option 1 wetland (as shown in the masterplan option 1 and 2) be selected this would reduce the area available for the proposed developed projects by about 50%.

A key element of this concept is the provision for an 8km long predator proof fence enclosing 234 Ha of the site to create a mainland island that could support a diverse range of native wildlife on the doorstep to Napier. For reference the Zealandia Te Māra a Tāne sanctuary in Wellington is 225Ha with an 8.6km long predator fence. Within the fenced area smaller scale eco-camp/cultural hub is located on the western boundary of the Taipō. This Hub will provide opportunity for a wilderness experience on the doorstep of the City where visitors can be immersed in an expansive, regenerating mosaic of native forest, shrubland and wetlands. The Hub and could accommodate school, community, and possibly eco/cultural tourism groups.

Ahuriri Regional Park Masterplan | Ngā Aheinga | Optioneering



Ngā Aheinga | Optioneering

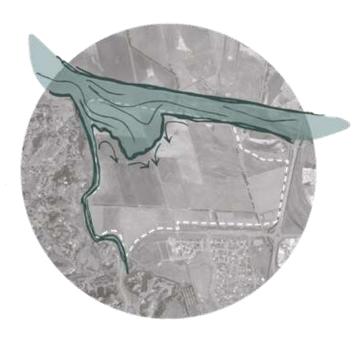
PREFERRED OPTION: REVISED OPTION 2



Ahuriri Regional Park Masterplan | Ngā Aheinga | Optioneering 64

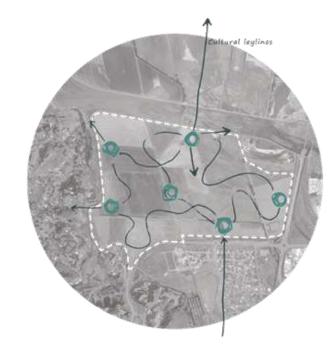
Tātari Whenua: Analysis

Initial Option Explorations



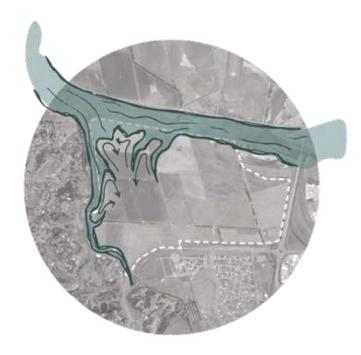
BRINGING ESTUARY IN

Testing whether the stopbanks could retreat inland to provide more room for the estuary. This was put aside due to significant cost of relocating stopbanks that are currently in good condition and potential in increase bird strike risk for the airport.



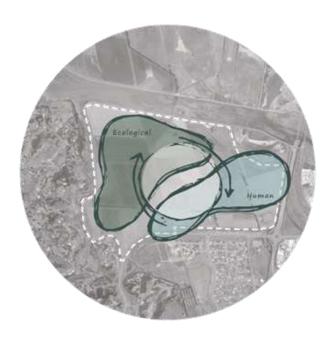
CULTURAL JOURNEY MAPPING

Given the huge scale of the site there are opportunities to create a cultural journey that showcase different ecosystems and associated significance for Mana Ahuriri Hapū both historically and into the future.



REDEFINING STOPBANK EDGES

This tested whether there was opportunity to increase the diversity of the stopbank edges to create enhanced habitats and visual interest. Engineering review highlighted cost to modify stop banks as prohibitive and the structural integrity is reliant on a smooth consistent estuary side surface to reduce erosion potential



ECOLOGICAL + HUMAN INTERACTION

A key consideration was how to balance areas of human activity with providing habitat of undisturbed habitat for sensitive species such as Bitten birds. While the arrangement of this has been modified by the final proposed wetland layouts, this thinking has been carried though into the draft masterplan.

Ahuriri Regional Park Masterplan | Tātari Whenua: Analysis



Ahuriri Regional Park Masterplan | Tātari Whenua: Analysis 66

Ahuriri Regional Park Masterplan | Tātari Whenua: Analysis 67

Ahuriri Regional Park Masterplan Engagement Plan

- The development of the masterplan followed an engagement plan formally endorsed by the ARP-JC. The engagement plan identified key interest groups likely to have a strong connection to, or be directly affected by, the future park.
 - 1.1. Parklands and Poraiti Community
 - 1.2. Ahuriri Estuary Protection Society
 - 1.3. Ahuriri Catchment Group
 - 1.4. User Groups including walking and cycling, Hawke's Bay Trails and Great Rides, water sports clubs, Scouts.
- 2. Engagement methods included:
 - 2.1. A regularly updated webpage
 - 2.2. Two wänanga hui with Mana Ahuriri Trustees
 - 2.3. Two evening workshops with key stakeholders
 - 2.4. A stall at the Napier City Council 'Open House' event
 - 2.5. Social media drive including a Facebook event and web videos
 - 2.6. Say It! webpage
 - 2.7. On site open day.
- 3. Smaller, more focused workshops were also held with key stakeholders to explore their visions for the space and to share more detailed information about the project's drivers and objectives. These sessions were well attended and generated engaged, constructive feedback.
- 4. Public feedback on the draft masterplan was sought through a non-statutory process, as there is currently no legal requirement for formal consultation at this stage. However, the ARP-JC felt it was important to involve the community early to help shape the direction of the project. Formal consultation will be required in the future, particularly as funding for specific projects is sought through the Long Term Plan process.
- Submissions and feedback were received from a diverse range of individuals and organisations, including:
 - 5.1. Individuals
 - 5.2. Biodiversity Hawke's Bay
 - 5.3. Birds NZ
 - 5.4. New Zealand Air Ambulance Service / Skyline Aviation
 - 5.5. Air Napier Limited
 - 5.6. Waka Ama Kahungunu
 - 5.7. Hawke's Bay Airport Limited.

Water Security Action Plan - August 2025

Situation Overview

Hawke's Bay faces a future of more extreme climate variability. Climate projections for the East Coast of the North Island predict overall drier conditions with "less rainfall over the year, and droughts more likely", along with decreasing river flows in spring and summer.

The Regional Water Assessment project was jointly funded by Hawke's Bay Regional Council and Kānoa – Regional Economic Development and Investment Unit. This report focuses on water use now and into the future, the impact of climate change on water supply, and options for reducing demand and increasing supply.

Water security is one of Councils strategic priorities, and there are several council work programmes across the areas including demand, regulation, water information services, engagement and support of water user groups, water use efficiency and conservation, managed aquifer recharge and nature-based solutions.

Key Objective

Ensuring Hawke's Bay has long-term, climateresilient, and secure supplies of freshwater for all.

Mission:

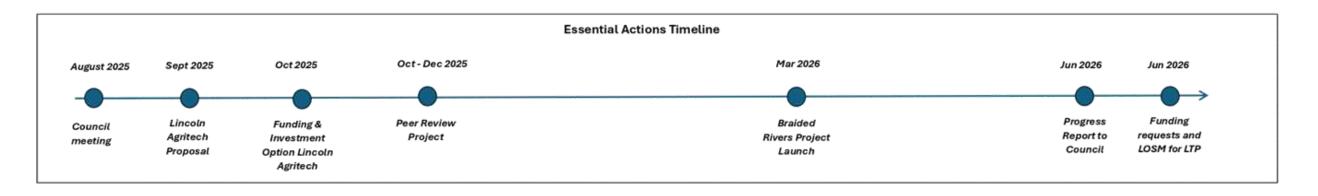
To develop an integrated and multi-faceted approach to water security in Hawkes Bay

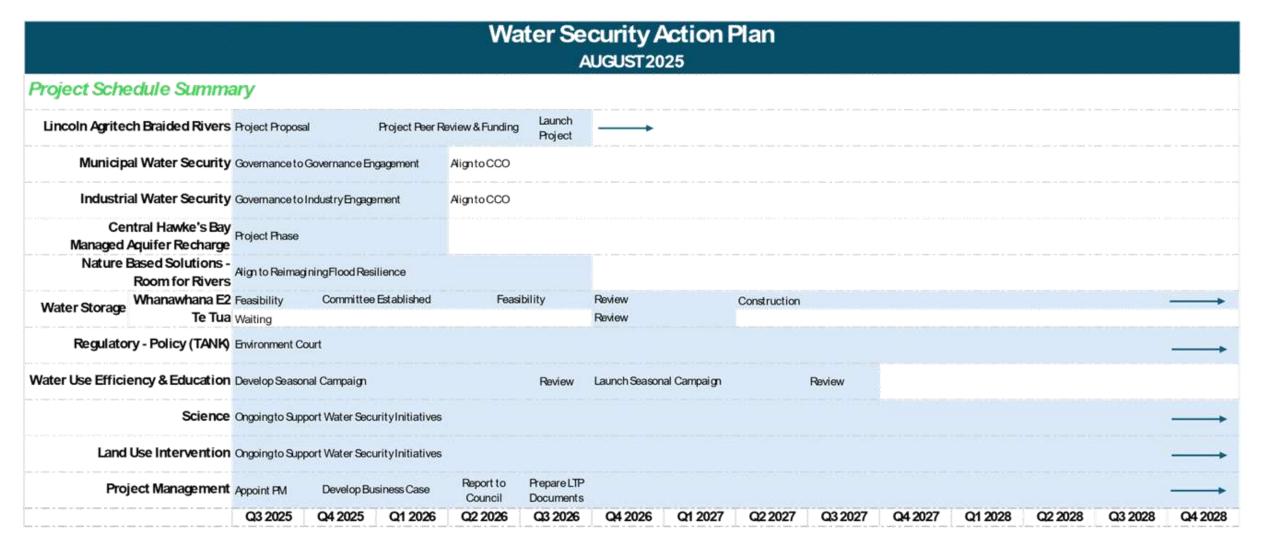
Management and coordination

- Water Security Project Manager
- Operationalise the water security action plan (implement)
- · Prepare investment proposals
- Water Security for 2027 LTP

Key Interventions	Priority	Key Actions	Expected Outcomes	Other
Lincoln Agritech Braided Rivers Ngaruroro Riverbed Restoration to Enhance Natural Recharge	Priority 1 HBRC to initiate with Lincoln Agritech	Investment Approval/secure funding Proposal peer review Establish Project Team, Agreements and operating model	Improve existing model of the recharge reach Investigate benefits of raising and widening different sections of the river Monitor impact/Contribute to operational management of groundwater storage recharge	Partnership between water users, Lincoln Agritech, MPI and HBRC Supports Water Storage Proposal – Whanawhana
Municipal Water Security Reducing water loss in urban networks/recycling/reuse	Priority 1 Local Authorities as Natural Lead	Governance to Governance initiated HBRC as influencers Identify & agree options	Metering Leak detection Reduce demand/defer infrastructure	Deliver options to CCO (Council Controlled Organisation) Connects to Water Storage Project Waste Water Recycling
Industrial Water Security Recycling food grade wastewater, water efficiency	Priority 1 Local Authorities as Natural Lead, supported by HBRC	Governance conversation with TA's Engagement Provide science advice (HBRC) Understand consent levers	Food grade water recycling Water efficiency in processing Water reuse Industry/Sector Group to initiate Connects to CCO at appropriate time	HBRC acts as enabler Water recycling/reuse/reduction Strategy initiated by industrial users (commercial drivers) Potential connection to water storage project
Central Hawke's Bay Managed Aquifer Recharge (CHB MAR) Evaluating intake design and consenting	Priority 1 Operating HBRC Lead	Research Project Progress to consenting phase Connect with CHB District Council Connect with Landowners	Outcome of project directs next steps Potential alignment to other water security projects	High-cost intervention Site feasibility Implications of "Outstanding Water Bodies"
Nature Based Solution – Room for Rivers Mitigating flood impacts while enhancing biodiversity and ecosystem health	Priority 2 Operating HBRC Lead	Project being developed as part of Reimagining Rivers Flood resilience, biodiversity, cultural value, and some recharge	Whole of river approach Links to Sustainable Land Use Community involvement and input	Part of project being prepared for 2027 LTP Co-benefits to Water Security Long Term Project
Water Storage Withholding water in high flow events to release at later dates during low flow/high demand Priority #1 – Whanawhana E2 – 27m3 Priority #2 - Te Tua – alternate distribution model for Priority 1	Priority 1 Operating – Feasibility HBRC supports	Leadership transitioning to collective accountability between Municipal, Mana whenua and Water Users HBRC provides feasibility investment, in support of Government funding Remains at feasibility and establishment phase	Regular reporting on project progress to HBRC 30 September 2025 progress review by HBRC Council Confirmed 27mm3 E2 Whanawhana Site Approved budget of \$3.2m to support feasibility assessment.	Connects to Lincoln Agritech Braided Rivers Potential to connect to additional distribution models (Te Tua) Te Tua water storage and distribution model is aligned to HWSP, but not dependent
Regulatory – Policy (TANK) Serving as a regulatory backbone to encourage efficient water use	Priority 1 Operating	Currently in Environment Court Monitor and plan based on outcomes	Regular reporting on progress Underpins demand and supply gap	Potential for ongoing delays – unknown
Water Use Efficiency & Education Improving irrigation practices and appropriate use of available resources to improve irrigation and water use practices	Priority 1 Operating	Currently resource by HBRC at 0.4 FTE Primary Focus is water User Groups (Ngaruroro, Ruataniwha & Twyford) Horticulture Sector (facilitates a Pan Hort Sector Group, this was like a Pan Sector Group, with a focus on direct HBRC interactions)	Promoted water efficiency & water efficiency related training Delivered best management practice events with water users and Irrigation NZ Developed water conservation education resource	Complex demand cycle – e.g. 2 of last 4 seasons many irrigators have not been activated due to climate Demand cycle for irrigation education is determined by need, influenced by climate During high rainfall seasons, irrigators are not interested in extension
Science Continuing to understand the regions water availability, changes in recharge and discharge levels, and the development of water use reporting tools to understand effectiveness of efficiency interventions/impact of demand.	Priority 1 Operating	Groundwater modelling Understand surface water interactions to support policy Developing forward science strategy – fit for future	Science supports water use decision making Science strategy completed and implemented	Current gaps in science knowledge need to be understood Greater understanding of Groundwater and Surface water interactions Current monitoring of river groundwater fluxes along critical recharge sections is sparse and infrequent, creating uncertainty in understanding vital water exchange processes – new research needed.
Land Use Intervention Understanding the impact of new and innovation on land use and their impact on water use, and different practices that improve soil moisture withholding capacity	Priority 2 Not started	Research options to prioritise water security alongside land use options Water retention saving linked to carbon efficiency	Increase awareness and knowledge Aligned to new approach to sustainable land management	Land use practices influence erosion, which impacts water holding capacity Key link to Land for Life

Item 11 Action plan for Water Security





Item 11 Action plan for Water Security

Attachment 1 – Delegations under Fast Track Approval Legislation

Section	Description of function, power or duty	Delegated to	Conditions/Limits
Part 2 Fast-track appr		1	
Subpart 1 – Referral o	of project to fast-track approvals proces	is	
17	Provide written comments to the Minister as relevant local authority, including the comments that must be provided under section 17(3).	Group Manager (GM) — Policy and Regulation Manager (Mgr) — Consents Mgr — Policy & Planning Mgr — Compliance GM — Māori Partnerships	
20	Provide further information to the Minister that is requested under section 20.	GM – Policy and Regulation Mgr – Consents Mgr – Policy & Planning Mgr – Compliance GM – Māori Partnerships	
Subpart 2 – Steps bef	ore lodging substantive application	,	
30(3) 30(4) 30(5)	Advise authorised person for the project of matters under subsection (3) and if applicable, notify existing consent holder in writing of matters under (4) and (5).	GM – Policy and Regulation Mgr – Consents Team Leader – Consents Senior Consents Planner	
Subpart 3 – Panel con	sideration of substantive application		
46(1) 47(1) 47(5)	Authority to consult with the EPA, on behalf of Council as relevant consent authority, when EPA determines whether a substantive application complies with section 46(2) or whether there are any competing applications (s 47(1)). Notify the Minister in writing when a competing	GM – Policy and Regulation Mgr – Consents Mgr – Policy & Planning GM – Māori Partnerships GM – Policy and Regulation	
	application has been determined and any rights of appeal that relate to that application have been exhausted or have expired.	Mgr – Consents Team Leader – Consents	

Section	Description of function,	Delegated to	Conditions/Limits
	power or duty		
53 54	Provide written comments to the EPA on behalf of the Council as relevant local authority on a substantive application within timeframes specified in section 54.	GM – Policy and Regulation Mgr – Consents Mgr – Policy & Planning	
57 58 59	Decision to participate in any hearing on substantive application, and also present evidence as the consent authority	GM – Policy and Regulation Mgr – Consents Mgr – Policy & Planning	
67	Duty to respond to Panel requests for further information or reports as the relevant local authority before panel makes decision on substantive application, and/or decline to provide information or report.	GM – Policy and Regulation Mgr – Consents Mgr – Policy & Planning Mgr – Compliance Team Leader – Consents GM – Māori Partnerships	
70(1)(c) 70(4)	Provide comments on draft conditions.	GM – Policy and Regulation Mgr – Consents Mgr – Policy & Planning Team Leader – Consents	
76(5)(c)	Provide further information or advice on behalf of Council as relevant local authority as requested by appropriate Minister.	GM – Policy and Regulation Mgr – Consents Mgr – Policy & Planning Mgr – Compliance Team Leader - Consents GM – Māori Partnerships	
90(3)	Provide requested information held by the Council within time specified to the EPA, or advise that information cannot be provided in the time specified, or that information is not held by Council (and where it is held). This is subject to section 91.	GM – Policy and Regulation Mgr – Consents Mgr – Policy & Planning Mgr – Compliance GM – Māori Partnerships	Where section 91 applies, exercise of this function is subject to discussions with iwi or hapū.

Section	Description of function, power or duty	Delegated to	Conditions/Limits
Subpart 5 – Miscellane	THE STATE OF THE S		
99 & 101	Power to decide whether to appeal Panel decisions to the High Court or seek judicial review.	GM – Policy and Regulation	Must consult CLA or external legal counsel prior to exercise of power.
104(1)	Authority to recover from a person the actual and reasonable costs incurred by the council in consulting and providing assistance to the person before application is lodged.	GM – Policy and Regulation Mgr – Consents Mgr – Policy & Planning Mgr – Compliance Team Leader - Consents	
104(3)	Authority to recover from authorised person the actual and reasonable costs incurred by council in performing or exercising its functions, duties, or powers under sections 29 to 31, and 37 to 39.	GM – Policy and Regulation Mgr – Consents Mgr – Policy & Planning	
107(1) 107(2)	Decision to recover debt due to council as a result of costs recoverable under section 104 being payable.	GM – Policy and Regulation Mgr – Consents Mgr – Policy & Planning	Must consult CLA pr external legal counsel prior to exercise of power
Schedule 3 - Expert Pa	nel	1.	
Clause 3(3) Clause 3(5)	Power to nominate person(s) for appointment of panel member	GM - Policy and Regulation Mgr - Consents Mgr - Policy & Planning GM - Māori Memberships	
Clause 12(2)	Duty to provide assistance to panel by providing advice, if requested.	GM - Policy and Regulation Mgr - Consents Mgr - Policy & Planning Mgr - Compliance GM - Māori Partnerships	Must consult CLA or external legal counsel prior providing information

Napier Hastings Future Development Strategy – August 2025

Summary of amendments document -

Differing Partner Council positions on several new Residential Greenfield Development Areas

Although the overall direction of the FDS outlined in this section is supported by all three Partner Councils and Mana Whenua representatives, there is disagreement between the Partner Council's in relation to three specific sites, which were recommended by the Independent Hearings Panel for inclusion as New Residential Greenfield Development Areas.

Those sites are Riverbend Road NC4b (Napier City), Wall Road H5 and Middle Road HN3a and HN3b (Hastings District).

This section of the FDS outlines the differences between the Partner Councils in relation to those sites and explains how the different decisions made by the Partner Councils is reflected in the FDS mapping, capacity / sufficiency figures and tables, and text of the FDS. The FDS references all sites where full agreement has not occurred, with this section outlining the impact of the different decisions on residential development capacity.

Where parts of the FDS are impacted by the different decisions made by the Partner Councils, this is signalled through cross-references to this section of the FDS. All figures and text that are subject to differing positions are highlighted and noted for the reader.

A summary of the decisions made by the Partner Councils in relation to the three sites is as follows:

	Napier City Council (NCC)	Hastings District Council (HDC)	Hawkes Bay Regional Council (HBRC)
Riverbend Rd - NC4b	Included	Included	Excluded
Middle Road – HN3a & HN3b	Included	Excluded	Excluded
Wall Road – H5	Included	Excluded	Included

The amended areas are shown on the amended Figure 19 (Napier) and Figure 20 (Hastings) below

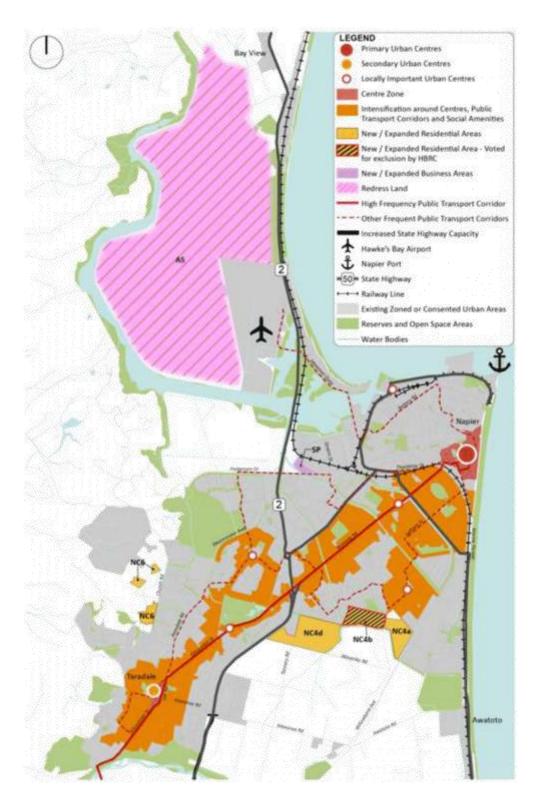


Figure 19 Future Development Strategy (Napier)

August 2025

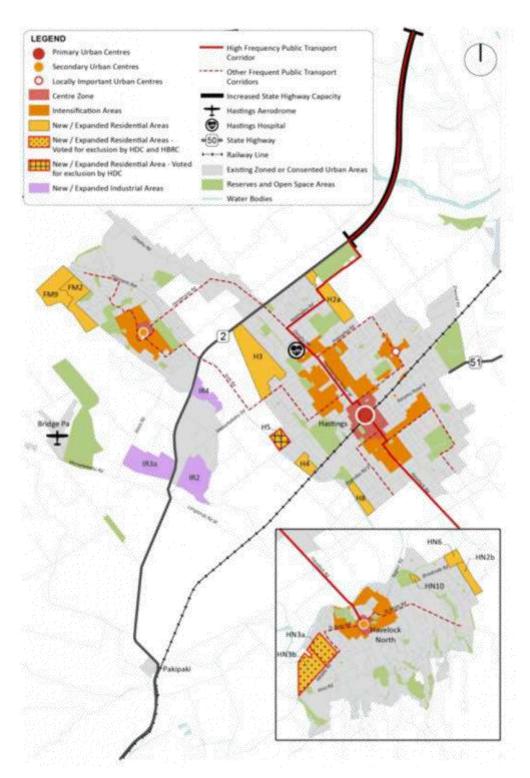


Figure 20 Future Development Strategy (Hastings)

August 2025

Hawke's Bay Regional Council (HBRC)

Summary of decisions

In its decision, HBRC excluded Riverbend Road (NC4b) and both Middle Road sites (HN3a and HN3b) as New Residential Greenfield Development Areas.

The summary reasons why HBRC decided to exclude the sites are that:

- including those sites is contrary to strategic objectives 3 and 6 of the FDS (refer Section 7.2)
- the inclusion of those sites is not required to provide sufficient development capacity to meet demand
- neither of the sites would provide well-functioning urban environments

Residential development capacity

The Riverbend Road site was projected to provide an approximate capacity of 660 dwellings. The two Middle Road sites were projected to provide an approximate combined capacity of 640 dwellings.

The removal of these sites for the HBRC FDS results in the following reduction to residential development capacity (with the NCC FDS as the base figures):

Table 2 - Residential Development Capacity Enabled by Council Area

Broad Type	Napier	Hastings	Total
Redevelopment / Infill in the existing urban area	4,070	5,840	9,910
Existing Zoned / Consented Greenfield Development	2,085	2,125	4,210
New Greenfield Development ¹	2420 1,760	2,695 2,055	5,115 3,815
Total Dwellings Enabled	8,575-7,915	10,660 10,020	19,235-17,935
Total Demand	6,700	9,620	16,320
Sufficiency	+1,875 +1,215	+1,040 +400	+2,915+1,615

Table 3 – New Residential Greenfield Development Areas (Currently not zoned for residential development)

Site Ref	Site Name / Location	Approx. Capacity
NC4a	Riverbend Road / Willowbank Avenue, Napier	290 dwellings
NC4b3	Riverbend Road, Napier	660 dwellings
NC4d	South Pirimai, Ulyatt Road, Napier	370 dwellings
NC6	Mission Estate, Church Road, Napier	100 dwellings
H2a	Lyndhurst Extension, Hastings	280 dwellings
НЗ	Kaiapo Road, Hastings	430 dwellings
H4	Murdoch Road, Hastings	120 dwellings
нв	Copeland Road, Hastings	130 dwellings
FM2 & FM9	Portsmouth Road, Flaxmere	655 dwellings

¹ Unless detailed masterplanning information was made available by landowners / developers during the preparation of the Draft FDS, a conservative density of 15 dwellings per hectare on the net developable area has been used to derive capacity numbers. Based on detailed design, development capacity figures could be higher than this figure.

² The total enabled residential development capacity does not equate to the total number of new homes that will be built. It includes allowance for a competiveness margin which is equivalent to 2,390 dwellings across Napier and Hastings.

³ Additional land will be required to manage stormwater and flooding effects arising from development of Riverbend Road (NC4b), with the exact location to be determined through future planning processes.

Total		5,115 3,815 dwellings
AS	Ahuriri Station, Bay View	1,000 dwellings
HN3a-and HN3b	Middle Road, Havelock North	640-dwellings
H5	Wall Road, Hastings	110 dwellings
HN10	Oderings Site, Havelock North	35 dwellings
HN6	Brookvale Road, Havelock North	125 dwellings
HN2b	Arataki Road Extension, Havelock North	170 dwellings

Table 4 - Sufficiency of housing development capacity to meet demand

	Short Term	Medium Term	Long Term
Demand for redevelopment in the existing urban area		8,840	
Redevelopment Capacity		9,910 (+1,070)	
Greenfield Demand	3,770		3,710
Greenfield Capacity	4,605	5 (+835)	-4,720 3420 (+1,010-290)

Table 5 - Sufficiency of housing development capacity in Napier to meet demand

	Short Term	Medium Term	Long Term
Intensification Development Demand		3,620	
Intensification Development Capacity		4,070 (+450)	
Greenfield Development Demand	1,	610	1,470
Greenfield Development Capacity	2,185	5 (+575)	2,320 1660 (+850 +190)
Total Sufficiency of Greenfield Residential D	Development		+1,425+765

Table 6- Sufficiency of housing capacity in Hastings to meet minimum development targets

	Short Term	Medium Term	Long Term
Intensification Development Demand		5,220	
Intensification Development Capacity		5,840 (+620)	
Greenfield Development Demand	2,	160	2,240
Greenfield Development Capacity	2,420	(+260)	2,400 1,760 (+160 -480)
Total Sufficiency of Greenfield Residential E	Development		+420 -220

Hastings District Council (HDC)

Summary of decisions

In its decision, HDC excluded Wall Road (H5) and both Middle Road sites (HN3a and HN3b) as New Residential Greenfield Development Areas.

The summary reasons why HDC decided to exclude the sites are:

- Middle Road and Wall Road are both highly productive 'Land Use Capability 2' land.
- Productive land, together with water and climate, is a cornerstone of Hastings District's economic wealth.
- Neither Middle Road nor Wall Road are necessary to meet the housing number required for the National Policy Statement on Urban Development.
- The exclusion of both sites will not make the FDS inoperable.
- The review of the FDS in three years' time will have the opportunity to address any imbalance that may become apparent.
- There are locations available on less productive land should more housing numbers be required.

Residential development capacity

The Wall Road site was projected to provide an approximate capacity of 110 dwellings.

The two Middle Road sites were projected to provide an approximate combined capacity of 640 dwellings.

The removal of these sites for the HDC FDS results in the following reduction to residential development capacity (with the NCC FDS as the base figures):

Table 2 - Residential Development Capacity Enabled by Council Area

Broad Type	Napier	Hastings	Total
Redevelopment / Infill in the existing urban area	4,070	5,840	9,910
Existing Zoned / Consented Greenfield Development	2,085	2,125	4,210
New Greenfield Development ⁴	2,420	2,695 1,945	5,115,4,365
Total Dwellings Enabled	8,575	10,660 9,910	19,235-18,485
Total Demand	6,700	9,620	16,320
Sufficiency	+1,875	+1,040 +290	+2,915 +2,165

Table 3 – New Residential Greenfield Development Areas (Currently not zoned for residential development)

Site Ref	Site Name / Location	Approx. Capacity
NC4a	Riverbend Road / Willowbank Avenue, Napier	290 dwellings

⁴ Unless detailed masterplanning information was made available by landowners / developers during the preparation of the Draft FDS, a conservative density of 15 dwellings per hectare on the net developable area has been used to derive capacity numbers. Based on detailed design, development capacity figures could be higher than this figure.

⁵ The total enabled residential development capacity does not equate to the total number of new homes that will be built. It includes allowance for a competiveness margin which is equivalent to 2,390 dwellings across Napier and Hastings.

NC4b ⁶	Riverbend Road, Napier	660 dwellings
NC4d	South Pirimai, Ulyatt Road, Napier	370 dwellings
NC6	Mission Estate, Church Road, Napier	100 dwellings
H2a	Lyndhurst Extension, Hastings	280 dwellings
H3	Kaiapo Road, Hastings	430 dwellings
H4	Murdoch Road, Hastings	120 dwellings
Н8	Copeland Road, Hastings	130 dwellings
FM2 & FM9	Portsmouth Road, Flaxmere	655 dwellings
HN2b	Arataki Road Extension, Havelock North	170 dwellings
HN6	Brookvale Road, Havelock North	125 dwellings
HN10	Oderings Site, Havelock North	35 dwellings
H5	Wall Road, Hastings	110-dwellings
HN3a and	Middle Road, Havelock North	640 dwellings
d5MH		
AS	Ahuriri Station, Bay View	1,000 dwellings
Total		5,115 4,365 dwellings

Table 4 - Sufficiency of housing development capacity to meet demand

	Short Term	Medium Term	Long Term
Demand for redevelopment in the existing urban area		8,840	
Redevelopment Capacity	9,910 (+1,070)		
Greenfield Demand	3,770 3,71		3,710
Greenfield Capacity	4,605	5 (+835)	-4,720 3,970 (+1,010+260)

Table 6- Sufficiency of housing capacity in Hastings to meet minimum development targets

	Short Term	Medium Term	Long Term
Intensification Development Demand		5,220	
Intensification Development Capacity		5,840 (+620)	
Greenfield Development Demand	2,	160	2,240
Greenfield Development Capacity	2,420	(+260)	2,400 1,650 (+160 -590)
Total Sufficiency of Greenfield Residential I	Development		+420 -330

⁶ Additional land will be required to manage stormwater and flooding effects arising from development of Riverbend Road (NC4b), with the exact location to be determined through future planning processes.

Napier City Council (NCC)

Summary of Decisions

In its decision, NCC included all three sites as New Residential Greenfield Development Areas. The reasoning was to reflect the decisions of the Independent Hearing Panel.

The tables throughout the FDS have used the NCC decision as the base figures, with red text highlighting the distinctions between the Councils and footnotes referring to this section which explains the different positions on each site

Residential development capacity

The residential development capacity of the NCC decision is as follows:

Table 2 - Residential Development Capacity Enabled by Council Area

Redevelopment / Infill in the existing urban area	4,070	5,840	9,910
Existing Zoned / Consented Greenfield Development	2,085	2,125	4,210
New Greenfield Development®	2,420	2,695	5,115
Total Dwellings Enabled	8,575	10,660	19,235
Total Demand	6,700	9,620	16,320
Sufficiency	+1,875	+1,040	+2,915

Additional amendments to main body of document

Text relating to Riverbend Road (pg 63)

Riverbend (NC4b)

Riverbend (NC4b) has long been identified as a potential location for future urban development, including through the Heretaunga Plains Urban Development Strategy 2010 and 2017 editions. Active planning work has been undertaken over recent years involving the landowner and Napier City Council.

HBRC has expressed concerns about the potential for development at Riverbend given the site's susceptibility to flooding risk and other natural hazards. There is well documented evidence of flooding affecting the site (for example, recent events in November 2020 and February 2023). The low-lying topography means the site is vulnerable to runoff and flooding, including from the existing neighbouring residential area.

Significant site-specific engineering works would be required to manage stormwater and flooding effects arising from development at Riverbend, including to maintain important environmental values to an acceptable level. Additional land will be required to manage these effects outside of the existing identified NC4b area if mitigation works cannot be achieved onsite. This is acknowledged in a footnote to Table 3 of the FDS.

The inclusion of Riverbend NC4b in the FDS as approved by the NCC and HDC version of the FDS does not predetermine the outcome of subsequent planning process, including structure planning, plan changes, and resource consent applications.

As part of any application for consent or rezoning proposal to develop the Riverbend NC4b site, further detailed work will need to be undertaken to ensure the site's suitability for development and necessary mitigation of stormwater and flooding impacts. This should include consideration of 'residual risks' (i.e. circumstances where events may exceed design and construction capacity of stormwater mitigation works) as has been recommended in the 2024 Hawke's Bay Independent Flood Review Panel's report.

Maps

- Figures 19 and 20 included in main document with hatching as well as upfront addendum (attached above)
- Figures 1, 17, 22, 23 and 24 included in main document with hatching for Riverbend, Middle and Wall.

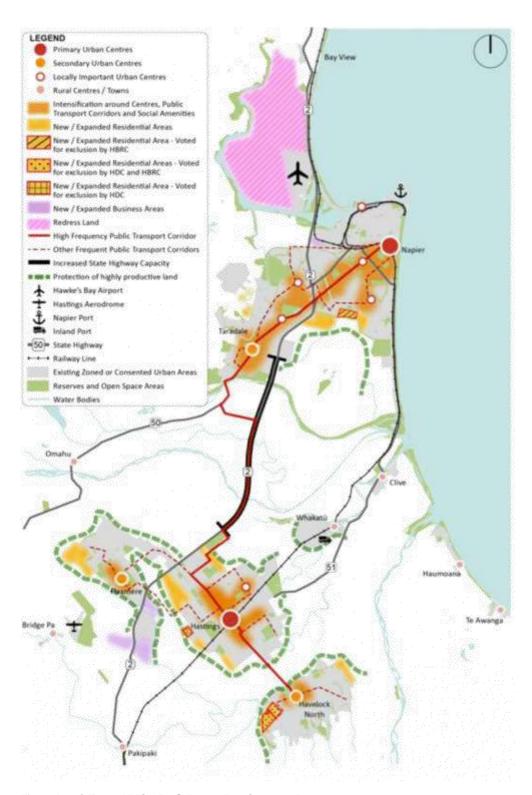


Figure 1 and Figure 17 The Draft Future Development Strategy

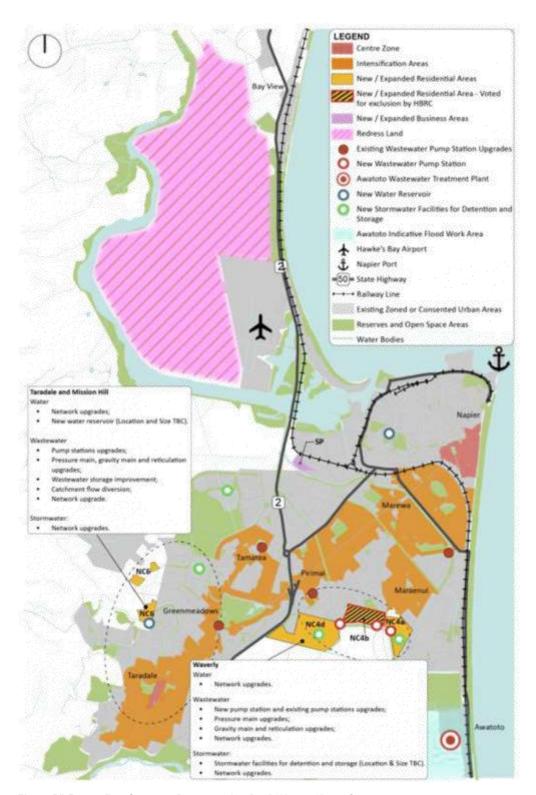


Figure 22 Future Development Strategy - Napier 3 Waters Upgrades

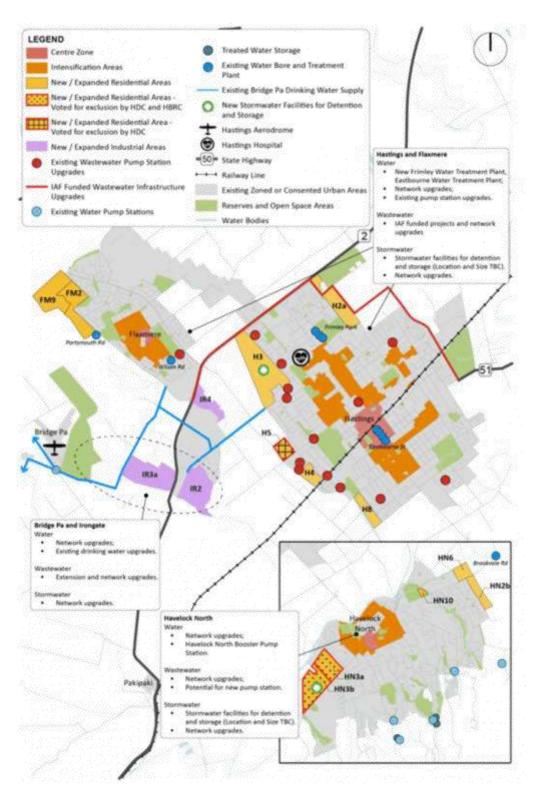


Figure 23 Future Development Strategy - Hastings 3 Waters Upgrades

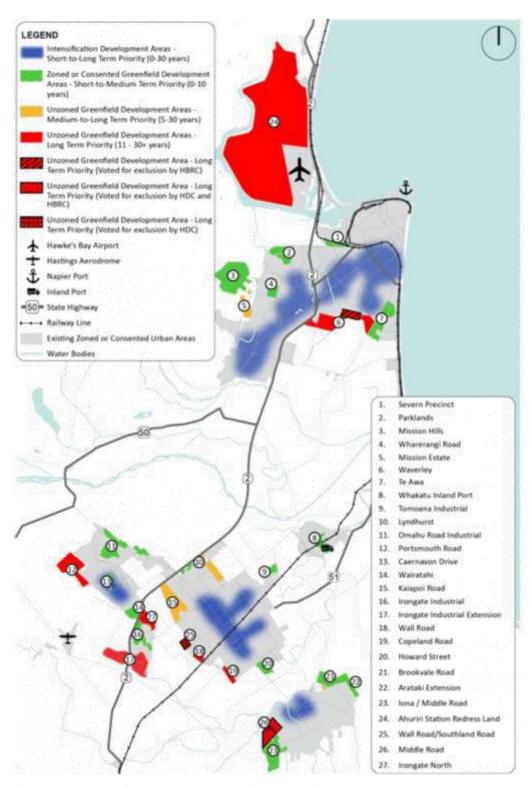


Figure 24 Future Development Strategy - Development Staging

Greenfield Commentary

11.9 Napier

The majority of future residential growth (up to 60 per cent) over the next 30-years is anticipated to be delivered through intensification within existing urban areas connecting to centres and employment nodes through more frequent public transport services. Up to 30 per cent can be delivered in existing greenfield areas which have already been zoned or consented for urban development, such as Mission Hills, Parklands and Te Awa.

A total of 1,760 - 2,420 dwellings have been identified as being located on land not currently zoned or consented for urban development, although the majority of these sites are identified as long-term development areas within HPUDS. If all of these areas were developed to this potential, this would be equivalent to 21 per cent of Napier's long-term housing demand.

Greenfield development in the southern part of Napier (incorporating South Pirimai, Riverbend and The Loop) has the potential to deliver approximately 1,320 new dwellings. Future development Greenfield development in the southern part of Napier (incorporating South Pirimai, Riverbend and The Loop) in this area is well located to take advantage of existing cycling and public transport infrastructure, and amenities including supermarkets, primary and secondary schools, and public open spaces.

Whilst some development has already occurred in this location (such as the Willowbank Retirement Village), the area has some known flooding constraints which will need to be addressed prior to any further development. This is likely to include raising the land to suitable levels and the development of extensive stormwater detention facilities. Significant planning and investigation has already been undertaken to support potential redevelopment in parts of this area. Significant investment in stormwater infrastructure will be required.

11.10 Hastings

Hastings

Hastings will accommodate the majority of its growth through intensification of existing residential areas and the city centre. A number of smaller scale opportunities for greenfield growth have been identified at the edge of the urban area. This includes approximately 790 new dwellings development along its western edge, with the Southland Drain forming the long-term western boundary of Hastings' urban area. These areas are generally well located in terms of proximity to employment, schools and public open space. However, there are known infrastructure capacity constraints which would need to be addressed before development can commence. A further 280 new dwellings have been identified as being located east of Lyndhurst Road. This land is ideally placed near the regional sports park, frequent public transport, schools and employment areas.

Havelock North

Over the short-to-medium term, Development in Havelock North will be enabled through intensification around the centre and in established greenfield locations including Brookvale, Arataki and Iona. Over the long-term, there is potential for further greenfield development of approximately 235 640 new dwellings east of Arataki and Davidsons Roadsaround Middle Road.

Infrastructure Commentary

Wastewater

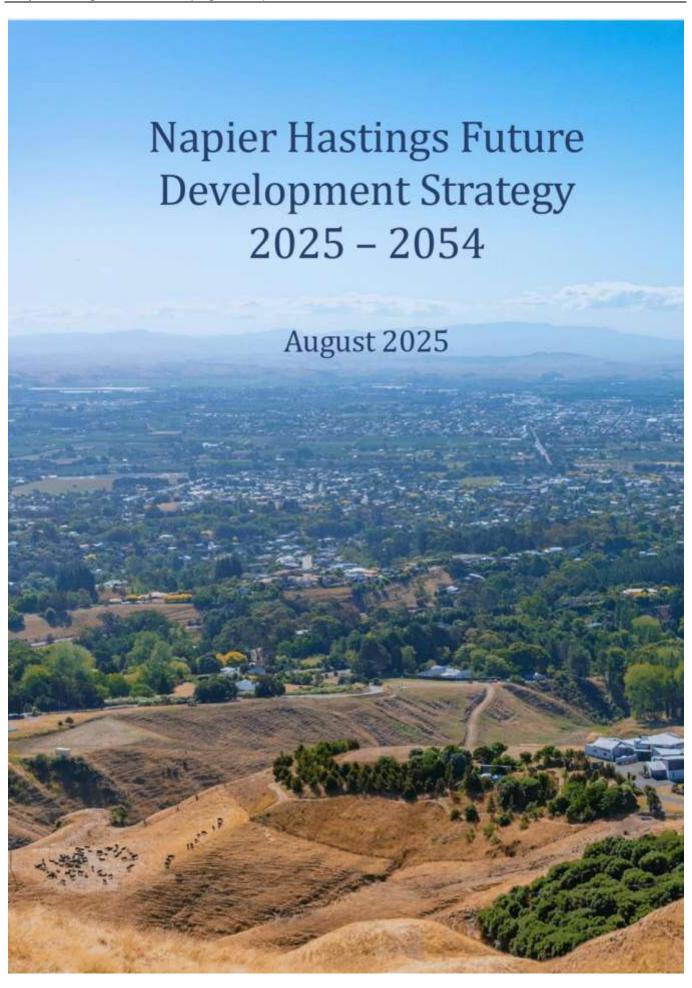
The wastewater networks serving urban areas in both Napier and Hastings have been under significant pressure to accommodate recent housing growth. Many elements of the wastewater network (e.g. pump stations) are currently either at or reaching capacity.

Figures 22 and 23 show the general locations of upgrades required to the network to service existing or planned growth in Napier, Hastings, Flaxmere and Havelock North areas.

In Napier, the construction of new wastewater main trunk infrastructure and pump stations is required to enable wider uptake of medium-density development and urban intensification, and to provide for future residential greenfield growth in the south (South Pirimai, Riverbend⁷ and The Loop).

Figures 22 and 23 show the general locations of new stormwater infrastructure that will be required to service future growth. This includes the provision of stormwater detention and storage facilities for planned development at Wharerangi Road and Parklands in Napier, and Iona in Havelock North. Additional stormwater detention and storage facilities will also be required to enable residential development and mitigate natural hazard risks in the South of Napier area as well as Kaiapo Road (Hastings). In addition to these new stormwater facilities, upgrades to the existing network will also be required.

⁷ Subject to differing Council positions on decisions, please refer to Section 3.0 Overview of this Strategy for further details



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1. Foreword

Creating a strong and sustainable future for the Heretaunga Plains has been the focus of the Heretaunga Plains Urban Development Strategy (HPUDS) since its inception in 2010. This Future Development Strategy (FDS) replaces HPUDS and builds on that legacy by looking out another 30 years. The FDS seeks to manage urban growth on the Heretaunga Plains in a way that acknowledges mana whenua and their aspirations for development, is respectful of the precious land and water resources that sustain us, while supporting our housing, business and community needs. This is not an easy task as there are many conflicts, tensions and tradeoffs that need to be navigated, especially considering the challenges that climate change puts before us.

This Strategy looks out to 2054 and has been prepared jointly by the partner councils – Napier City Council, Hastings District Council and Hawke's Bay Regional Council, in partnership with mana whenua through Maungaharuru-Tangitū Trust, Mana Ahuriri Trust and Tamatea Pŏkai Whenua. It sets out to meet the councils' obligations under the National Policy Statement on Urban Development 2022 (NPS-UD) but is essentially driven by a broader need for continued leadership and collaboration by the councils and mana whenua through the Treaty of Waitangi settlement entities in the way urban development occurs in this special part of Aotearoa New Zealand

The NPS-UD requires the FDS to set out how well-functioning urban environments will be achieved and must show:

- the general locations for Napier and Hastings capacity to grow, including through intensification within existing urban areas
- the infrastructure needed to support and service that growth
- development constraints that need to be avoided or mitigated.

Three major factors driving our decision-making are mana whenua knowledge and expectations, the need to protect highly productive land, and managing the effects of natural hazards as far as possible. Many other factors have been considered, but we acknowledge that in 30 years many things will change that we cannot foresee. Accordingly, the strategy will be reviewed every three years, to incorporate and respond to current issues. Nevertheless, the strategy takes a long-term approach to how we address urban development on the Heretaunga Plains, with a focus on a preferred settlement pattern that will lead us to more compact development.

This approach means further changes in the current way growth is managed, but we believe that long-term leadership and robust growth management will lead to sustainable growth, while recognising that getting there will necessitate a transitional period over time.

We particularly acknowledge the input of mana whenua in the development of the strategy. Mana whenua have an important role in planning future growth in Napier and Hastings, including the delivery of housing, and the protection of our natural and physical resources. We

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will continue to collaborate in genuine partnership with our Treaty partners on the future growth of Napier and Hastings.

Let us look forward, continue to work with our communities to create the kind of region we all love to live, work and play in.

Many thanks to all of those who have provided input into the development of this strategy through the informal and formal consultation processes. We look forward to your feedback on the FDS.

Hawke's Bay Regional Council Chair Hinewai Ormsby

Napier City Council Mayor Kirsten Wise

Hastings District Council Mayor Sandra Hazlehurst



2. Mihi

Kei aku maunga whakahī, kei aku awa whakatere taniwha, tēnā koutou katoa.

Haramai rā ki a au, ki te rautaki nei, ka nui te mihi.

He hua te rautaki nei o te mahinga tahitanga a ngā kaunihera e toru, a Hastings District Council, a Napier City Council me Hawke's Bay Regional Council, ki a Tamatea Pōkai Whenua, Mana Ahuriri Trust me Maungaharuru Tangitū Trust.

I te marama o Hepetema ki te marama o Nõema i tēra tau, i whai wā te marea ki te tuku kõrero mai e pā ana ki tēnei rautaki. I wānangahia ērā whakahokinga kõrero, ā, anei te hua.

He tirohanga 30 tau tēnei, ā, e tūmanako ana ka pūawai te rohe mā roto mai i te rautaki nei.

Heretaunga Haukū nui

Heretaunga Ararau

Heretaunga Hāro o Te Kāhu

Heretaunga Takoto noa.

Kia tōaitia anō i konei, ko ā mātou mihi ki a koutou, kei aku rangatira.

Differing Partner Council positions on several New Residential Greenfield Development Areas

Although the overall direction of the FDS outlined in this section is supported by all three Partner Councils and Mana Whenua representatives, there is disagreement between the Partner Council's in relation to three specific sites, which were recommended by the Independent Hearings Panel for inclusion as New Residential Greenfield Development Areas.

Those sites are Riverbend Road NC4b (Napier City), Wall Road H5 and Middle Road HN3a and HN3b (Hastings District).

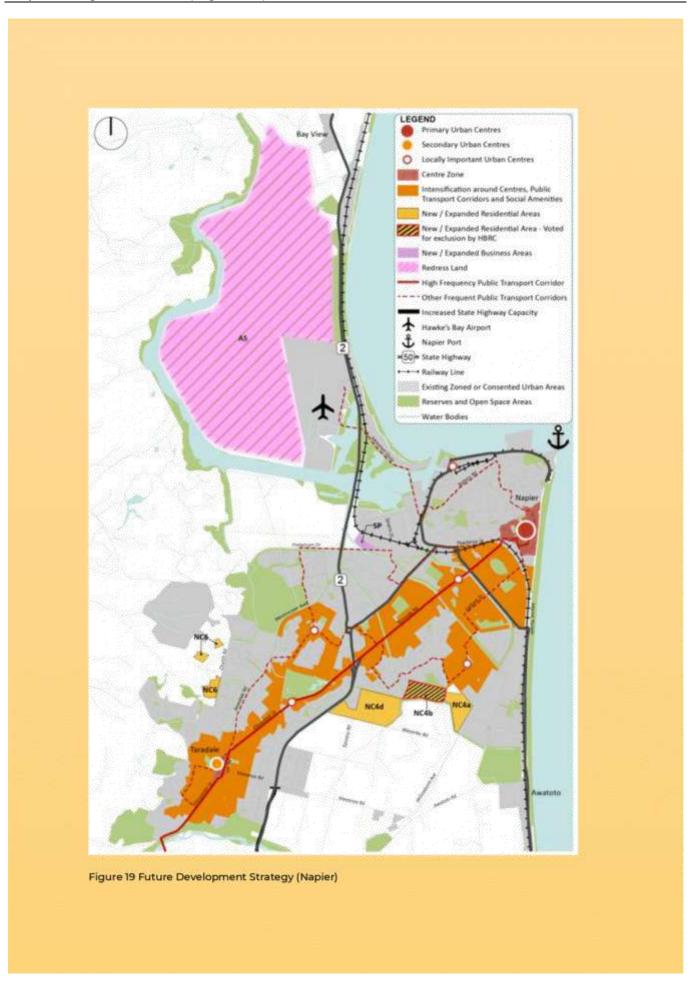
This section of the FDS outlines the differences between the Partner Councils in relation to those sites and explains how the different decisions made by the Partner Councils is reflected in the FDS mapping, capacity / sufficiency figures and tables, and text of the FDS. The FDS references all sites where full agreement has not occurred, with this section outlining the impact of the different decisions on residential development capacity.

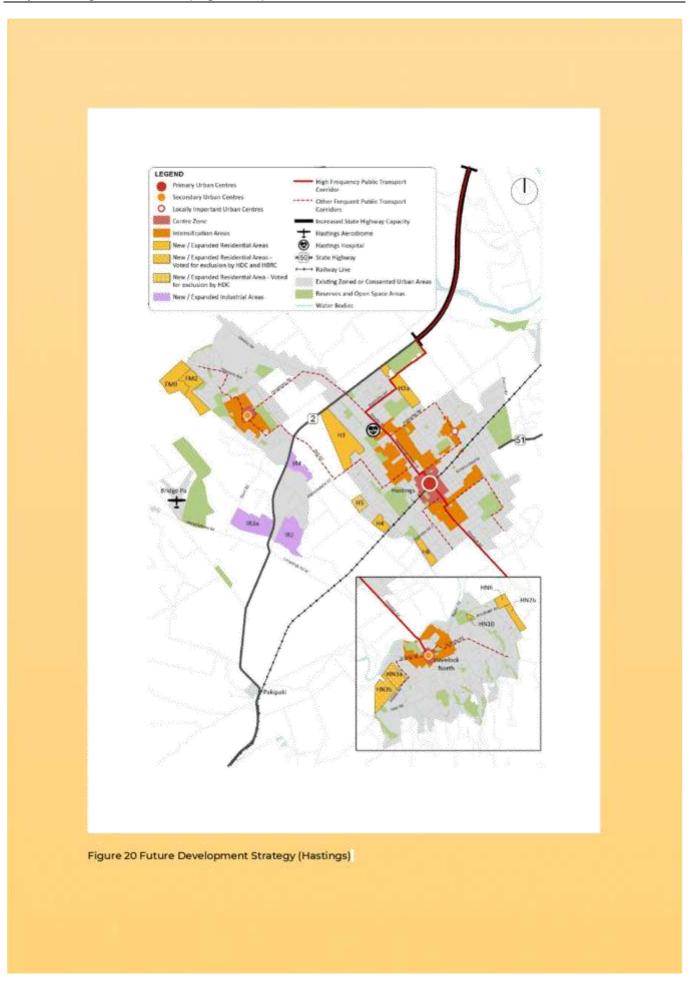
Where parts of the FDS are impacted by the different decisions made by the Partner Councils, this is signalled through cross-references to this section of the FDS. All figures and text that are subject to differing positions are highlighted and noted for the reader.

A summary of the decisions made by the Partner Councils in relation to the three sites is as follows:

	Napier City Council (NCC)	Hastings District Council (HDC)	Hawkes Bay Regional Council (HBRC)
Riverbend Rd – NC4b	Included	Included	Excluded
Middle Road - HN3a & HN3b	Included	Excluded	Excluded
Wall Road – H5	Included	Excluded	Included

The amended areas are shown on the amended Figure 19 (Napier) and Figure 20 (Hastings) below





3.1 Hawke's Bay Regional Council (HBRC)

Summary of decisions

In its decision, HBRC excluded Riverbend Road (NC4b) and both Middle Road sites (HN3a and HN3b) as New Residential Greenfield Development Areas.

The summary reasons why HBRC decided to exclude the sites are that:

- including those sites is contrary to strategic objectives 3 and 6 of the FDS (refer Section 8.2)
- the inclusion of those sites is not required to provide sufficient development capacity to meet demand
- neither of the sites would provide well-functioning urban environments

Residential development capacity

The Riverbend Road site was projected to provide an approximate capacity of 660 dwellings. The two Middle Road sites were projected to provide an approximate combined capacity of 640 dwellings.

The removal of these sites for the HBRC FDS results in the following reduction to residential development capacity (with the NCC FDS as the base figures):

Table 2 - Residential Development Capacity Enabled by Council Area

Broad Type	Napier	Hastings	Total
Redevelopment / Infill in the existing urban area	4,070	5,840	9,910
Existing Zoned / Consented Greenfield Development	2,085	2,125	4,210
New Greenfield Development ¹	2420 1,760	2,695 2,055	5,115 3,815
Total Dwellings Enabled	8,575-7,915	10,660_10,020	49,235 17,935 ²
Total Demand	6,700	9,620	16,320
Sufficiency	+1,875 +1,215	+1,040_+400	+2,915 +1,615

¹ Unless detailed masterplanning information was made available by landowners / developers during the preparation of the Draft FDS, a conservative density of 15 dwellings per hectare on the net developable area has been used to derive capacity numbers. Based on detailed design, development capacity figures could be higher than this figure.

² The total enabled residential development capacity does not equate to the total number of new homes that will be built. It includes allowance for a competiveness margin which is equivalent to 2,390 dwellings across Napier and Hastings.

Table 3 - New Residential Greenfield Development Areas (Currently not zoned for residential development)

Site Ref	Site Name / Location	Approx. Capacity
NC4a	Riverbend Road / Willowbank Avenue, Napier	290 dwellings
NC46	Riverbend Road, Napier	660-dwellings
NC4d	South Pirimai, Ulyatt Road, Napier	370 dwellings
NC6	Mission Estate, Church Road, Napier	100 dwellings
H2a	Lyndhurst Extension, Hastings	280 dwellings
Н3	Kaiapo Road, Hastings	430 dwellings
H4	Murdoch Road, Hastings	120 dwellings
H8	Copeland Road, Hastings	130 dwellings
FM2 & FM9	Portsmouth Road, Flaxmere	655 dwellings
HN2b	Arataki Road Extension, Havelock North	170 dwellings
HN6	Brookvale Road, Havelock North	125 dwellings
HN10	Oderings Site, Havelock North	35 dwellings
H5	Wall Road, Hastings	110 dwellings
HH3a and HH3b	Middle Road, Havelock North	640 dwellings
AS	Ahuriri Station, Bay View	1,000 dwellings
Total		5,115 3,815 dwellings

Table 4-Sufficiency of housing development capacity to meet demand

	Short Term	Medium Term	Long Term
Demand for redevelopment in the existing urban area		8,840	
Redevelopment Capacity	9,910 (+1,070)		
Greenfield Demand	3,77	70	3,710
Greenfield Capacity	4,605 (+835)	4,720 3420 (+1,010 -290)

Table 5 - Sufficiency of housing development capacity in Napier to meet demand

	Short Term	Medium Term	Long Term
Intensification Development Demand		3,620	
Intensification Development Capacity	4,070 (+450)		
Greenfield Development Demand	1,	610	1,470

³-Additional land will be required to manage stormwater and flooding effects arising from development of Riverbend Road (NC4b), with the exact location to be determined through future planning processes.

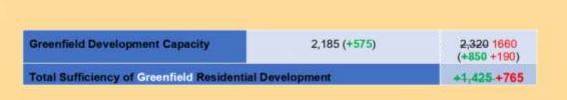


Table 6- Sufficiency of housing capacity in Hastings to meet minimum development targets

	Short Term	Medium Term	Long Term
Intensification Development Demand		5,220	
Intensification Development Capacity	5,840 (+620)		
Greenfield Development Demand	2,	160	2,240
Greenfield Development Capacity	2,420	(+260)	2,400 1,760 (+160 -480)
Total Sufficiency of Greenfield Resident	ial Development		+420 -220

3.2 Hastings District Council (HDC)

Summary of decisions

In its decision, HDC excluded Wall Road (H5) and both Middle Road sites (HN3a and HN3b) as New Residential Greenfield Development Areas.

The summary reasons why HDC decided to exclude the sites are:

- . Middle Road and Wall Road are both highly productive 'Land Use Capability 2' land.
- Productive land, together with water and climate, is a cornerstone of Hastings District's economic wealth.
- Neither Middle Road nor Wall Road are necessary to meet the housing number required for the National Policy Statement on Urban Development.
- The exclusion of both sites will not make the FDS inoperable.
- The review of the FDS in three years' time will have the opportunity to address any imbalance that may become apparent.
- There are locations available on less productive land should more housing numbers be required.

Residential development capacity

The Wall Road site was projected to provide an approximate capacity of 110 dwellings.

The two Middle Road sites were projected to provide an approximate combined capacity of 640 dwellings.

The removal of these sites for the HDC FDS results in the following reduction to residential development capacity (with the NCC FDS as the base figures):

Table 2 - Residential Development Capacity Enabled by Council Area

Broad Type	Napier	Hastings	Total
Redevelopment / Infill in the existing urban area	4,070	5,840	9,910
Existing Zoned / Consented Greenfield Development	2,085	2,125	4,210
New Greenfield Development ⁴	2,420	2,695 1,945	5,115,4,365
Total Dwellings Enabled	8,575	40,660_9,910	19,235 18,485 ⁵
Total Demand	6,700	9,620	16,320

⁴ Unless detailed masterplanning information was made available by landowners / developers during the preparation of the Draft FDS, a conservative density of 15 dwellings per hectare on the net developable area has been used to derive capacity numbers. Based on detailed design, development capacity figures could be higher than this figure.

Item 14 Napier-Hastings Future Development Strategy

⁵ The total enabled residential development capacity does not equate to the total number of new homes that will be built. It includes allowance for a competiveness margin which is equivalent to 2,390 dwellings across Napier and Hastings.

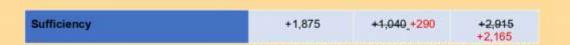


Table 3 - New Residential Greenfield Development Areas (Currently not zoned for residential development)

Site Ref	Site Name / Location	Approx. Capacity
NC4a	Riverbend Road / Willowbank Avenue, Napier	290 dwellings
NC4b F	Riverbend Road, Napier	660 dwellings
NC4d	South Pirimai, Ulyatt Road, Napier	370 dwellings
NC6	Mission Estate, Church Road, Napier	100 dwellings
H2a	Lyndhurst Extension, Hastings	280 dwellings
нз	Kaiapo Road, Hastings	430 dwellings
Н4	Murdoch Road, Hastings	120 dwellings
H8	Copeland Road, Hastings	130 dwellings
FM2 & FM9	Portsmouth Road, Flaxmere	655 dwellings
HN2b	Arataki Road Extension, Havelock North	170 dwellings
HN6	Brookvale Road, Havelock North	125 dwellings
HN10	Oderings Site, Havelock North	35 dwellings
HS	Wall Road, Hastings	110 dwellings
HN3a and HN3b	Middle Road, Havelock North	640 dwellings
AS	Ahuriri Station, Bay View	1,000 dwellings
Total		5,115 4,365 dwellings

Table 4-Sufficiency of housing development capacity to meet demand

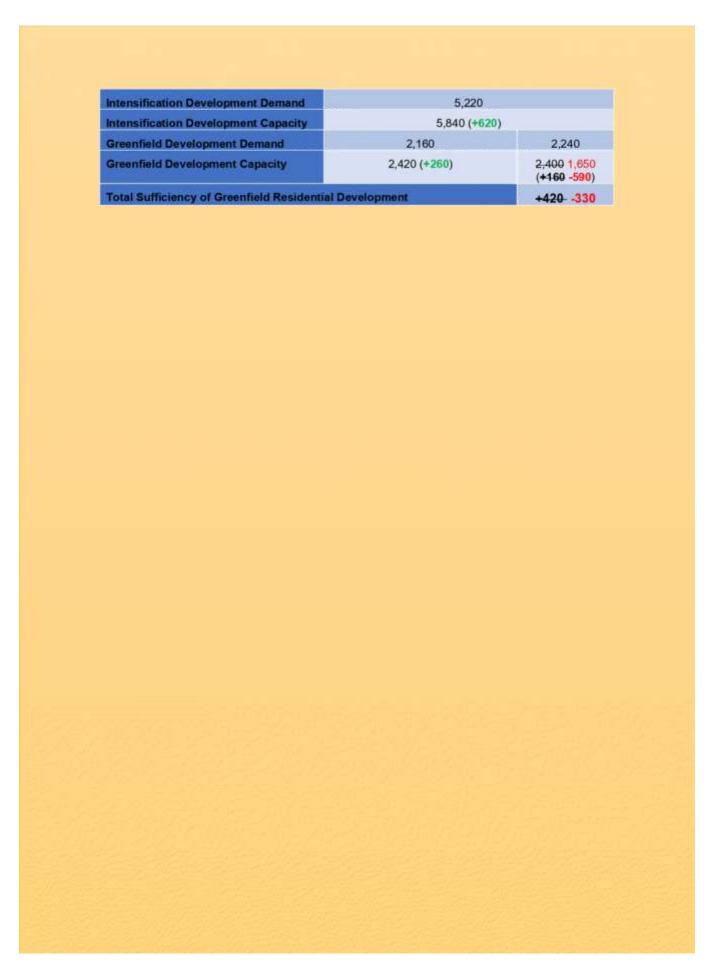
	Short Term	Medium Term	Long Term
Demand for redevelopment in the existing urban area		8,840	
Redevelopment Capacity	9,910 (+1,070)		
Greenfield Demand	3,7	70	3,710
Greenfield Capacity	4,605	(+835)	-4,720 3,970 (+1,010 +260)

Table 6- Sufficiency of housing capacity in Hastings to meet minimum development targets

Short Term	Medium Term	Long Term

⁶ Additional land will be required to manage stormwater and flooding effects arising from development of Riverbend Road (NC4b), with the exact location to be determined through future planning processes.

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3.3 Napier City Council (NCC)

Summary of Decisions

In its decision, NCC included all three sites as New Residential Greenfield Development Areas. The reasoning was to reflect the decisions of the Independent Hearing Panel.

The tables throughout the FDS have used the NCC decision as the base figures, with red text highlighting the distinctions between the Councils and footnotes referring to this section which explains the different positions on each site

Residential development capacity

The residential development capacity of the NCC decision is as follows:

Table 2 - Residential Development Capacity Enabled by Council Area

Broad Type	Napier	Hastings	Total
Redevelopment / Infill in the existing urban area	4,070	5,840	9,910
Existing Zoned / Consented Greenfield Development	2,085	2,125	4,210
New Greenfield Development*	2,420	2,695	5,115
Total Dwellings Enabled	8,575	10,660	19,235
Total Demand	6,700	9,620	16,320
Sufficiency	+1,875	+1,040	+2,915

4. Overview

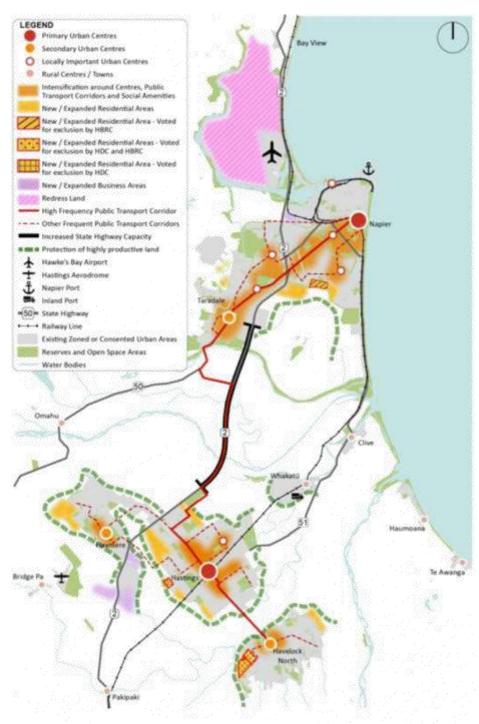


Figure 1 The Future Development Strategy

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At its heart, the FDS seeks to achieve a compact urban form, focussed around a network of consolidated and intensified centres in Napier and Hastings. The strategy achieves this by enabling more housing growth and choice within and adjoining the existing urban area in locations close to the public transport network and community services. It also achieves this by providing choices for different types of businesses in efficient locations.

The FDS provides for:

- increased density and diversity of housing, including apartments and terraced housing, within and close to Napier and Hastings' primary, secondary and locally important centres and high frequency bus corridors;
- general residential development in other neighbourhoods within existing urban areas, including small scale infill and suburban scale duplexes and terraced housing;
- targeted expansion to enable new compact neighbourhoods with a mix of housing types to the south of Napier's urban area, Mission Estate, and on the fringes of Havelock North, Hastings and Flaxmere, in locations that can integrate efficiently with existing transport networks and services, while avoiding the best productive land:
- increased density and diversity of retail and commercial activities in Napier and Hastings' primary, secondary and locally important centres, the Severn Precinct, and in new centres that support new compact neighbourhoods;
- a new strategic industrial node at Irongate and Irongate West that is efficiently located close to the state highway network and existing industrial areas;
- supporting infrastructure, including transport, three waters, open space and social infrastructure network improvements; and
- opportunities to deliver ecologically sustainable, resilient urban development at Ahuriri Station.

The -FDS enables a number of benefits to be realised, including:

- providing the best opportunity to achieve more compact housing consistent with changing housing needs in Napier and Hastings;
- providing for new housing in a variety of areas which supports reduced travel times for people with lower impacts on the transport network;
- directing growth to areas that better utilise existing amenities and infrastructure
 (e.g. drinking water, wastewater, stormwater, roading, schools and public transport);
- avoiding the need for significant new capital investment in new infrastructure in areas with limited existing and planned infrastructure;
- minimising urban expansion in areas subject to significant natural hazard risks;
- providing opportunities to more efficiently protect existing communities from natural hazard risks;
- minimising urban expansion in areas with highly productive land used for productive activities;

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- providing opportunities for further economic agglomeration of the Irongate industrial node should the uptake of industrial land occur faster than anticipated; and
- recognising Mana Ahuriri's aspirations for development by identifying Ahuriri Station as Redress Land.

5. Introduction

5.1 What is the Future Development Strategy?

The Napier Hastings Future Development Strategy (the FDS) is a strategic tool to assist with the integration of planning decisions under the Resource Management Act 1991 (RMA) with infrastructure and funding decisions. It must show:

- where we will grow in Napier and Hastings, including the general locations for growth in existing and new urban areas over the next 30 years;
- · The infrastructure needed to support and service that growth; and
- Development constraints.

The FDS has been developed in partnership with Hastings District Council, Napier City Council, Hawke's Bay Regional Council, Maungaharuru Tangitü Trust, Mana Ahuriri Trust and Tamatea Põkai Whenua. The FDS satisfies the statutory requirements for future development strategies under the National Policy Statement for Urban Development 2020 (NPS-UD).

The NPS-UD states that the purpose of an FDS is to promote long term strategic planning by setting out how the partner councils and mana whenua intend to:

- achieve well-functioning urban environments in existing and future urban areas;
- provide at least sufficient development capacity over the next 30 years to meet expected demand; and
- assist with the integration of planning decisions under the RMA with infrastructure planning and funding decisions.

While establishing the overall direction for managing growth of urban environments across Napier and Hastings, it is important to note that an FDS does not:

- rezone land;
- · make changes to any district or regional plan;
- set out details and standards around subdivision and building design;
- provide funding and other resourcing to meet costs of development, infrastructure and other services.

5.2 Where does it apply?

In preparing the FDS we have identified a study area around the existing urban areas of Napier and Hastings. The study area is shown in Figure 2 and includes Napier, Taradale, Hastings, Flaxmere, Havelock North, the surrounding Heretaunga Plains and peripheral areas including Bay View and Whirinaki, Whakatū, Clive, Haumoana and Te Awanga, and a number of rural settlements on the Heretaunga Plains within an approximate 20-minute (uncongested) drive time from the main centres of Napier and Hastings.

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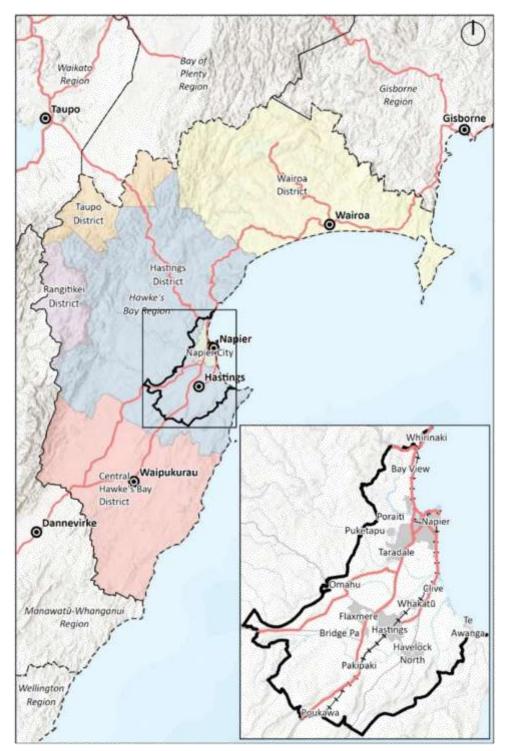


Figure 2 FDS Study Area Extent within Hawke's Bay Region

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5.3 Cross Boundary Relationships

The neighbouring districts of Central Hawke's Bay and Wairoa were invited to participate in preparing the FDS, and the relationship of urban development in Napier and Hastings with the community and infrastructure networks in Central Hawke's Bay and Wairoa has been considered in developing the FDS. In terms of Wairoa, the relationship is reasonably limited. While there is movement of people and freight along State Highway 2 that connects the districts, there is a limited spatial connection between the developed urban areas.

The Central Hawke's Bay District is located to the south of Hastings, with the settlements of Ötāne, Waipawa and Waipukurau being within 30-40 minutes drive time from central Hastings via State Highway 2. Commuting between these areas and Napier beyond is common, and anecdotally, there is a local sense that Ötāne is becoming more of a satellite town. The FDS provides for strategic employment opportunities on the southern side of Hastings, which improves access for these communities. The relationship of these areas can be considered further through future regional spatial planning exercises.

5.4 Well-functioning urban environments

A key requirement of an FDS is to set out how the partner councils, and mana whenua, through the Treaty Settlement Entities, will achieve well-functioning urban environments. These are described in Policy 1 of the NPS-UD as urban environments that, at a minimum will:

- have or enable a variety of homes that meet the needs, in terms of type, price and location, of different households;
- have or enable a variety of homes that enable Māori to express their cultural traditions and norms;
- have or enable a variety of sites that are suitable for different business sectors in terms of location and site size;
- have good accessibility for all people between housing, jobs, community services, natural spaces and open spaces, including by way of public or active transport;
- support, and limit as much as possible adverse impacts on, the competitive operation of land and development markets;
- · support reductions in greenhouse gas emissions; and
- be resilient to the likely current and future effects of climate change.

5.5 Heretaunga Plains Urban Development Strategy

The Heretaunga Plains Urban Development Strategy (HPUDS), initially developed in 2010, was a joint strategy developed by Hastings District Council, Napier City Council, Hawke's Bay Regional Council and mana whenua to manage urban growth on the Heretaunga Plains over a 30-year timeframe through to 2045. Subsequent updates and amendments to HPUDS were made in 2017.

The FDS builds on and replaces HPUDS, responding to the new requirements of the NPS-UD and other recent national direction, including the National Policy Statement for Highly Productive Land 2022 (NPS-HPL). In preparing this FDS, all unzoned future growth areas identified within HPUDS have been reconsidered to determine their appropriateness to accommodate future development.

HPUDS was based on a preferred settlement pattern that recognised the community's preference to maintain the versatile land of the Heretaunga Plains for production purposes. The strategy defined growth areas and urban limits, with a need to balance increased intensification and higher densities close to the commercial nodes and higher amenity areas in the districts, against the provision of lifestyle choice. Under HPUDS, development was expected to transition to 60 per cent intensification, 35 per cent greenfield, and five per cent in rural areas by 2045.

HPUDS sought to recognise and provide for mana whenua values and aspirations, including through governance and implementation of the strategy, and by recognising the unique relationship that mana whenua have with the land, waterways and other people. HPUDS specifically provided for Marae-based settlements at Bridge Pa and Omahu, noting that

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servicing could be more practically achieved in these locations from a physical and cost viewpoint than more remote marae. HPUDS also acknowledged and supported the development of papakāinga housing. The FDS continues to promote this approach.

Strong growth since 2015 has seen development in rural and greenfields areas maintain their shares of the market, although a significant proportion of greenfield development has been in higher density retirement villages. It is only in recent years, in a cooling housing market, that a proportionate shift towards intensification and more efficient use of greenfield growth areas has started to occur.

A number of growth areas identified within HPUDS have been enabled through plan changes and detailed planning, and now form part of the existing urban environment. Several have been recently developed or are under development, including:

- Parklands
- Te Awa
- Mission Hills
- Brookvale Road
- Lyndhurst
- York Road (Wairatahi Fast Track Consent)
- Howard Street
- Tomoana (industrial)
- Irongate (industrial)
- Omahu Road (industrial)

5.6 Cyclone Gabrielle

On February 14, 2023, the region experienced the devastating effects of Cyclone Gabrielle. While the full impacts of the cyclone continue to be assessed, significant investment will be required to rebuild and future-proof infrastructure. While the development of the FDS commenced prior to Cyclone Gabrielle, it is important that the FDS responds to the information gathered as a result of, and as part of, the ongoing cyclone recovery process.

The recovery conversations with mana whenua, communities and the Hawke's Bay Regional Recovery Agency (RRA) to understand how communities and infrastructure were impacted, and how best to build back for long term resilience, have all influenced the FDS issues and options, and the development of spatial scenarios.

Following Cyclone Gabrielle, councils and mana whenua developed their own locality plans to set out their recovery priorities. The RRA developed a Regional Recovery Plan which presented these priorities within a single cohesive document to advocate for the region and seek support from central government towards the recovery efforts.

In November 2023, a Briefing to Incoming Ministers (BIM) setting out the region's priorities was presented to Governments. Both housing and regulatory relief (primarily to support a streamlined planning process for necessary flood protection works) were identified within the

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BIM. The region's housing shortfall has been exacerbated as a consequence of those whānau who have been displaced by the cyclone. The flood mitigation works, now able to proceed more quickly under a recently enacted Order in Council, will provide greater certainty to seven residential areas in the region, as well as for the Awatoto industrial area and Napier Wastewater Treatment Plant.

Plan Change 6 (**PC6**) to the Hastings District Plan is progressing which seeks to enable Category 3 impacted sites to relocate within close proximity. This provides the opportunity for cyclone-affected homeowners to relocate within their existing rural communities.

Following Cyclone Gabrielle, the Hawke's Bay Regional Council commissioned an independent review of the response to this major weather event⁷. This review includes a number of recommendations for future planning work that should be carried through to the FDS Implementation Plan and future planning processes. This includes recommendations for future natural hazard data collection and Regional Policy Statement and District Plan reviews.

The ongoing cyclone recovery is a separate process from the FDS but forms part of the evidence base which has informed decision making.

5.7 Why has the FDS been prepared?

The councils are required to jointly prepare an FDS for Napier and Hastings in accordance with the requirements of the NPS-UD.

Over the next 30-years, the population of Napier City and the Hastings District is projected to increase by over 40,000 people from 2023 levels. The majority of this increase will be accommodated in or around the main urban areas of Napier, Hastings, Flaxmere and Havelock North. These projections are higher than those used to develop HPUDS and reflect changing migration policy settings from around 2015-2019 and the 2020 COVID-19 repatriation of New Zealanders from abroad. This has seen the growth projections for 2015-2020 (and expectations to 2045), which informed the development of HPUDS, exceeded by a considerable margin.

Strong population growth and the resulting national housing crisis has affected the Napier and Hastings housing market. While HPUDS growth expectations were met and even exceeded by new dwelling construction, this has not been sufficient to meet the unprecedented demand. A sizable backlog of demand for new housing across Napier and Hastings now exists.

The FDS is needed to ensure that the projected population growth across Napier and Hastings over the next 30-years can be accommodated.

5.8 Where does the FDS fit with other council strategies?

Each of the councils involved in the development of the FDS are required to prepare and implement a number of Plans under various pieces of legislation including the RMA, Local

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⁷ https://www.hbrc.govt.nz/our-council/hb-independent-flood-review/

Government Act 2002 (**LGA**) and Land Transport Management Act 2003 (**LTMA**). These include District Plans, Regional Plans, Long-Term Plans, Regional Land Transport Plans, Infrastructure Strategies, and Annual Plans. The FDS provides strategic direction and is a tool to inform these plans and strategies.

The partner councils are also progressing their own local and regional planning processes, many of which have informed the FDS.



Figure 3 Where the FDS sits

6. How the FDS has been prepared

Developing the FDS has involved a partnership approach with mana whenua, and extensive engagement with elected officials, the community, interested landowners and developers, as well as using detailed technical analysis and evaluation. Consistent with the requirements of the NPS-UD, we have undertaken the following steps to get to this point, informed by the RMA and relevant national policy statements.

- Relevant existing plans, strategies and data have been reviewed, including the Napier Spatial Picture and Structure Plans, Proposed Napier District Plan (PDP), Plan Change 5 to the Hastings District Plan (Right homes, right place) (PC5), the Napier Hastings Industrial Land Supply Strategy, the Housing Development Capacity Assessment 2021, Business Development Capacity Assessment 2022, the Hastings Medium Density Housing Strategy, and infrastructure plans and strategies.
- Partnership and engagement with mana whenua has enabled an understanding of their values and aspirations for urban development. This engagement has been integral to the development of the FDS, to ensure the principles of the Treaty of Waitangi are taken into account.
- Community engagement on issues and options, including a 'call for opportunities' in September – October 2023 has resulted in many sites being put forward by the community and landowners for consideration in the FDS.
- Different spatial scenarios/options have been developed and identified to accommodate urban growth based on the outcome of the above.
- The advantages and disadvantages of spatial scenarios have been evaluated with input from a multi-disciplinary team and supported by independent technical advice on residential and business demand and capacity, highly productive land and transport.
- Infrastructure providers and Government organisations have been engaged with, to
 test the spatial scenarios and supporting analysis. This group included the New Zealand
 Transport Agency, the Ministry of Education, K\u00e4inga Ora, telecommunications providers,
 Transpower, Unison, Hawke's Bay Airport, Port of Napier and the Ministry for the
 Environment.
- A preferred spatial scenario was identified based on the outcome of the above and direction from elected members and mana whenua partners.
- The relevant Council and central Government agencies were worked with to identify in further detail the infrastructure network upgrades necessary to support the preferred spatial scenario.

Further collaborative engagement with mana whenua is required to ensure the partner councils meet their obligations under Te Tiriti o Waitangi. This includes continuing to develop the information base relating to mana whenua demographics, including population distribution and housing needs, as well as information regarding the location of wahi tapu and sites of cultural significance within the FDS study area. This information will inform the monitoring and

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implementation of the FDS as well as future reviews. The Councils will also work collaboratively with Mana Ahuriri Trust to advance development processes for Ahuriri Station that provide for Ahuriri Hapū economic, cultural and social well-being.

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Iwi and hapū values and aspirations

7.1 Te Tiriti o Waitangi context

Māori have enduring rights and interests affirmed under Te Tiriti o Waitangi/the Treaty of Waitangi and as indigenous peoples under international law.

The principles of Te Tiriti provide a framework for a dynamic and enduring relationship between local authorities and mana whenua that enriches the future of the region with the unique knowledge, wisdoms, practices, and aspirations of te ao Māori. The Councils recognise mana whenua as kaitiaki, contributors to the economy, and leaders within the Region.

Te Tiriti guaranteed Māori authority over their lands, villages and taonga. However, land confiscation and alienation of Mãori land by the government occurred within a few decades of the signing of Te Tiriti. What has been left following confiscation or settlement is either encumbered or simply not economically sustainable to hold.

The Treaty settlement process has provided for the return of land to Māori, including for specific purposes. Such Redress Land is land intended to be transferred by the Crown to Treaty claimants, so that those claimants and other descendants can realise the economic aspirations that should have been afforded to their tīpuna⁸. The land returned through these processes is often located outside of existing urban and future urban areas, which can lead to perceived limitations for the enablement of socio-economic outcomes and undermine the potential for economic or commercial redress.

The use and development of Māori land, including land returned to Māori through Treaty Settlements, is to be enabled as provided for in Te Tiriti and intended by the purpose of Treaty Settlements, subject to relevant statutory resource management considerations being satisfied.

Māori have consistently expressed the aspiration to live on their takiwā with their people. Where they cannot live in papakāinga on their ancestral land, they have expressed a desire to live in papakāinga-style living arrangements with their extended whanau in other areas, including urban areas. It is likely that this can only be realistically achieved in new, affordable developments co-led or owned by mana whenua entities.

The councils will work collaboratively with iwi authorities to help facilitate their economic, environmental, cultural and social objectives.

7.2 Combined statement

An FDS is required to include a clear statement of hapū and iwi values and aspirations for urban development. Three Treaty settlement entities – Maungaharuru-Tangitū Trust, Mana

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⁸ Based on Beresford, Bunker and Rouse v Queenstown Lakes District Council (2024) NZEnvC 182, paragraph 65

Ahuriri Trust and Tamatea Pōkai Whenua, represent the hapū of Ahuriri (Napier) and Heretaunga (Hastings).

The hapû of Ahuriri and Heretaunga are mana whenua within their respective takiwā or traditional areas. Hapû statements for the three distinct mana whenua are included in this section. Maungaharuru-Tangitū Trust, Mana Ahuriri Trust, and Tamatea Põkai Whenua participated with the three councils in preparation of this strategy.

Maungaharuru-Tangitū Trust

The hapū and marae of Maungaharuru (the mountain) to Tangitū (the sea) are represented by Maungaharuru-Tangitū Trust. Maungaharuru-Tangitū Trust represents six hapū and one marae within the Maungaharuru to Tangitū region. The Maungaharuru-Tangitū Hapū Claims Settlement Act 2014 finalised settlement redress for the historical Treaty grievances of Maungaharuru-Tangitū Hapū against the Crown. The Maungaharuru-Tangitū region is in northern Hawke's Bay, extending from Keteketerau (the former outlet of Te Whanganui-a-Orotu) in the south, northwards beyond the FDS boundary.

Mana Ahuriri Trust

The hapū and marae of Ahuriri are represented by Mana Ahuriri Trust. Mana Ahuriri Trust represents seven hapū and six marae within the Ahuriri region. The Ahuriri Hapū Claims Settlement Act 2021 finalised settlement redress for the historical Treaty grievances of Ahuriri Hapū against the Crown. The Ahuriri region extends from the Ngaruroro River in the south, northwards beyond the FDS boundary. The northern region of Ahuriri is shared with Maungaharuru-Tangitū.

Tamatea Põkai Whenua

The hapū and marae of Heretaunga are represented by Tamatea Pōkai Whenua. Tamatea Pōkai Whenua represents 43 hapū and 23 marae within the Heretaunga and Tamatea (Central Hawke's Bay) regions. The Heretaunga Tamatea Claims Settlement Act 2018 finalised settlement redress for the historical Treaty grievances of Heretaunga Tamatea against the Crown. The Heretaunga region extends from the Tūtaekurī River in the north, southwards beyond the FDS boundary.

The following map outlines the regions and areas of interest of the three distinct mana whenua within and beyond the FDS Study Area.

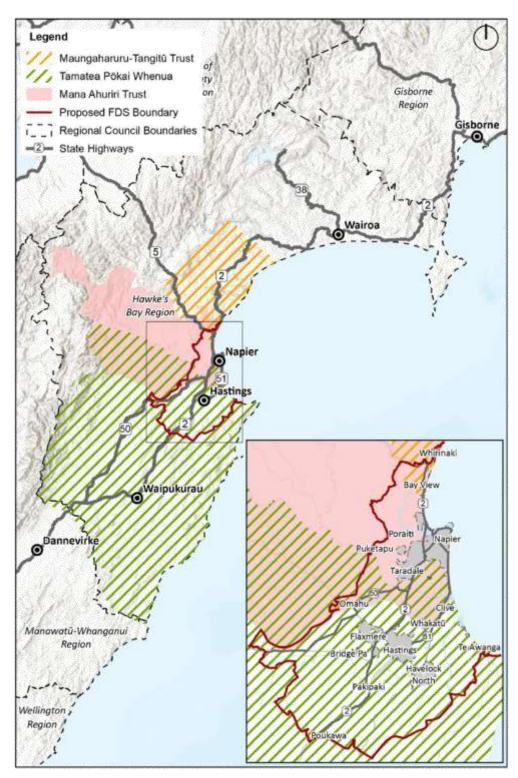


Figure 4 Areas of Interest within and beyond the FDS Study Area

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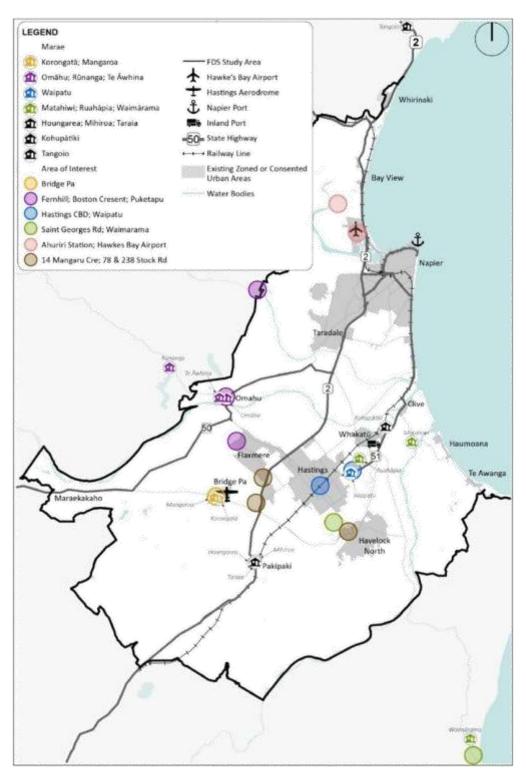


Figure 5 FDS Study Area and Area of Interest identified by PSGEs

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7.3 Mana Ahuriri Trust

Mana Ahuriri Trust - Values and Aspirations

Statement of hapo values and aspirations for urban development for the Napier Hastings Future Development Strategy

Future Vision

Ko rua te paia ko Te Whanga.

He kainga tō te ata. He kainga ka awatea. He kainga ka ahiahi.

The Whanga is the storehouse that never closes.

A meal in the morning. A meal at noon. A meal in the evening.

Our statement for future development in our takiwa ensures we live up to the abbreviated whakateaki that descripts what Te Whanga was and what it should be, a source that supports environmental, economic, social, spiritual, historical and cultural value for present and future generations. This sets the tone for Mana Aburit in delivering Happ aspirations and values in future developments.

To Tirtli o Welterio roadmaps Alturio Hepû to engage in enduring partnerships with other Hepû and local Kaunihera into the Future Development Strategy (FDS), acknowledging each other's Rangatinatanga, mans motumake and legislative responsibilities in future

We participate in the process with the aim to achieve our aspirations in assertion of our subsidiarity, increasing our whenaungetangs, providing manaekitangs, acting in tike and pono and strengthening wairustangs.

We do so to protect, revive and enhance Te Talac, provide for whansu culturally and socially and to build an economic base for future generations. We make molopuna decisions.

Desired Goals

Water

Our waters are in optimal health

- FDS must provide for te Maria o. he Wai to insprove water quality through management of water source, use and discharge.
- Stormwater management ensures water discharge is of the highest pose blo quality.

Environment

support resilient biodiversity

- Address climate change impacts in developments and hapti have a decision making voice in climate. policy.
- All development activities: respect and enhance our natural ecosystems, water sources, and biodiversity, aligning with our commitments to environmental kadiakitanga
- Future developments within our takewa must adhere to the principles and guidelines set forth in the Te Murwai o Te Whanga plan and the Mana Ahurin Taleo

We have a flourishing ecosystem to

Historical / Educational Our stories are understood and embraced as we share with our hapari

- Whanau have a greater understanding of our sites of significance.
- Promote the historical activities within our takiwa so the Cultural / Spiritual - Ahurtritange and Matsuranga are embedded in the way we connect whanau to the whenua.
- Our community recognises wanttaonga and are active in their preservation and enhancement
- Whenou have cultural identity to their whenus though tikanga application and matauranga practices.

Social

We have clean sustainable use of Te Taiso to provide for the betterment of the community in the provision of healthy recreational activities

- Whoney have spaces and places where they can safety participate in activities that premote orange.
- Whanau are acting screatly responsible to Te Taiao.

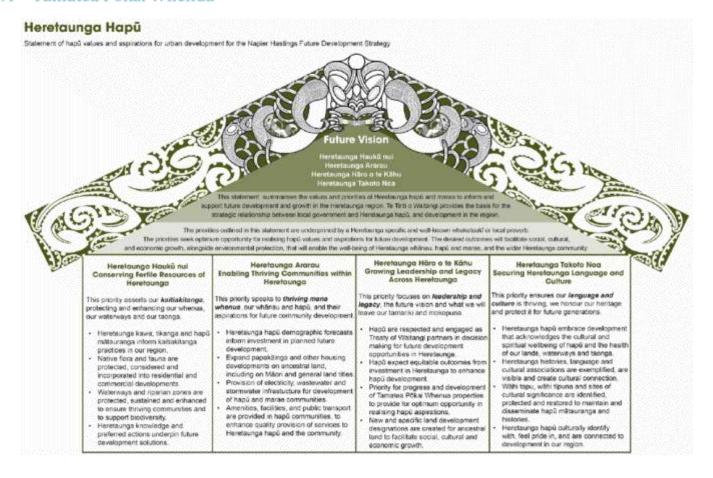
Ohanga

We provide sustainable value through our developments that benefit whansu. happy and the wider community

- Mana Aburin developments, including esedium to long term aspirations for Abusin Station (refer to ottoched Masterplan). Hawkins Bay Airport. and general housing and industrial developments throughout our Takwa are environmentally, culturally and economically sustainable.
- Mana Ahuriri and Councils work together in a To Tinti partnership. to achieve Maria Aburin's specific development aspirations in identified areas
- Mana Ahuriri is actively engaged in developments undertaken by others within our takwa.
- Hapā members are given adequate opportunities to be utilised in desvelopments

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7.4 Tamatea Põkai Whenua



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Marae, hapū and Tamatea Põkai Whenua Statements

The statements below are specific aspirations of hapū, marae and Tamatea Pōkai Whenua for sites and areas within the region to protect, enhance or develop. These aspirations have informed the priorities of this statement.

Waipatu Marae

Waipatu marae and associated hapū wish to continue the development of papakāinga and other housing developments on ancestral lands, including on Māori and general land titles. Support to achieve this, including strengthening existing and establishing new infrastructure, is sought. Hapū seek the provision of Council services such as rubbish and recycling collection for existing and future papakāinga. Waipatu Marae and hapū expressed an aspiration to establish urban papakainga in the middle of the Heretaunga CBD with a kaumātua retirement village, apartments for whānau, a commercial hotel, restaurant and wānanga space. The creation of a Waipatu Boulevard from Karamu Bridge to ngā pou at the Hastings Library is also a desire of the marae and hapū. The Waipatu Community Plan sets out in more detail the priorities of Waipatu marae and hapū for future development in the area.

Ruahapia, Matahiwi and Waimarama Marae

Hapū expressed a strong desire to establish new and expand existing papakāinga and other housing developments on ancestral lands, including in Waimārama and on St Georges Road South, Havelock North. Hapū identified infrastructure and support through Council processes as high priority to enable these developments. The identification and protection of wāhi tapu and sites of cultural significance is a concern and priority, particularly for Te Awanga and the surrounding area. Climate change is a serious concern and issue for coastal hapū and marae due to the significant cost in future proofing marae and marae communities from a changing coastal environment. Mana whenua expect to be engaged and supported with climate change adaptation planning, pathways and implementation within these communities.

Korongată and Mangaroa Marae

Korongatā and Mangaroa marae and associated hapū assert their role as partners in the community and expect to be consulted about development in the area. Hapū would like Bridge Pā to be zoned and warded as one community. Hapū have identified infrastructure and provision of services as high priority. Hapū seek infrastructure to support papakāinga and other housing developments, provision of social services facilities for the community, multifunctional recreational spaces, access to public transport, and a speed limit of 50km on Maraekakaho Road. Bridge Pā should be a destination, not a thoroughfare. Hapū have also identified the protection of waterways, including water flow, as a major concern and priority. Protecting, maintaining and enhancing the mauri of the waterways is imperative to ensure thriving mana whenua communities and to support biodiversity.

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Kohupătiki Marae

Kohupātiki expressed aspirations to continue engaging in papakāinga development opportunities to support affordable housing and encourage the return of their people to their whenua, reconnecting with their grandparents, parents and Marae. "Kohupātiki ki te rangi, Kohupātiki ki te awa, Kohupātiki ki te whenua".

Houngarea, Mihiroa and Taraia Marae

Hapū expect to be engaged and consulted on all developments in and around the area of Te Pakipakitanga o Hinetemoa. The protection of wāhi tapu, sites of cultural significance, waterways and the taiao is of paramount importance. This includes the protection and enhancement of streams, native species, flora and fauna. This is to ensure Te Pakipakitanga o Hinetemoa is culturally safe in all facets, maintains and upholds the mauri of the taiao, and upholds the mana of their tīpuna. Mana whenua seek papakāinga and other housing development opportunities, and support with infrastructure, to provide affordable housing options for whānau. Mana whenua also emphasized the need for community recreational areas in the village. Hastings District Council is encouraged to, and marae welcome, the opportunity to engage and collaborate on community recreational areas. In the short term, mana whenua request quality walkways from the village to Te Kura o Pakipaki and to the Poukawa School bus pickup point, and a new bus shelter to be built in the village.

Omahu, Runanga and Te Āwhina Marae

Omahu, Rünanga and Te Äwhina marae and hapü were severely impacted by Cyclone Gabrielle. Te Piringa Hapü, the Hapü Authority for Omahu and the surrounding area has led the response and recovery for the community. The Utaina 10 Year Recovery Plan was prepared by Te Piringa Hapü in response to the cyclone and is a key document setting out the short to medium term hapü priorities for the recovery and rebuilding of the Omahu community and surrounding area. Te Piringa Hapü have also developed a Statement of Hapü Values and Aspirations for Future Development. This includes a Spatial Plan that visualises these aspirations, outlining their vision for sustainable and culturally aligned growth. This Statement is included in this strategy and is supported by Tamatea Pōkai Whenua. Both documents are integral to inform and support recovery priorities, and future development and investment in the area.

Tamatea Põkai Whenua

Tamatea Pōkai Whenua seek to advance hapū aspirations and create valuable enhancements in the region. Tamatea Pōkai Whenua has properties for development at 78 and 238 Stock Road, Hastings and 14 Mangarau Crescent, Havelock North. Tamatea Pōkai Whenua request that these properties are prioritised for residential and industrial developments in the short-medium term. This prioritisation is critical. It will optimise development opportunities for realising hapū aspirations.

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7.5 Maungaharuru-Tangitü Trust



Te Hawaikitanga I Our Vision

Puāwaitanga o te Puawānanga ! Living our Dreams

A future where our Hapü are living their dreams with our whanau prospering culturally, socially, spiritually and economically

MAUNGAHARURU-TANGITÜ HAPÜ

The Trust represents a collective of hapu including in particular for the purposes of the Draft FDS, Marangatühetaua (also known as Nigâti Tū), Nigâti Whakaari and Nghi Te Ruruku ki Tangoro (the Hapti). The Trust is the voice and representative body of the Hapti.

The takiwa of the Hapa extends north of Napler from Keteketerau to the Waltaha River, from the Moungaharum Range in the west to Tangita (the sea) in the east. It includes the areas of the Draft FDS at Bay View, Te Warehinglings - Esk, Petane and Whirinaki. The Trust also acknowledges the overlapping interests the Hapû have with their whanaunga and neighbouring hapû, Ngâci Matepû.

The only marae of the Hapü at Tangolo and papakäings at Tangolo, Te Walohingängs and Arapowanui were devasted by Cyclone Gabrielle in 2023 and large swathes of their takiwa have been determined to be Category 3. Supporting the relocation and rebuild of Tangolo Marae and papakalings within the takiwā is a key focus for the Trust, as well as providing housing options for whansu within the wider areas covered by the draft FDS.

The following aspirations and values are based on the Trust's Strategic Plan 2019-2024.

Ngā Aronga I Focus Areas

Kia Niwha Strong People

people to achieve their potential, including the provision of papakäinga that ideally avoids or is resilient to natural hazards.

Kia rîră te Pă kai ngă Rekereke Strong Culture, Reo and Marae

building the capability and capacity of our relocating and developing our Marae in an area that avoids or is resilient to natural hazards; strengthening our culture through te reo Měori revitalisation and matauranga Maori to grow a sense of belonging, identity, confidence and pride.

He Käinga Taurikura A Treasured Environment

caring for and protecting our environment including with toonga and taonga species, and planning for adaptions to the effects of climate change.

Kia Rawaka Strong Hapû Economy

building our Hapil economy to provide the resources we need to plan and action our dreams and goals.

Nga Matapono I Values

Pûmau te Wairua Spiritually Strong understanding. appreciating and applying our spiritual beliefs.

Whai Hua Progressive

a commitment to continuous improvement including innovation, ambition and discipline

Tuakiri Motuhake Strong Identity

acknowledging the importance of our cultural identity as a source of pride, uniqueness and connection and the importance of our cultural practices. Ensuring the wahi taonga of the Hapii are protected and that the cultural identity, practices and infraurange & Hapit are a halanced approach to accommodated and expressed in future developments relevant to the Hapil.

Oranga Ngàkau Wellbeing

focusing on the holistic wellbeing of our people. acknowledging the interconnectedness of our world and promoting development

Whanaungatanga Te Piri Ngātahi Family

including:

Manaakitanga - Caring

Archa - Love

Tauutuutu - Reciprocity

Whakapapa - Connectedness

working together for our greater good. Unity provides greater strength and enables us to avercome challenges and achieve our future streams together.

Unity

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8. Vision and objectives

8.1 Te Pae Tawhiti | Vision

The overarching vision which has helped guide the development of the FDS is:

In 2054, Napier and Hastings have thriving, resilient, safe, equitable, sustainable and connected communities, within a protected and enhanced natural environment.

To achieve this vision, a number of principles and objectives were developed. The objectives are intended to state the goals or desired future state for urban growth in Napier and Hastings. The key principles outline our values and how we intend to work together to achieve the objectives.

Nga Matapono | Key Principles

Mahi Ngātahi - Partnership Mana Taurite - Equity and inclusion

Manawaroa - Resilience

Haumako - Productivity

Talao - Environment

Tühononga – Connectivity

Matahühua - Diversity

8.2 Ngā Whāinga | Strategic objectives

The strategic objectives set out below describe what the -FDS is seeking to achieve to ensure the vision is realised. These objectives will form the basis of future implementation and monitoring of the FDS.

- Mana whenua and councils work in a genuine Te Tiriti partnership to achieve their shared goals for urban development.
- We have a compact urban form, focussed around consolidated and intensified urban centres in Napier and Hastings.
- Our communities and infrastructure are resilient to the effects of climate change and risks from natural hazards.
- We have a diverse range of housing choices that meet people's needs in neighbourhoods that are safe and healthy.
- We have a strong economy, and businesses can grow in locations that meet their functional needs.
- 6. The highly productive land of the Heretaunga Plains is protected for productive uses.
- Our communities and business areas are well connected and accessible, particularly by public and active transport.
- 8. We have sufficient land for housing and business to meet demand.
- Te Taiao/our natural environment is protected and enhanced, including our water bodies, indigenous biodiversity, wahi taonga and outstanding landscapes.
- Our infrastructure is planned and designed to effectively support development and be resilient.
- 10B. Operational and functional needs of nationally and regionally significant infrastructure is are not compromised by the location, design and suitability of new development.
- 11. Urban growth and infrastructure investment supports equitable social outcomes.
- The values and aspirations of mana whenua for development are a priority and are recognised and supported.



The Growth Picture

9.1 Responding to demand

The starting point for the FDS is understanding how much residential and business growth to plan for over the next 30 years and what future communities will look like. Within the 30-year timeframe, the FDS needs to consider residential and business demand in the short term, medium term and long term.⁹

9.2 Residential demand

Population and households

Under a medium-high growth outlook the Statistics New Zealand ('StatsNZ') subnational population projections estimate that the populations of Napier City and Hastings District will increase to almost 200,000 people, an increase of over 40,000 people from 2023 levels. ¹⁰ The majority of this increase will be accommodated in or around the main urban areas of Napier, Hastings, Flaxmere and Havelock North.

The census data on 2023 population and households in Napier and Hastings has recently been published. However, StatsNZ has not yet updated the forward-looking household and population projections. These updated projections will be used to inform the monitoring and implementation of the FDS.

To understand the future demand for housing in Napier and Hastings, a Housing Capacity Assessment (HCA) was prepared in 2021. The HCA demand has since been updated to include the most up-to-date StatsNZ population projections¹¹ which reflects the impact of COVID-19 and more recent information about birth and mortality rates. The updated information is used to inform the FDS and was based on the StatsNZ medium-high outlook. This included updating the baseline to 2022 and undertaking additional development capacity analysis of the Napier PDP and PC5 in Hastings.

Figure 6 shows the changing population composition by age across both Napier and Hastings. The ageing population, combined with factors such as affordability and accessibility have flow-on implications for the total housing demand, including on the type and size of dwellings that will be needed to accommodate our growing population. In response to this and projected reductions in average household sizes, we expect there will be greater demand for smaller houses over time compared to the housing available today.

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 $^{^{9}}$ Short term is defined as within the next three years, medium term as between 3 and 10 years, and long term as between 10 and 30 years.

¹⁰ The impact of Cyclone Gabrielle on population and household numbers and future demand are unknown and not reflected in this analysis. Short-term effects could see an increase in demand due to workers assisting with the rebuild moving to the area. But this could be tempered by shifting migration patterns.

¹¹ December 2022.

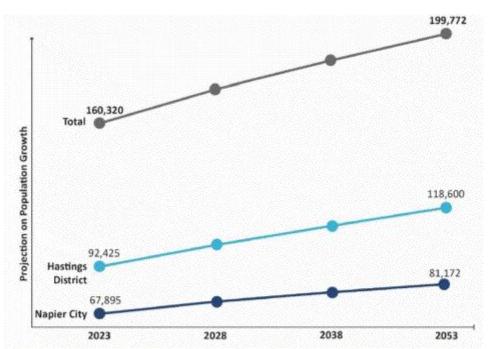


Figure 6 Population Growth (2018- 2048) for Napier and Hastings (Market Economics 2023; StatsNZ, 2022)

The HCA states that households identifying as Māori currently account for about 12 per cent of all households and this is expected to remain relatively stable, with growth of about 650 Māori households expected over the long term. Further analysis of the demand and specific needs of Māori housing is needed to better inform housing policies and initiatives. This is important considering Māori make up almost 28.6 per cent of the Hawke's Bay population (Census, 2023).

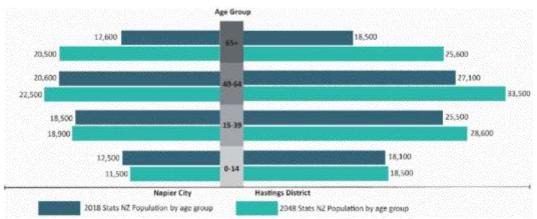


Figure 7 Population Changes by Age Group 2018 - 2048 (StatsNZ, 2022)

How much housing does the FDS need to plan for?

In addition to the number of new dwellings required to accommodate projected population growth, the NPS-UD requires that an FDS also provides for a competitiveness margin in enabled housing supply. This is equivalent to 20 per cent over the short-to-medium term and 15 per cent over the long-term.

When we account for this, the FDS needs to ensure there is capacity for at least an additional **16,320 dwellings** across the Napier and Hastings urban area over the next 30-years. Of this, approximately **6,700 additional dwellings** will be needed in Napier and approximately **9,620 additional dwellings** will be needed in Hastings. Put differently, Napier needs to accommodate for average growth of up to 225 dwellings per annum while Hastings needs to accommodate for average growth of 320 dwellings per annum.

Short-term demand in Napier and Hastings is estimated to be around 980 and 1,510 additional dwellings respectively (equivalent to 830 dwellings per year). Growth is anticipated to slow over the medium-term to 2,040 additional dwellings in Napier and 2,500 additional dwellings in Hastings (equivalent to 650 dwellings per year). Figure 8 shows the housing demand for Napier and Hastings over the short, medium and long term (including the competitiveness margin). The FDS must, at a minimum, provide sufficient development capacity to meet this demand.

This demand does not account for unmet demand (or latent demand) in the current housing market. Unmet demand refers to the number of households that are seeking housing but are unable to find any that meets their needs. Those households are typically looking for affordable housing, and capacity provided by community housing providers is therefore the key response.

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¹² Across the wider Hastings District, a further 2,050 dwellings, are required to meet demand in rural areas. These will need to be met in rural parts of the Hastings District (including rural residential areas) outside of the main urban areas and are not required to be provided as part of the FDS.

It is important that the FDS broadly provides additional capacity to cater for this demand through a mix of redevelopment and greenfield options.

We have analysed the extent to which this demand would reasonably be met by the supply of new housing within existing urban areas and new housing in greenfield areas. This is important to understand to ensure the FDS provides a variety of homes that will meet the needs of the local market over time.

Within existing urban areas, redevelopment will take many forms, from small-scale infill, to comprehensive and compact redevelopment for townhouses, terraces and apartments. However, there is some uncertainty about how and where the market will deliver this, and how future home buyers will respond, which the FDS needs to account for. Development outside of the existing urban area (greenfield) can also deliver compact development but may offer a different lifestyle/location choice for people.

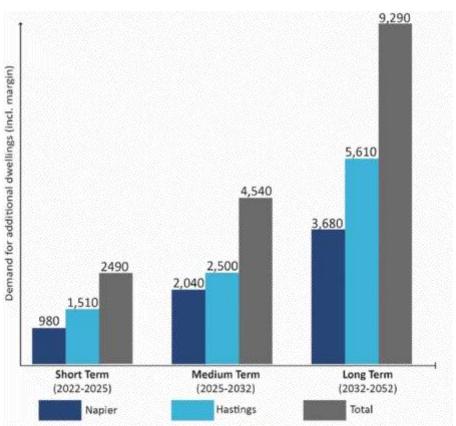


Figure 8 Housing Demand for Napier and Hastings

For these reasons, the FDS splits the total housing demand by location, being that met within the existing urban area and in greenfield areas. These splits are set out in **Table 1** and are based on observed trends in other New Zealand cities. We expect that demand for housing in

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the existing urban area will grow over time from 40 per cent in the short term to 60 per cent in the long term. Conversely, we expect that demand for housing in greenfield locations will decrease over time, from 60 per cent in the short term to 40 per cent in the long term. Over the life of the FDS we expect demand will be evenly split.

Adopting this approach is important to ensure the FDS is realistic about the rate of development that might be delivered through redevelopment in the existing urban area, and ensures it does not over-provide or under-provide housing opportunities in greenfield locations.

However, the FDS can and should aim to achieve greater levels of development in the existing urban area. If the rate of development in the existing urban area in the future is greater than we predict today, the need to release greenfield areas for development will decrease.

Table 1 - Housing Demand by Location

Broad Type	Short Term	Medium Term	Long Term	Total
Redevelopment in the existing urban area	40% (996 dwellings)	50% (2,270 dwellings)	60% (5,574 dwellings)	54% (8,840 dwellings)
New housing in greenfield areas	60% (1,494 dwellings)	50% (2,270 dwellings)	40% (3,716 dwellings)	46% (7,480 dwellings)
Total	2,490 dwellings	4,540 dwellings	9,290 dwellings	16,320 dwellings

9.3 Business demand

The Napier and Hastings centres are the main economic centres in Hawke's Bay. Napier has significant regional economic assets in the Port of Napier and Hawke's Bay Airport. Napier is also viewed as the tourism and retail centre of the wider region. The Hastings economy includes a large rural and industrial component. The wider sub-region has a strong diversified primary sector economy including pip fruit, timber, viticulture, other crops and pastoral farming.

There are several factors currently putting pressure on the Hawke's Bay economy, including higher interest costs, the increasing costs of production, labour shortages and tightening economic conditions in key export markets. Combined with the ongoing impacts and recovery from the COVID-19 pandemic and Cyclone Gabrielle, short-term economic growth in the region is likely to remain subdued. However, the medium-to-long term outlook for the economy remains positive, with growth forecast across a number of different sectors.

Figure 9 below shows the projected employment growth of Napier and Hastings over the short, medium and long term.

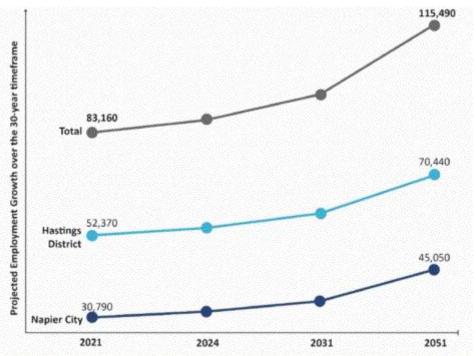


Figure 9 Employment Growth (2018-2048) for Napier and Hastings (Market Economics, 2022)

A Business Capacity Assessment (**BCA**) for Napier and Hastings was completed in September 2022 and has been used to inform the development of the -FDS. The BCA identifies the retail,

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commercial and industrial land requirements over the next 30-years across Napier and Hastings.

Retail and commercial demand

Retail demand captures all forms of retail activity and retail-based services such as personal services (e.g. hairdressers) and repair services. Commercial demand generally refers to office-based activities and public administration, and includes visitor accommodation and the health and education sectors.

The BCA found there will be demand for 21.4 additional hectares of commercial and retail floorspace in Napier and 13 hectares in Hastings over the long term. Vacant land capable of redevelopment for retail and commercial use is limited in both Napier and Hastings. However, sufficient land is available to support this future demand if redevelopment and intensification of existing commercially zoned land occurs in line with what is currently enabled.

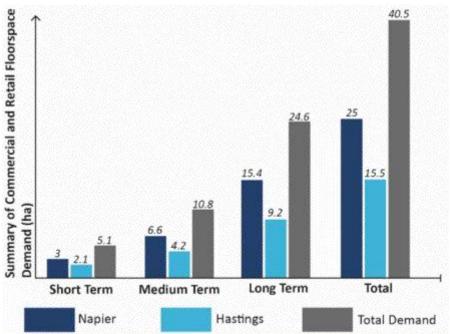


Figure 10 Commercial Floor Space Demand (incl. Competitiveness Margin) for Napier and Hastings (Market Economics, 2022)

Industrial demand

The BCA found there will be additional demand for industrial land of approximately 55 hectares in Napier and 141 hectares in Hastings over the long term. Of this demand, approximately 61 hectares is for wet industry, which is defined in the BCA and relate to certain types of manufacturing activities.

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At a regional and city-wide level in both Napier and Hastings, there is sufficient industrial (planenabled) capacity to accommodate the future demand for industrial land. However, there are some identified deficiencies at a local level (e.g. Havelock North, light industrial and Whirinaki). It is assumed that some of the localised deficiencies in industrial capacity can be relocated elsewhere (e.g. to Irongate).

Within Napier, the consideration of sufficient capacity assumes that development within the vacant airport land to the south of Watchman Road can be realised. There are some constraints associated with development in this area associated with the location of the airport runway, natural hazards and ground suitability.

If development of the vacant airport land to the south of Watchman Road does not occur, then there would be a shortfall of 30 hectares of industrial land within Napier to meet future requirements.

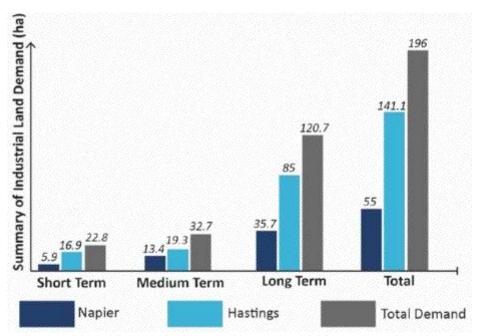


Figure 11 Industrial Land Demand (incl. Competitiveness Margin) for Napier and Hastings (Market Economics, 2022)

In addition to these capacity estimates, the BCA identifies strong recent growth in industrial development in Hastings. While this rate of growth will rise and fall over time, it indicates strong demand, at least in the short term. This is consistent with what we heard from the industrial development sector when preparing the FDS.

Other key considerations for industry relate to water supply and trade waste capacity. Access to water is constrained, which limits the ability to establish new wet industry. Similarly, trade

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waste networks that are needed to support wet industry are localised and in the Hastings context currently service the Whakatū and Omahu Road industrial areas. There is capacity in these areas to meet demand for wet industry in the long term, but there is a risk that this capacity is taken up by other industrial activities. If there is strong uptake of these areas for dry industry, then there may be a shortfall of capacity for wet industry in the long term.

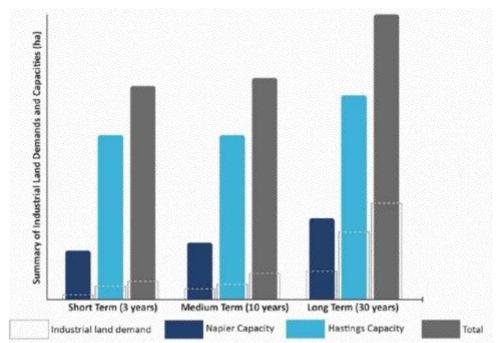


Figure 12 Business Land Capacity and Demand for Napier and Hastings

How much business land does the FDS need to plan for?

For commercial and retail the FDS assumes that additional demand can be met within Napier and Hastings existing network of centres and commercial areas. That is consistent with Objective 2 of the FDS, which seeks to deliver consolidated and intensified urban centres. Comprehensive development in greenfield locations also provides the opportunity to expand Napier and Hastings centre network in a strategic and coordinated way.

For industrial, there is technically sufficient zoned capacity to meet projected demand for industrial over the short, medium and long term. However, there are localised shortfalls and market feedback indicates there is strong and continuing demand. The need to provide secure long-term locations for wet industry is also important, taking into account the location of the trade waste network.

Tomoana, Whakatu and the industrial land to the south of Omahu Road (**Omahu South**) have access to Hastings' separated trade waste network. This is a strategic advantage for wet industries such as food processing that produce high volumes of trade waste. Notwithstanding

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issues of water supply, if there is strong uptake at Whakatu, Tomoana and Omahu South for dry industry of 50 percent or more in these locations, then there may be a shortfall of capacity for wet industry in the long term of approximately 20 hectares or more. However, there is uncertainty regarding this, given that not all wet industries will require access to the separated trade waste network.

To address these matters the FDS takes a strategic approach to industrial capacity and seeks to enable greater supply to encourage choice and competition in the market. This focuses on defining efficient long-term locations for industrial activities based on site suitability, access to transport networks, potential to minimise reverse sensitivity effects, and access to the employment base, amongst other matters.

Industrial development aspirations of mana whenua

Tamatea Põkai Whenua and Mana Ahuriri Trust have expressed clear aspirations to develop land at 78 Stock Road and Ahuriri Station for industrial uses.

The FDS seeks to prioritise and support the future development aspirations of mana whenua for their land, including the development of assets acquired through Treaty Settlement processes, where their aspirations align with other FDS objectives. Land that has been returned to (or retained by) mana whenua is often subject to development constraints. Where aligned with other FDS objectives, the FDS recognises this restriction on Māori land and seeks to enable mana whenua to give effect to their development aspirations in a way that accounts for any development constraints while also ensuring mana whenua needs are met, including their economic development needs. In addition, the FDS recognises Ahuriri Station as Redress Land.

10. Development constraints and opportunities

10.1 Introduction

Section 3.13(2)(c) of the NPS-UD requires every FDS to spatially identify "any constraints on [urban] development." In many instances, constraints on urban development may also represent opportunities for other forms of development, involve values which the community have identified as being important and which must be protected, or which are necessary to support the creation of well-functioning urban environments (for example, avoiding development in areas likely to be subject to coastal inundation as a result of sea level rise).

Key constraints and opportunities of relevance to the FDS are set out below. Further details are set out in the Technical Report.

10.2 Constraints

There are a wide range of development constraints that have been identified within the FDS study area. These are summarised in **Figure 13** and include areas for the safe operation and functional needs of nationally and regionally significant infrastructure, coastal hazards, land hazards, flooding, outstanding landscapes, significant natural areas, areas with limited infrastructure capacity, highly productive land, wetlands, and areas of conservation value. The attributes of particular constraints vary depending on location and some areas may contain multiple constraints that, when combined, could make an area unsuitable or unfeasible for development.

Some constraints relate to significant natural hazard risks, significant ecological sites and protected areas, which are matters of national importance under the RMA. In some instances, areas where these constraints have been identified are unsuitable for any urban development because they are either unsafe to develop (e.g. subject to significant and ongoing coastal inundation risks) or have significant values that need to be protected (e.g. Conservation land).

In other instances, identified constraints require careful consideration when urban development is undertaken. This may require some restrictions on the extent of development to protect identified values (e.g. building setbacks) or the application of mitigation options through design to ensure risks can be sufficiently mitigated (e.g. raised ground levels to avoid flooding). These areas would not, overall, be unsuitable for development, but rather greater care would be required to ensure an appropriate design solution is implemented.

Layering the FDS study area with the constraints highlights the most constrained areas for potential urban development (see **Figure 13**). These areas include the eastern areas along the coastline around Bay View, Clive, and Haumoana, areas to the east of Hastings and northeast of Havelock North, parts of land in proximity to Hawke's Bay Airport, and areas south of Napier around Meeanee. These are affected by a variety of natural and man-made constraints which make them less suitable for long-term urbanisation, compared with other less constrained areas.

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The sections below provide further information on natural hazards and highly productive land, which are key constraints that impact Napier and Hastings spatial pattern of growth.

Statutory acknowledgement areas, Wähi Tapu and sites of cultural significance

Statutory Acknowledgement Areas present opportunities and constraints for urban development. Wähi tapu and sites of cultural significance have not yet been fully identified in the FDS study area. In the past, wähi tapu and sites of cultural significance have been negatively impacted by development. The councils will work with mana whenua to identify these areas and ensure they are appropriately protected. This is a key implementation action in the FDS.

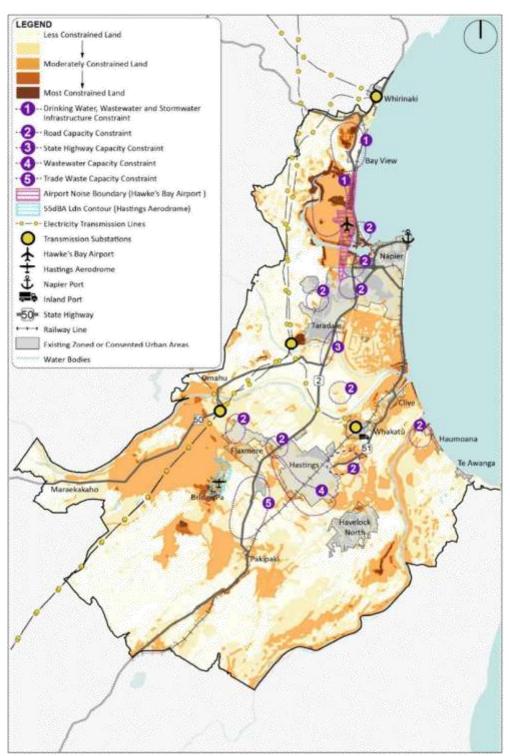


Figure 13 Summary of development constraints across the FDS study area

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10.3 Natural hazards

Areas in Napier and Hastings are at risk from a number of natural hazards including flooding, droughts, coastal erosion and inundation, tsunami, landslide and seismic hazards, and the effects of a rising sea-level.

Each of these hazards will have varying impacts on different types of urban activities. Low probability events with high impacts need attention and management in a different way to frequently occurring hazards with lesser impacts. Therefore, it is important that the -FDS not only consider the type of natural hazards but also the varying degrees of impact (consequences) for different types of urban activities occurring in at-risk locations.

Land hazards

A number of different land hazards have been identified within the study area. These include liquefaction, land instability and fault lines.

The risks associated with these land hazards is unlikely to make development completely inappropriate however it does impact on building and infrastructure design/placement and can therefore ultimately impact on development cost and feasibility.

Flood hazards

The study area is subject to two main types of flooding events – fluvial flooding (i.e. rises in river levels following sustained rainfall over a period of time) and pluvial flooding (i.e. isolated events when extreme rainfall can exceed the infiltration capacity of the surrounding area and may or may not be associated with a nearby waterbody).

Floods and storms are the most frequent hazard in Hawke's Bay. With climate change, they will likely increase in frequency and intensity. Historically there have been numerous major storms resulting in severe flooding which has resulted in stop banks, pumping stations and other protection measures being put in place.

Flood modelling for the main river flood risk areas has been undertaken by the Hawke's Bay Regional Council, using a 100-year return and 50-year return period (1% and 2% annual exceedance probability). The flood risk results from this modelling are shown in **Figure 14** and the main areas of risk are located around the Tūtaekuri, Ngaruroro and Te Awa o Mokotūāraro (Clive) Rivers, Ahuriri Lagoon, low-lying areas of Napier such as Te Awa, Maraenui and Meeanee, and inland areas near Pakipaki.

However, flood risk modelling has not been undertaken for all of the FDS study area. Large portions of the study area, including existing urban areas in Hastings, are not included within existing models, as also shown in **Figure 14**. As such, a degree of caution is needed when assessing existing flood hazards.

While there are often engineering solutions available to address flood risk, other factors need to be considered. This includes the frequency and impact of the hazards and how residual risk

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will be managed. The relative affordability of maintaining engineered solutions (e.g. stop banks and pumped stormwater systems) for ratepayers in the long term is also a consideration.

Cyclone Gabrielle

Figure 14 shows the area impacted by Cyclone Gabrielle land, and the land identified as Category 3 areas where the risk of future severe weather event risk cannot be mitigated and presents a risk to life. The impact and consequences of Cyclone Gabrielle illustrate how quickly one event can trigger a series of cascading and compounding events that have significant consequences. Cyclone Gabrielle resulted in:

- the tragic loss of eight lives, as well as hundreds more injuries or hospitalisations;
- the displacement of hundreds of families and whānau;
- · significant damage to, or loss of, homes and property;
- the failure of bridges between Napier and Hastings and impacts on the transport network:
- power supply issues (including loss of supply to Napier) resulting in the declaration of a grid emergency for Hawke's Bay;
- the failure of telecommunication systems;
- stop bank breaches at Awatoto which led to inundation of the Napier wastewater treatment facility and other industrial operations, resulting in contamination of surrounding land;
- · the failure of Napier's wastewater treatment plant; and
- the closure of flooded businesses.

Collectively, this has significantly impacted the economic and social wellbeing of all communities, particularly in terms of property damage or loss, reduced productivity, and increased costs to ratepayers to pay for cyclone-damaged infrastructure and the worst affected properties.

Coastal hazards

Coastal hazards in Hawke's Bay include storm erosion, tsunami and coastal inundation. The present-day extent and likelihood of these coastal hazard risks are expected to increase as a result of climate change projections with increased storm intensities, sea level rise, and coastal subsidence. Low-lying parts of Napier including Pandora, Ahuriri, and Awatoto are identified as being particularly vulnerable. Coastal hazards in low-lying parts of Napier in particular, are also exacerbated by land subsidence.

The coastline south of Clive through to Te Awanga is particularly vulnerable to coastal hazards and has been subject to the effects of coastal inundation and coastal erosion, most recently in June 2024. The Clifton to Tangoio Coastal Hazards Strategy 2120 project aims to set an adaptive management pathway to manage these risks over the next 100 years. As at April 2025, the Hawke's Bay Regional Council is establishing a community reference group for further testing of the possible options, their costs and how those could be funded.

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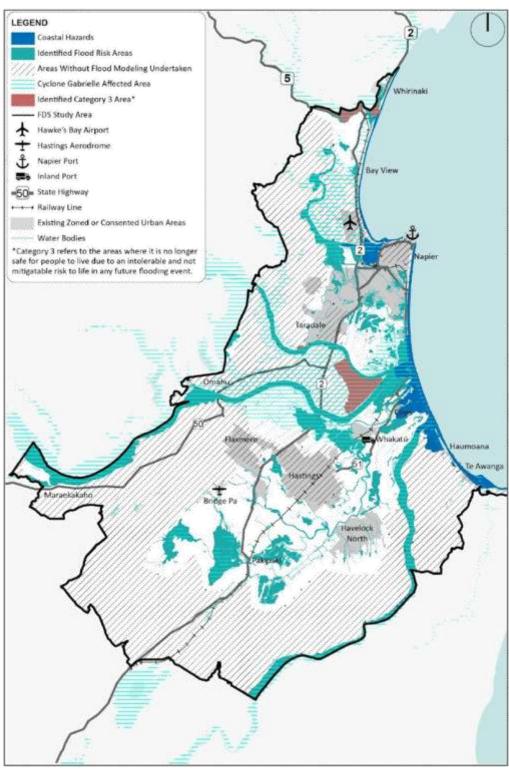


Figure 14 Natural Hazard Constraints across the FDS Study Area (Feb 2025 Cyclone Gabrielle data)

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Tsunami

Hawke's Bay faces tsunami risk from near and distant earthquake sources. Tsunami hazard mapping has been commissioned by the Hawke's Bay Regional Council to help inform future land-use planning along the coastal margin. Within the FDS study area, a number of scenarios have been modelled, based on different earthquake sources and strengths, and considering a range of possible sea level rises.

Figure 15 demonstrates potential inundation for an infrequent but significant impact earthquake, using two sea level rise possibilities: a tsunami with a 1 in 1000 Year Annual Return Interval (ARI) event, and sea level rise of 1m and 1.99m. The latter has been used to inform an understanding of potential risks associated with new urban development of areas. However, it is acknowledged that tsunami inundation is a low probability, yet high consequence event affecting much of the urban area. Emergency management preparedness will also play an important role in managing some of this risk in the future.

Key areas impacted in a tsunami event include Bay View, Hawke's Bay Airport, Ahuriri, Awatoto, Clive and Haumoana. Large areas within and to the south of Napier are also subject to tsunami inundation under a larger sea level rise scenario (1.99m)

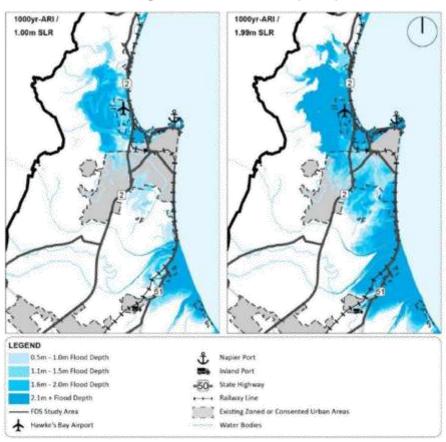


Figure 15 Tsunami Hazard Risks 1000 Year ARI event

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10.4 Highly productive land

The versatile and productive soils of the Heretaunga Plains are a significant productive resource for Hawke's Bay and New Zealand and are highly valued by the community. Hawke's Bay is one of the two largest fruit producing regions in the country, and the rural environment has become increasingly popular for vineyards and wineries. The primary sector (which includes agriculture and horticulture) is the largest employer across Napier and Hastings, supporting approximately one fifth of total employment.

The importance of the productive values associated with the land across the Heretaunga Plains, including its economic benefits for the region, is one of the primary constraints on urban development given its location on the urban fringes. The National Policy Statement on Highly Productive Land (NPS-HPL) places greater emphasis on protection of highly productive land and requires regional councils to map this land.

Until the Hawke's Bay Regional Council completes this mapping, the FDS has identified LUC 1, 2 and 3 land and the Roy's Hill winegrowing area as highly productive land, as shown in **Figure 15**. This mapping excludes land with urban or rural lifestyle zonings.

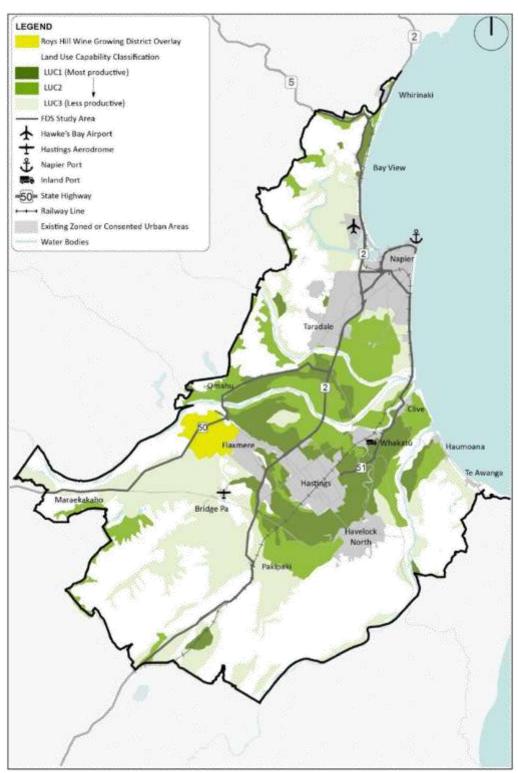


Figure 16 Highly Productive Land within the FDS Study Area

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Napier

The most productive land in Napier is located to the north (around Bay View) and south (around Meeanee). These areas contain large expanses of land identified as either LUC1 or LUC2, the most productive type of land within the LUC system. LUC3 land tends to border existing urban areas in Napier, including around the airport and at the southern fringe. While LUC3 land is also considered productive, poor drainage and waterlogging has limited its use to seasonal cropping and pasture.

Hastings

Hastings, Flaxmere and Havelock North are largely surrounded by LUC1 and LUC2 land. While there are some isolated pockets of poorly drained and waterlogged soil, there are generally few limitations on this land's value for productive purposes. Limits on water allocation and reverse sensitivities to urban land uses place some constraints on productive uses.

South of Havelock North, the steeper hills are of lower soil quality, while south of Flaxmere and around Bridge Pa and Pakipaki, there are large areas of LUC3 land alongside organic soils and other soils of less productive value.

North-west of Flaxmere, the Roys Hill Wine Growing Area is a highly productive area for grape growing and wine production, known as the 'Gimblett Gravel' soils.

Māori land

Policy 3.8(1)(b) of the NPS-HPL provides a potential exclusion pathway for Māori land from the subdivision restrictions of highly productive land provided that any potential cumulative effects on the loss of productive capacity and reverse sensitivity effects are mitigated or avoided. This allows mana whenua to exercise rangatiratanga over their whenua and determine whether subdividing and building on their land is appropriate.



10.5 Opportunities

The low-lying land within and around Napier is subject to a number of natural hazard risks, while the Western Hills area is not suitable for significant levels of urban development due to the topography. In contrast, Hastings, Flaxmere and Havelock North are all relatively unconstrained by natural hazards but all border the Heretaunga Plains' most productive land, which is a critical feature of the local economy and important source of employment. Despite this, there are still opportunities for growth.

Intensification

Intensification of existing urban areas provides a significant opportunity to accommodate both Napier and Hastings' future housing demands. Intensification of existing urban areas can take many forms, including small scale infill, and comprehensive and compact redevelopment made up of town houses, terraces and apartments.

Intensification has a number of benefits, including:

- providing a greater variety of housing choices that can better serve a diverse range of socio-economic and demographic needs;
- allowing more people to live in close proximity to jobs, social amenities (e.g. schools) and areas of high natural amenity;
- reducing reliance on private vehicle travel, in turn supporting a reduction in greenhouse gas emissions and enabling a more viable public transport system; and
- Making more efficient use of existing infrastructure and reducing the need to extend existing networks.

In line with the NPS-UD, intensification should be targeted at those areas with good accessibility to a wide range of commercial and community services. This is reflected in the locations that enable greater levels of intensification by the Napier PDP and Hastings' PC5. Local area planning and other tools and incentives will support intensification by defining the local infrastructure needed to support growth in Napier and Hastings' neighbourhoods and centres.

The Hawke's Bay Racecourse is 32 hectares of land within a short walk of Hastings' city centre. There is potential for the racecourse to relocate in the future to a new purpose-built facility elsewhere in the Hastings district. While not factored into the FDS, the redevelopment of the racecourse presents a significant opportunity to deliver a quality mixed-use development in a highly accessible location in the future.

Affordable Housing

Like many other urban centres across New Zealand, demand for social and more affordable housing options is growing. There is currently a waitlist of 1,380 households on the social

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housing register across both Napier and Hastings¹³. Demand projections indicate the majority of demand will be for lower cost homes, which modelling indicates will be challenging from a commercial feasibility perspective.

Long-term, the provision of social and affordable housing will remain a critical issue for Napier and Hastings. Enabling higher density housing developments at different price points and in different tenure models, including public and community housing will remain vital to meeting the projected increase in demand for more affordable dwellings.

Mana whenua have shared their concern that intensification can lead to gentrification and increased prices and rates in areas where Maori have lived for generations. They have also shared concerns regarding increased council rates for Maori living rurally in areas bordering new greenfield development. In the past, Māori have experienced increases simply for adjoining these developments and it has priced them off their land.

Retirement villages

Due to the ageing populations in both Napier and Hastings, the retirement housing sector is likely to capture a significant portion of overall demand for housing. It is expected that up to 1,560 additional retirement units (or 52 units per year on average) may be needed over the next 30-years across Napier and Hastings combined.14

Retirement villages typically have unique land requirements compared with conventional housing. This reflects that retirement villages include a broader range of activities including, residential, care facilities, and recreation and support services. Greenfield options are more likely to suit this demand given the larger size of sites available.

Providing retirement living options in the community will be important in enabling intensification and greater housing choice. People of retirement age often sell up a larger family home in established communities to down-size and relocate to a retirement village. This can support increases in the availability of larger older homes for families, or alternatively help to deliver larger sites onto the market for developers to realise more intensive forms of housing.

¹⁴ Market Economics, 2024, pg. 19.

¹³ Ministry of Social Development, March 2024.

11. The -FDS

11.1 Summary

At its heart, the FDS-seeks to achieve a compact urban form, focussed around a network of consolidated and intensified centres in Napier and Hastings. The strategy achieves this by enabling more housing growth and choice within and adjoining the existing urban area in locations close to the public transport network and community services. It also achieves this by providing choices for different types of businesses in efficient locations.

The FDS-provides for:

- increased density and diversity of housing, including apartments and terraced housing, within and close to Napier and Hastings' primary, secondary and locally important centres and high frequency bus corridors;
- general residential development in other neighbourhoods within existing urban areas, including small scale infill and suburban scale duplexes and terraced housing;
- targeted expansion to enable new compact neighbourhoods with a mix of housing types to the south of Napier's urban area, Mission Estate, and on the fringes of Havelock North, Hastings and Flaxmere, in locations that can integrate efficiently with existing transport networks and services, while avoiding the best productive land;
- increased density and diversity of retail and commercial activities in Napier and Hastings' primary, secondary and locally important centres, the Severn Precinct, and in new centres that support new compact neighbourhoods;
- a new strategic industrial node at Irongate and Irongate West that is efficiently located close to the state highway network and existing industrial areas;
- supporting infrastructure, including transport, three waters, open space and social infrastructure network improvements; and
- opportunities to deliver ecologically sustainable, resilient urban development at Ahuriri Station.

The FDS enables a number of benefits to be realised, including:

- providing the best opportunity to achieve more compact housing consistent with changing housing needs in Napier and Hastings;
- providing for new housing in a variety of areas which supports reduced travel times for people with lower impacts on the transport network;
- directing growth to areas that better utilise existing amenities and infrastructure (e.g. drinking water, wastewater, stormwater, roading, schools and public transport);
- avoiding the need for significant new capital investment in new infrastructure in areas with limited existing and planned infrastructure;
- minimising urban expansion in areas subject to significant natural hazard risks;
- providing opportunities to more efficiently protect existing communities from natural hazard risks;

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- minimising urban expansion in areas with highly productive land used for productive activities;
- · retaining future flexibility to accommodate changes in housing demand;
- providing opportunities for further economic agglomeration of the Irongate industrial node should the uptake of industrial land occur faster than anticipated.; and
- recognising Mana Ahuriri's aspirations for development by identifying Ahuriri Station as Redress Land.

The FDS provides limited opportunities for new greenfield expansion in Napier and promotes development within the existing urban area. This reflects that land surrounding Napier's urban area is generally low lying, is vulnerable to land subsidence and rising ground water levels, and a range of other natural hazards. These hazards are also present in the existing urban area, and the FDS provides the opportunity to concentrate efforts on mitigating these effects for existing communities.

The FDS also avoids the best productive land in the Heretaunga Plains by promoting development within the existing urban area and directing opportunities for new greenfield development to locations with lower quality soils. This approach ensures that the life supporting capacity of the Heretaunga Plains is protected for future generations.

The boundaries of the new growth areas identified in the FDS are indicative only. Future structure planning and rezoning will determine the extent of any urban zones needed to support development and this will be based on detailed technical evaluations undertaken at the time.

The FDS is focussed on identifying strategic opportunities for growth across the urban areas of Napier and Hastings. Except in some circumstances, smaller sites with capacity for less than 100 dwellings or singular business/commercial development proposals are not identified. It is intended that proposals of this scale, or other unanticipated development, are considered on their merits through a plan change/review and/or resource consent processes. Collectively, development on smaller sites may make a meaningful contribution to housing and business capacity and this will be regularly monitored and documented through the Councils' three yearly Housing and Business Capacity Assessments.

Ahuriri Station Redress Land

Mana Ahuriri Trust has strong aspirations to deliver ecologically sustainable, resilient urban development at Ahuriri Station.

This land is available for Mana Ahuriri Trust to purchase as part of Mana Ahuriri's Treaty settlement with the Crown, which was received in 2022. The settlement recognises the losses suffered by Ahuriri Hapū arising from the breaches by the Crown of its obligations to Ahuriri Hapū under the Treaty of Waitangi and its principles. The ability to purchase Ahuriri Station is intended to provide Ahuriri Hapū with resources to advance the development of their economic and social well-being and assist with their cultural aspirations.

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It is also recognised that some of the hapū represented by Mana Ahuriri Trust, such as Ngāi Te Ruruku ki Tangoio and Ngāti Tū, are also represented by the Maungaharuru-Tangitū Trust. This reflects shared and overlapping relationships and highlights that Ahuriri Station will provide benefits beyond Mana Ahuriri Trust's interests alone. Mana Ahuriri Trust acknowledges the support of its post settlement entity partners, the Maungaharuru-Tangitū Trust and Tamatea Pōkai Whenua, for the inclusion of the Ahuriri Station in the FDS.

The land comprised in Ahuriri Station is of a regionally significant and strategic scale for the Hawke's Bay region and there are potentially significant benefits to unlocking development of that scale. Developing the land has the potential to support the economic, social and cultural aspirations of Ahuriri Hapū, Napier, and the wider Hawke's Bay economy and its people. The site is of sufficient scale to present potential opportunities for resilience, adaptive design and ecological restoration.

Significant engineering works would be required to reduce potential or currently modelled natural hazard risks and maintain important environmental values to an acceptable level to enable a sustainable and resilient development both now and into the future. In addition to the mitigation measures required to safely enable any development, significant and ongoing infrastructure investment would be required, as with any project of this scale and regional significance given its engineering challenges and complexity. As part of its masterplanning, Ahuriri Hapū will take the lead on planning and developing Ahuriri Station.

The Councils will work collaboratively with Mana Ahuriri Trust to advance development processes for Ahuriri Station that provide for Ahuriri Hapū economic, cultural and social well-being. Given the scale of the opportunity, this will likely occur in stages over time and the FDS provides sufficient additional capacity for this to happen. Mana Ahuriri Trust does not intend to delay its planning for making the most of its redress land for Ahuriri Hapū.

Riverbend (NC4b)15

Riverbend (NC4b) has long been identified as a potential location for future urban development, including through the Heretaunga Plains Urban Development Strategy 2010 and 2017 editions. Active planning work has been undertaken over recent years involving the landowner and Napier City Council.

HBRC has expressed concerns about the potential for development at Riverbend given the site's susceptibility to flooding risk and other natural hazards. There is well documented evidence of flooding affecting the site (for example, recent events in November 2020 and February 2023). The low-lying topography means the site is vulnerable to runoff and flooding, including from the existing neighbouring residential area.

Significant site-specific engineering works would be required to manage stormwater and flooding effects arising from development at Riverbend, including to maintain important

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¹⁵ Subject to differing Council positions on decisions, please refer to Section 3.0 Overview of this Strategy for further details

environmental values to an acceptable level. Additional land will be required to manage these effects outside of the existing identified NC4b area if mitigation works cannot be achieved onsite. This is acknowledged in a footnote to Table 3 of the FDS.

The inclusion of Riverbend NC4b in the FDS as approved by the NCC and HDC does not predetermine the outcome of subsequent planning process, including structure planning, plan changes, and resource consent applications.

As part of any application for consent or rezoning proposal to develop the Riverbend NC4b site, further detailed work will need to be undertaken to ensure the site's suitability for development and necessary mitigation of stormwater and flooding impacts. This should include consideration of 'residual risks' (i.e. circumstances where events may exceed design and construction capacity of stormwater mitigation works) as has been recommended in the 2024 Hawke's Bay Independent Flood Review Panel's report.

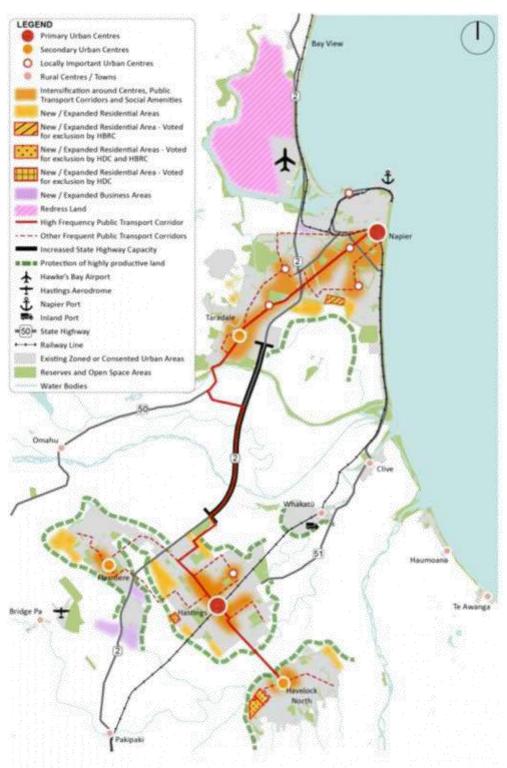


Figure 17 The Future Development Strategy 2025-2054

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11.2 Summary of residential development capacity

Consistent with the approach outlined above, approximately 80 per cent of future residential development capacity enabled by the FDS would be on land already zoned for urban development. About 60 per cent of this will be through redevelopment of existing sites, and about 20 per cent will be through development of already zoned greenfield land, some of which is consented but not yet developed. The broad location and type of residential growth enabled by the -FDS is set out in **Table 2** below and shown in **Figure 17**.

Table 2 - Residential Development Capacity Enabled by Council Area 16

Broad Type	Napier	Hastings	Total
Redevelopment / Infill in the existing urban area	4,070	5,840	9,910
Existing Zoned / Consented Greenfield Development	2,085	2,125	4,210
New Greenfield Development ¹⁷	2,420	2,695	5,115
Total Dwellings Enabled	8,575	10,660	19,235-18
Total Demand	6,700	9,620	16,320
Sufficiency	+1,875	+1,040	+2,915

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³⁶ Subject to differing Council positions on decisions, please refer to Section 3.0 Overview of this Strategy for further details

¹⁷ Unless detailed masterplanning information was made available by landowners / developers during the preparation of the Draft FDS, a conservative density of 15 dwellings per hectare on the net developable area has been used to derive capacity numbers. Based on detailed design, development capacity figures could be higher than this figure.

¹⁸ The total enabled residential development capacity does not equate to the total number of new homes that will be built. It includes allowance for a competiveness margin which is equivalent to 2,390 dwellings across Napier and Hastings.

11.3 Redevelopment in the existing urban area

Promoting a compact urban form focussed around a network of consolidated and intensified centres in Napier and Hastings is the core concept underpinning the FDS.

Over the 30-year life of the FDS, growth within the existing urban area is expected to deliver at least 50 per cent of all residential growth. Over the long-term, intensification is anticipated to deliver the majority (60 per cent) of future residential growth across both Napier and Hastings toward the end of the 30 years. This will mean new housing across the region will increasingly move towards medium and higher density housing types, such as townhouses, terraced housing and multi-storey apartment buildings.

Greater intensification in and around the key centres of Napier, Taradale, Hastings, Flaxmere and Havelock North and along more frequent public transport routes will help support the development of a range of dwelling types to meet the changing demographic profile in Napier and Hastings, particularly for an ageing population and smaller household sizes. Intensification in these areas will also have more proximate access to local shops and businesses for people to access their daily needs and services. They will also be closer to education, employment and community facilities. There are also opportunities for more mixed-use development along key public transport corridors.

Moving towards the delivery of more medium and higher density housing types and supporting mixed use development will take time. It requires a range of factors to come together, including willing landowners, enabling planning rules, available infrastructure and a development and construction sector willing and able to deliver different forms of housing. The community must also be willing to accept that existing amenity values may change, and that this can be positive for future generations and can help to protect those aspects of the natural environment that we value the most. These factors will be key to successfully implementing the FDS.

11.4 Development in greenfield locations

Greenfield development allows for housing and supporting services to be delivered at scale and pace. This differs from growth in the existing urban area, which tends to occur incrementally over time.

The release of greenfield land for development can assist to moderate land prices and support overall housing affordability, however, it may also attract demand away from the existing urban areas and impact broader outcomes to intensify and achieve a compact urban form. Therefore, there is a need to closely monitor the uptake of development in the existing urban area and manage the timing of greenfield land release in response, to ensure there is sufficient land to meet demand.

There are a number of large development areas that have already been zoned or consented for urban development, or where subdivision and development has already commenced. Combined, these currently provide capacity for approximately 4210 dwellings. These will

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provide sufficient capacity over the short-to-medium term to meet the demand for new greenfield housing. Significant areas of existing residential development capacity include:

- Mission Hills (800 dwellings)
- Te Awa (615 dwellings)
- Parklands (320 dwellings)
- Wharerangi Road (350 dwellings)
- Wairatahi (460 dwellings)
- Brookvale Road (550 dwellings)
- Howard Street (350 dwellings)
- Iona (350 dwellings)
- Lyndhurst Stage 2 (140 dwellings)
- other smaller-scale sites around the FDS Study Area (275 dwellings).

Over the long-term, the creation of new greenfield development areas will continue to be part of how Napier and Hastings meet future urban housing requirements. This will ensure that a range of lifestyle choices and sufficient residential development capacity can continue to be provided.

Opportunities for new greenfield growth across both Napier and Hastings outside of these areas are limited. A combination of development constraints including natural hazards, highly productive land and topography mean the greenfield growth locations signalled in the FDS are limited to a number of smaller development areas at the edge of existing urban areas. They are broadly located close to existing centres, existing or proposed frequent public transport routes and social amenities.

These areas and their approximate development capacity are set out in **Table 3** below. In many instances, the development capacity set out in Table 3 is likely to be lower than what might be realised, given that the estimates are preliminary and site-specific investigations and structure planning have not yet been undertaken. When these areas are progressed for rezoning, greater density should be sought to reduce the need for further expansion into areas with known constraints.

Table 3 – New Residential Greenfield Development Areas (Currently not zoned for residential development)

Site Ref	Site Name / Location	Approx. Capacity
NC4a	Riverbend Road / Willowbank Avenue, Napier	290 dwellings
NC4b 19	Riverbend Road, Napier	660 dwellings
NC4d	South Pirimai, Ulyatt Road, Napier	370 dwellings
NC6	Mission Estate, Church Road, Napier	100 dwellings
H2a	Lyndhurst Extension, Hastings	280 dwellings
НЗ	Kaiapo Road, Hastings	430 dwellings
H4	Murdoch Road, Hastings	120 dwellings
H8	Copeland Road, Hastings	130 dwellings
FM2 & FM9	Portsmouth Road, Flaxmere	655 dwellings
HN2b	Arataki Road Extension, Havelock North	170 dwellings
HN6	Brookvale Road, Havelock North	125 dwellings
HN10	Oderings Site, Havelock North	35 dwellings
H5	Wall Road, Hastings	110 dwellings
HN3a and HN3b	Middle Road, Havelock North	640 dwellings
AS	Ahuriri Station, Bay View	1,000 dwellings
Total		5,115 dwellings ²⁰

11.5 Business land

The FDS provides sufficient capacity to meet demand for business activities over the short, medium and long term. Business development will continue to be concentrated around established nodes and connected with an improved bus network. Capacity enhancements to the state highway network will help to improve the resilience and reliability of strategic freight corridors which provide access to the Port of Napier and Hawke's Bay Airport.

Centres (retail and commercial)

Centres are focal points where people meet to learn, work, shop and play.

Napier city centre and Hastings city centre will remain the primary retail, commercial, civic and entertainment hubs for the region. Intensification of commercial activities (e.g. offices) will need

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¹⁹ Additional land will be required to manage stormwater and flooding effects arising from development of Riverbend Road (NC4b), with the exact location to be determined through future planning processes.

²⁰ Subject to differing Council positions on decisions, please refer to Section 3.0 Overview of this Strategy for further details

to occur to ensure they can continue to support a growing population within their urban areas and across the region more broadly.

Taradale, Flaxmere and Havelock North Town Centres are also important centres for their local communities and provide access to a range of goods and services in close proximity to residents.

Over time, these centres, particularly Napier and Hastings city centres, will become increasingly important as places for people to live as well. An increased residential population in and around centres can help support new business establishing but has the potential to displace some commercial activity. Any shortfalls in commercial land across these centres, as well as other commercial zones, over the long-term are expected to be met through intensification. As such, planning controls will need to ensure a suitable balance between residential and commercial uses can be provided.

Development in greenfield locations also provide the opportunity to efficiently integrate new centres and commercial areas as part of delivering compact neighbourhoods. Careful consideration will be needed to ensure new centres and commercial areas support and reinforce the existing network of centres in Napier and Hastings. The planned centre as part of the Wharerangi Road development in Napier is a good example of how to achieve this through a structure planning and rezoning process.

In addition to intensification of centres, a further six hectares of commercial land in the Severn Precinct (off Prebensen Drive) has been identified within the -FDS. This provides opportunities for large format retail and other commercial activities in an area with good access to the strategic road network.

Industrial land

The FDS provides sufficient capacity to meet demand for industrial activities over the short, medium and long term. However, there may be localised shortfalls in capacity for wet industry depending on the extent to which future wet industrial activities require access to Hastings' separated trade waste network.

There is approximately 60 hectares of industrially zoned vacant land still to be developed in Napier, the majority of which is located within the vacant airport land to the south of Watchman Road. In Hastings, there is approximately 200 hectares of vacant industrial land primarily located in established nodes in Omahu Road, Irongate, Whakatū and Tomoana.

For Napier, a critical assumption around sufficiency is that the Airport Zone to the south of Watchman Road (42 hectares) will be available for development. This area faces some challenges around access, ground suitability and vulnerability to natural hazards. If development of this area was unable to occur, there would be a shortfall in industrial land of approximately 30 hectares. Such a shortfall could be met by additional development capacity in Hastings or in Napier if industrial development is realised at Ahuriri Station. Existing industrial capacity at Pandora is also vulnerable to a number of natural hazards.

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Within Hastings, an additional 119 hectares of industrial land has been identified around the lrongate industrial node, to be developed over the long-term. This area can accommodate dry industry, and wet industrial activities that do not have a functional need to access Hastings separated trade waste network. Council monitoring has indicated that uptake of industrial land at Irongate has been strong, and its location on the strategic road network, close to areas of primary production and between two main urban areas means it is ideally suited for further growth should demand arise. While this land is not required to meet any requirements under the NPS-UD, there are advantages in signalling that further development may occur in this location. These include that it:

- supports the development aspirations of Tamatea Pökai Whenua which is a major landowner in the area;
- provides an opportunity for enabling established dry industries to decant/relocate from areas where there is existing trade waste capacity, potentially releasing vacated sites for wet industries (e.g. Tomoana and Whakatû); and
- provides opportunities to explore rezoning of existing industrial land close to Hastings city centre for commercial or mixed-use zones to better realise more intensive forms of residential and commercial uses.

The FDS does not identify additional areas for wet industry and relies on existing capacity in Omahu South, Tomoana and Whakatu in the short to medium term. However, In the long term, there is potential for a shortfall in development capacity for wet industry if a large proportion of that demand requires access to Hastings separated trade waste network and the level of dry industry uptake is greater in these areas. If that occurs, and if additional land is required, then further expansion to the existing industrial areas at Tomoana and/or Whakatu may be appropriate.

At that time, the available options would be comprehensively assessed in order to minimise loss of highly productive land. This includes ensuring that the planning framework protects any rezoned land for wet industry only, has a functional need to access Hastings separated trade waste network, and could not otherwise occur efficiently elsewhere with mitigation in place.

To reduce the likelihood of this occurring, the FDS recommends that the Hastings District Council explore policy options in the short term to better protect remaining capacity in Whakatu for wet industry, and potentially Omahu South depending on the amount of trade waste capacity available there.

At the same time, a sustainable long-term solution for water supply should be progressed as a high priority as this is the key constraint for new industrial activities across Napier and Hastings.

Other industrial options considered

The Awatoto industrial area and Wastewater Treatment Plant (WWTP) was heavily impacted by Cyclone Gabrielle. As part of the recovery process, flood mitigation and protection works are required to support the long-term operation of established industrial sites and the WWTP.

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Current investigations include the potential for flood protection along the alignment of McLeods Road. This could support the development of an additional 37 hectares of land for industrial development, contiguous with the existing industrially zoned land and with good access to strategic freight links. However, there are a number of constraints to redevelopment of the site related to natural hazards and ground conditions.

This option has been carefully considered but has not been included in the FDS at this time as it is not needed to meet demand in the 2024-2054 period.

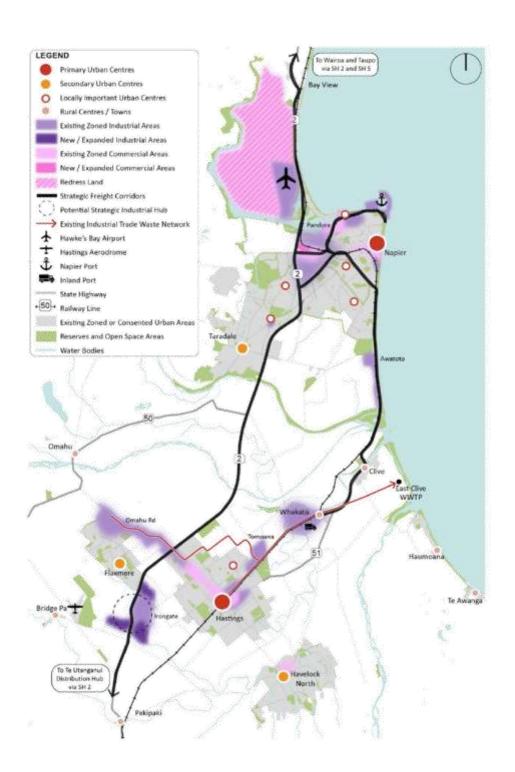


Figure 18 Industrial and Business Land Strategy

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11.6 Rural lifestyle and rural and coastal settlements

The FDS strategy does not identify opportunities for new rural residential living. While rural residential development close to the existing urban area forms part of the urban housing market, it does not form a core component of urban growth. However, rural residential living does provide a type of housing and lifestyle that some households prefer. For this reason, the partner councils could consider separately progressing a Rural Residential Strategy. If progressed, this work would define future demand and supply for rural residential and would identify locations or other planning mechanisms available for meeting this demand over the short, medium and long term.

The FDS does not identify the future form, function and growth potential of Napier and Hastings rural and coastal settlements. The FDS promotes a compact urban form and does not propose significant intensification and growth of rural and coastal settlements on the grounds that these locations are distant from the urban area and would be challenging to affordably service with infrastructure.

However, area-specific planning for rural and coastal settlements is essential to ensure local community needs are met. This is particularly important for communities impacted by coastal hazards including Haumoana, Te Awanga and Clifton, and this will progress as a priority once the Clifton to Tangoio Coastal Hazards Strategy 2120 is further developed. The partner councils will progress planning for other rural and coastal settlements on a staged basis over time.

In the interim, the strategic direction for coastal and rural settlements from HPUDS 2017 is set out in the Appendix to the FDS. This ensures that the strategic direction for our rural and coastal settlements remains in place until such time as it is superseded by a Rural Residential Strategy or similar.

The strategic direction set out in HPUDS 2017 was high level and our rural and coastal communities have changed and evolved since then, so too has our understanding of environmental factors and limitations. It is important to note that the interim strategic direction imported from HPUDS 2017 does not account for changes in policy direction or the environment that have occurred since 2017, for example, the effects of Cyclone Gabrielle on affected rural communities, infrastructure and the environment.

11.7 Papakainga

Mana whenua have expressed a clear desire to develop papakāinga. The partner councils will continue to work with mana whenua to realise their aspirations to develop papakāinga. This includes reviewing rules in the district plans to ensure they provide an enabling framework for development and potentially expanding the definition of land where papakāinga can be developed.

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Te Piringa Hapū has also expressed strong aspirations to develop their whenua close to Omahu Marae, Te Awhina Marae and Rūnanga Marae for a mix of papakāinga, urban development and recreational facilities. The Hawke's Bay Regional Council is progressing consenting and design for flood protection works in Omahu which will provide greater resilience for the community. The partner councils will continue to work with Te Piringa Hapū to support it to realise those aspirations for development.

11.8 Mana whenua values and aspirations

Mana whenua expect that the taiao is at the forefront of all decisions on new development. This includes providing for Te Mana o te Wai – ensuring water supplies are prioritised and secured into the future, minimising the impact of development on the taiao, and protecting and incorporating native flora and fauna into residential and commercial developments.

11.9 Napier

The majority of future residential growth (up to 60 per cent) over the next 30-years is anticipated to be delivered through intensification within existing urban areas connecting to centres and employment nodes through more frequent public transport services. Up to 30 per cent can be delivered in existing greenfield areas which have already been zoned or consented for urban development, such as Mission Hills, Parklands and Te Awa.

A total of 1,760 - 2,420²¹ dwellings have been identified as being located on land not currently zoned or consented for urban development, although the majority of these sites are identified as long-term development areas within HPUDS. If all of these areas were developed to this potential, this would be equivalent to 21 per cent of Napier's long-term housing demand.

Greenfield development in the southern part of Napier (incorporating South Pirimai, Riverbend²² and The Loop) is well located to take advantage of existing cycling and public transport infrastructure, and amenities including supermarkets, primary and secondary schools, and public open spaces.

Whilst some development has already occurred in this location (such as the Willowbank Retirement Village), the area has some known flooding constraints which will need to be addressed prior to any further development. This is likely to include raising the land to suitable levels and the development of extensive stormwater detention facilities. Significant planning and investigation has already been undertaken to support potential redevelopment in parts of this area. Significant investment in stormwater infrastructure will be required.

A small area of greenfield development has also been included on the southern portion of the Mission Estate area in the vicinity of Church Road and Tironui Drive. Development of this area provides an opportunity to enhance Taipo Stream, which passes through the site.

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²² Subject to differing Council positions on decisions, please refer to Section 3.0 Overview of this Strategy for further details

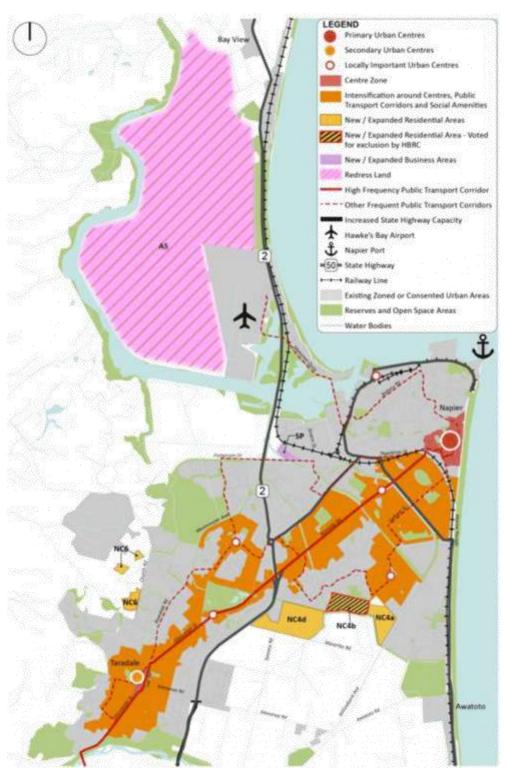


Figure 19 Future Development Strategy (Napier)

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11.10 Hastings

Hastings

Hastings will accommodate the majority of its growth through intensification of existing residential areas and the city centre. A number of smaller scale opportunities for greenfield growth have been identified at the edge of the urban area. This includes new dwellings along its western edge²³, with the Southland Drain forming the long-term western boundary of Hastings' urban area. These areas are generally well located in terms of proximity to employment, schools and public open space. However, there are known infrastructure capacity constraints which would need to be addressed before development can commence. A further 280 new dwellings have been identified as being located east of Lyndhurst Road. This land is ideally placed near the regional sports park, frequent public transport, schools and employment areas.

Flaxmere

The majority of future development in Flaxmere will occur within the existing urban area through intensification, as well as in the recently consented Wairatahi area south of Dundee Drive. Approximately 655 new dwellings on a greenfield site extending along the northern end of Portsmouth Road has been identified. Existing development patterns mean this area can be well integrated into the existing residential environment and provide the opportunity to expand the services and amenities offered within the Flaxmere centre. These also ensure convenient connections with nearby amenities including public open spaces and schools. Consideration of appropriate acoustic treatment of any new dwellings may be required to mitigate any potential noise effects from the Hastings Aerodrome, while physical setbacks/landscaped buffers from adjoining productive uses will also be required.

Havelock North

Development in Havelock North will be enabled through intensification around the centre and in established greenfield locations including Brookvale, Arataki and Iona²⁴.

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²³ Subject to differing Council positions on decisions, please refer to Section 3.0 Overview of this Strategy for further details

²⁴ Subject to differing Council positions on decisions, please refer to Section 3.0 Overview of this Strategy for further details

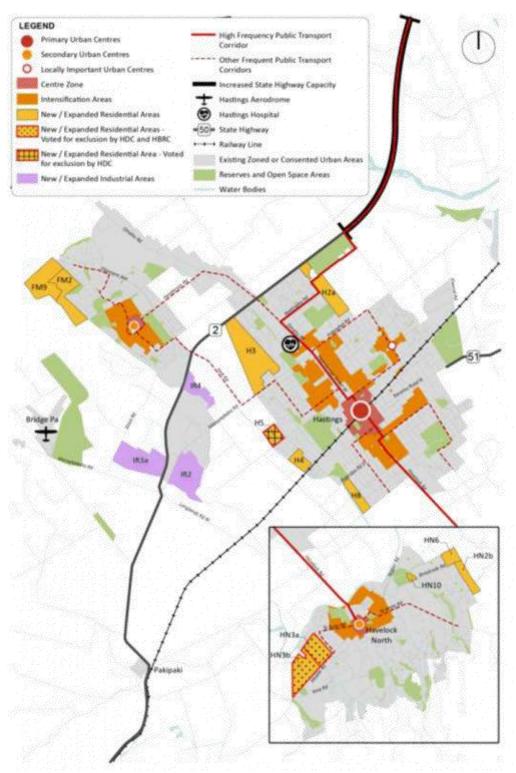


Figure 20 Future Development Strategy (Hastings)

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11.11 Strategic infrastructure

The NPS-UD requires an FDS to spatially identify development infrastructure and additional infrastructure required to support development. Development infrastructure refers to network infrastructure for three waters (drinking water, wastewater and stormwater) and land transport. Additional infrastructure includes things like social infrastructure (such as schools), public open spaces, and electricity and gas distribution.

This FDS also recognises the importance of the operational and functional needs of nationally and regionally significant infrastructure. The location, design and suitability of new urban development must not compromise the operational and functional needs of nationally and regionally infrastructure now or in the future. Nationally and regionally significant infrastructure refers to those types of infrastructure that are of national or regional significance – more than just local importance.

Drinking water supply is a significant infrastructure issue for mana whenua. Demands on water, the impacts of residential and commercial intensification, and plans for water storage must be factored into the viability and sustainability of the FDS as it is implemented.

Key development and additional infrastructure are shown in **Figures 21 – 23** and are described briefly below. This does not include the infrastructure required to support development at Ahuriri Station.

Water supply

Drinking water in Napier and Hastings is largely sourced from the Heretaunga Plains Groundwater Quantity Area, parts of which are identified as Hastings and Napier Source Protection Zones. This area is fully allocated, and the water management regime proposed by the Hawke's Bay Regional Council under changes to the Regional Plan is currently subject to appeal.

According to the Regional Water Assessment, the region could experience fresh water demand shortfall of nearly 25 million cubic metres, increasing to 33 million cubic metres by 2060.

Addressing this projected shortfall will require much more efficient use of existing water sources, demand management, new ways of securing water supplies, and consideration of the needs of all water users, including for municipal supplies, mana whenua, industry and primary production, such as horticulture, viticulture and agriculture.

Protecting waterways, water sources, and ensuring water is clean is of critical importance to mana whenua. Water scarcity is already an issue for mana whenua communities. Mana whenua believe we must reduce water allocation and improve the health of our waterways as quickly as we develop land.

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Investigations of all practical options for increasing freshwater supplies in Hawke's Bay is being undertaken as part of the Regional Water Security Programme. This includes community-scale water storage investigations for Heretaunga. This work remains a high priority.

In addition to resolving water supply constraints for the Heretaunga Plains, growth identified in the -FDS will need to be supported. Improvements across the municipal water supply networks (including new and upgraded pipelines) have been programmed, committed to and funded to help accommodate growth, improve network efficiency and ensure network resilience across both Napier and Hastings.

In addition to network wide upgrades, key pieces of bulk infrastructure required to support growth are identified in Figures 21 – 23. This includes two new water reservoirs to enable intensification across Napier and greenfield development within the Taradale and Mission Hill areas. Upgrades and improvements are required to a number of existing water pump stations, storage, water bore and treatment plants across Hastings, Flaxmere and Havelock North areas. Upgrades to the existing Bridge Pa Drinking Water Supply have also been identified to better support the existing community as well as future industrial growth around Irongate.

Wastewater

The wastewater networks serving urban areas in both Napier and Hastings have been under significant pressure to accommodate recent housing growth. Many elements of the wastewater network (e.g. pump stations) are currently either at or reaching capacity.

Figures 22 and 23 show the general locations of upgrades required to the network to service existing or planned growth in Napier, Hastings, Flaxmere and Havelock North areas.

In Napier, the construction of new wastewater main trunk infrastructure and pump stations is required to enable wider uptake of medium-density development and urban intensification, and to provide for future residential greenfield growth in the south (South Pirimai, Riverbend²⁵ and The Loop).

In Hastings, significant investment in wastewater capacity has already been planned and funded as part a 10-year wastewater programme. In addition to this, the construction of new wastewater main trunk infrastructure is required. This is shown as the Infrastructure Acceleration Fund (IAF) project in Figure 23 and it comprises major new wastewater pipes that add capacity to the Hastings and Flaxmere network, improving capacity and connectivity to the main trunk interceptor pipes that convey wastewater to the East Clive Wastewater Treatment Plant. Further capacity upgrades will be required over the long-term to support intensification within Kaiapo and Akina (which includes the future residential greenfield growth around Copeland Road).

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²⁵ Subject to differing Council positions on decisions, please refer to Section 3.0 Overview of this Strategy for further details

Stormwater

The approach to stormwater in Napier and Hastings will need to adapt to growth pressures, increasing environmental standards and the future impacts of climate change (e.g. more intense rainfall events). As development in greenfield areas occurs over time or as part of structure planning or subdivision processes, new and upgraded infrastructure may be required to provide stormwater capacity, detention and treatment. The development of stormwater infrastructure may involve land acquisitions and is likely to be addressed catchment by catchment at the time development occurs. Any stormwater solution is encouraged to be developed in the most effective and efficient way to achieve yield while managing potential effects, whether this is located within or outside of FDS growth areas.

Figures 22 and 23 show the general locations of new stormwater infrastructure that will be required to service future growth. This includes the provision of stormwater detention and storage facilities for planned development at Wharerangi Road and Parklands in Napier, and lona in Havelock North. Additional stormwater detention and storage facilities will also be required to enable residential development and mitigate natural hazard risks in the Waverly area of Napier as well as Kaiapo Road (Hastings). In addition to these new stormwater facilities, upgrades to the existing network will also be required.

Electricity

A reliable and resilient electricity supply is critical for both existing and future residents and businesses, as well as enabling transition to a lower carbon economy. The Napier and Hastings electricity supply is provided by the National Grid (the high voltage transmission network operated by Transpower) and the local electricity distribution network is operated by Unison.

National grid

Transpower has not identified the need for any significant upgrades or projects to support additional demand in the distribution network based on current forecasts. However, the forecasts will be annually reviewed in conjunction with Unison.

Transpower has announced its intention to strengthen and raise the Redclyffe substation in its current location in response to the impacts of Cyclone Gabrielle. Transpower will continue to monitor the resilience of the National Grid generally in the context of climate change and natural hazard risks.

The FDS recognises the role that the National Grid will play in transitioning to a low carbon economy. To support this, the National Grid will need to be protected from inappropriate subdivision, land use and development, which will continue to be implemented through rules in the District Plan.

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Electricity distribution

The majority of sites identified in the FDS fall within Unison's existing planned growth zones. Some localised upgrades to existing electricity infrastructure will be required and this will be determined based on the timing and extent of residential and industrial development.

Telecommunications

Telecommunications is critical infrastructure providing digital services that support and enable social interaction, entertainment, education, business activities and engagement with Government, medical and emergency services.

The increased height of residential developments and building is increasingly leading to the need to replace existing poles and add new sites. Consideration of the existing telecommunications facilities is important as growth and development occurs to avoid unnecessary relocation of existing infrastructure. Telecommunications networks can be most effectively developed to suit the needs of a growing population by early planning in association with developers and councils.

Social infrastructure

Capacity in primary, intermediate, and secondary school networks across existing urban areas in Napier, Flaxmere and northern neighbourhoods in Hastings is expected to be sufficient to accommodate the growth anticipated in the FDS strategy. There are some potential capacity constraints for primary schools that would service central Hastings, while there are potential constraints to primary, intermediate and secondary schools serving Havelock North. The Ministry of Education will work with schools and communities as growth occurs to ensure the appropriate responses, including new property provision where necessary. Close monitoring on the rates and timing of household growth in these areas will be needed over the life of the FDS to determine if capacity expansions will be required for schools in these locations.

While there is growth in the Māori population, the overall school aged population is declining. Mana whenua have expressed aspirations for more kohanga reo, kura kaupapa Māori and wharekura over the next 30 years. The Ministry of Education is working with whānau, hapū and iwi and is expanding capacity at existing Te Kura Kaupapa Māori to meet any demand.

Redevelopment or replacement of the Hawke's Bay Fallen Soldiers Memorial Hospital has been identified in Tranche 2 of Te Whatu Ora / Health NZ's Regional Hospital Redevelopment Programme in response to seismic and capacity issues. Te Whatu Ora / Health NZ is currently (as at July 2024) undertaking a business case assessment.

Public open spaces

Public open spaces are vital for the wellbeing of the community and offer opportunities to gain multiple environmental benefits and help mitigate the effects of climate change.

Both Napier and Hastings have identified existing shortfalls in the provision of public open spaces across the urban area. Potential acquisition of land for use as public open space will

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need to be considered within existing urban areas to support growth informed by Local Area Plans. The provision of new public open spaces, including playgrounds, in existing urban areas will also be considered as part of master planning/neighbourhood planning of any large-scale developments. Structure planning or master planning being undertaken to inform development in residential greenfield areas will need to include provision for new public open spaces; the size and function of which will be informed by the overall scale of development proposed.

Transport

The strategic transport network provides regionally significant connections for people and freight within and beyond the region via road, rail, air and sea.

Figure 21 shows the key upgrades and committed projects under the Napier and Hastings strategic transport network, which is made up of:

- four-laning the Hawke's Bay Expressway between Napier and Hastings;
- planned service improvements on bus routes as part of the Regional Public Transport Plan 2022-2032;
- key prioritised capital projects as identified in the Regional Land Transport Plan 2024-2034;
- general improvements and upgrades of the existing cycling and walking networks across Napier and Hastings; and
- improvements and upgrades to identified intersections and roads to improve capacity across the Napier and Hastings roading networks.

Four-laning of the Hawke's Bay Expressway will improve capacity along this strategic freight connection to the port and airport, and improve access between existing and proposed areas of residential growth and employment areas.

Proposed increases to bus frequencies on a number of routes will better support transport choice and mode shift in areas where intensification is being enabled. Several high frequency routes will support the larger residential greenfield growth areas, including at the south of Napier, Portsmouth Road (Flaxmere), Kaiapo Road and Lyndhurst Road (Hastings).

Solid waste

Napier City and Hastings District Councils manage solid waste through a Joint Waste Management and Minimisation Plan, which is currently being reviewed. Omarunui Landfill serves both councils, receiving waste from the three refuse transfer stations at Henderson's Road, Redclyffe and Blackbridge, as well as kerbside waste and commercial and industrial waste. The new plan, Te Rautaki Para Waste Strategy, is expected to place more emphasis on achieving a low emissions and low waste society, built upon a circular economy, by 2050. New development needs to provide for operational needs for waste collection, transportation and resource recovery infrastructure when sites are being developed.

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Nationally and regionally significant infrastructure

It is important that future urban development is appropriately located so that the safe and efficient development, operation and maintenance of nationally and regionally significant infrastructure is not compromised now or in the future. Careful consideration also needs to be given to protecting communities' health and safety and amenity values when planning for urban activities in proximity to nationally and regionally significant infrastructure.

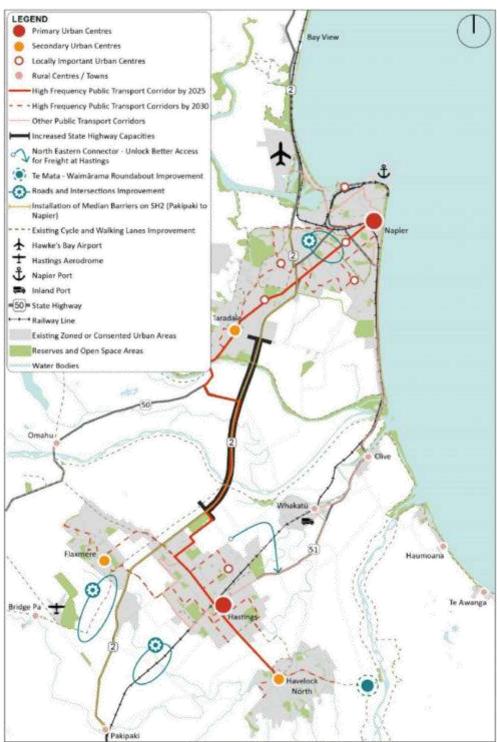


Figure 21 Future Development Strategy - Transport Upgrades

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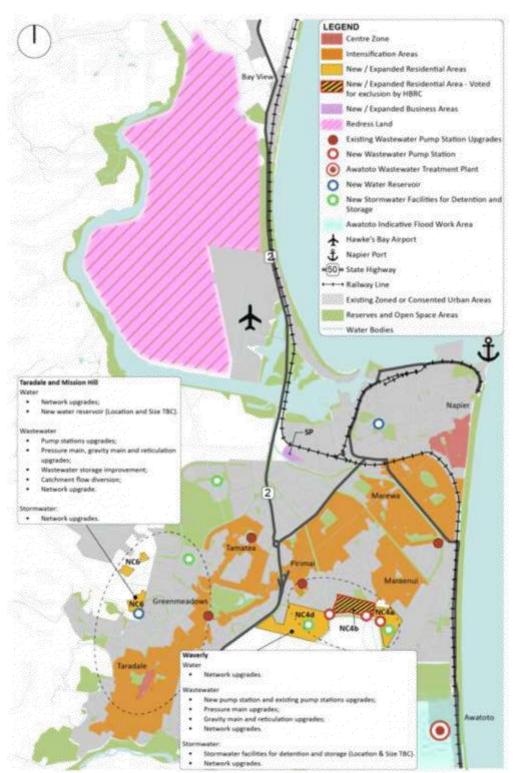


Figure 22 Future Development Strategy - Napier 3 Waters Upgrades

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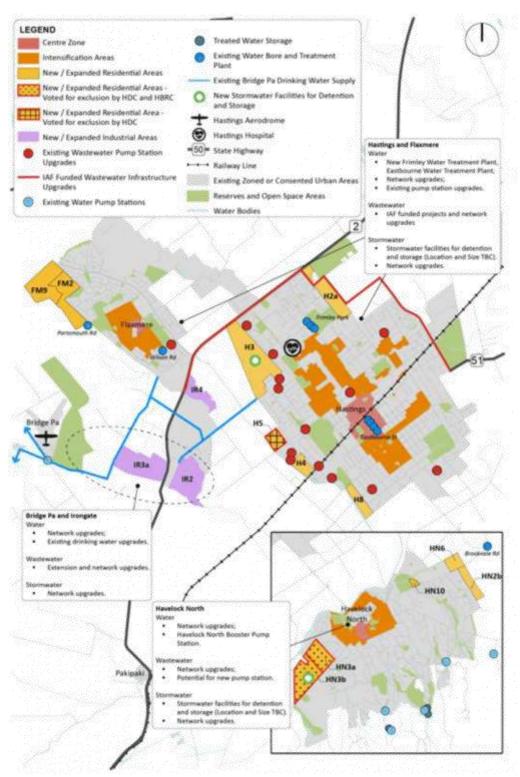


Figure 23 Future Development Strategy - Hastings 3 Waters Upgrades

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11.12 Staging/prioritisation

It is important to prioritise how and where Napier and Hastings grows over time to achieve a compact urban form. This will assist to focus councils' investment priorities and ensure the capacity provided meets housing needs and supports efforts to promote redevelopment within the existing urban area.

Figure 24 and Table 4 below set out how the FDS intends to stage development capacity to meet demand over the short, medium and long term across the FDS area. This is particularly important given the longer lead-in times and significant investment required to structure plan, rezone, plan and fund the infrastructure required to support new greenfield opportunities.

The FDS staging is as follows.

- Short-Long term: Prioritise supporting redevelopment within the existing urban area from the short term onwards. These areas are currently being rezoned and the partner councils will need to support the level of development enabled with significant infrastructure planning and investment over time.
- Short-medium term: Prioritise supporting greenfield development within the existing
 urban area that is live zoned and progressing through the consenting and development
 process.
- Medium-long term: Identify greenfield areas at Kaiapo Road, Lyndhurst, Mission Estate and the Oderings site where some active planning work is currently being undertaken.
- Long Term: Identify other greenfield areas not currently zoned as long-term priorities.
 These areas may proceed earlier where infrastructure funding solutions are available, and the development would meet demand and support efforts to promote redevelopment in the existing urban area.

The FDS provides sufficient capacity to meet the projected demand for new intensified housing types across Napier and Hastings. In the short-to-medium term there is more than sufficient capacity already zoned to meet demand. In the long term, there is also sufficient capacity enabled over the full 30-year horizon of the -FDS. The partner councils will also work with mana whenua to prioritise residential and papakäinga development as much as possible over the life of the -FDS.

Table 4 - Sufficiency of housing development capacity to meet demand²⁶

	Short Term	Medium Term	Long Term
Demand for redevelopment in the existing urban area		8,840	
Redevelopment Capacity		9,910 (+1,070)	
Greenfield Demand	3,	770	3,710
Greenfield Capacity	4,605	(+835)	4,720 (+1,010)

Future policy changes

In early July 2024 the Government announced its intention to amend the RMA and NPS-UD to require councils to live-zone 30 years of development capacity and plan for a 50-year period and a high growth scenario. The Government has also foreshadowed it will be making changes to how infrastructure is provided and incentives for councils and developers. These changes will not be introduced until 2025, consequently, the final form of those amendments is unknown and have therefore not informed the FDS. Until there is greater clarity, the FDS recommends that the partner councils be cautious about releasing too much greenfield land, which could undermine efforts to promote redevelopment in existing urban areas, increase pressure to zone scare highly productive land, and stretch financial resources.

Responsive planning

Both Napier and Hastings councils will need to be responsive to landowners wanting to bring forward areas for development through a plan change, should the development be required to meet changes in demand.

When reviewing any proposal to bring forward development, the scale of the opportunity and the ability of the proposal to deliver on the FDS vision and objectives will need to be considered. In addition, the impacts on the planned and funded programme for infrastructure delivery will need to be considered. Where significant changes from this would be required to enable development, developer-funded infrastructure and/or alternative funding arrangements (e.g. Crown infrastructure financing) will be needed before development can proceed. It will also be relevant to consider whether the proposal will support and reinforce the councils' efforts to promote redevelopment in the existing urban area.

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²⁶ Subject to differing Council positions on decisions, please refer to Section 3.0 Overview of this Strategy for further details

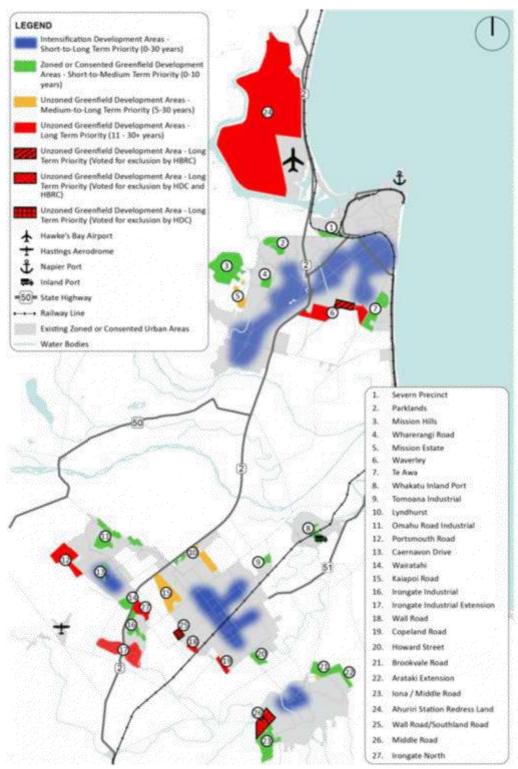


Figure 24 Future Development Strategy Development Staging

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Tables 5 and **6** provide a breakdown of development capacity over time for Napier and Hastings. Generally, sufficient development capacity has been provided across both Napier and Hastings to meet long-term housing demand.

Table 5 - Sufficiency of housing development capacity in Napier to meet demand

	Short Term	Medium Term	Long Term
Intensification Development Demand		3,620	
Intensification Development Capacity		4,070 (+450)	
Greenfield Development Demand	1,	610	1,470
Greenfield Development Capacity	2,185	(+575)	2,320 (+850)
Total Sufficiency of Greenfield Residentia	l Development		+1,42527

Table 6- Sufficiency of housing capacity in Hastings to meet minimum development targets

	Short Term	Medium Term	Long Term
Intensification Development Demand		5,220	
Intensification Development Capacity		5,840 (+620)	
Greenfield Development Demand	2,	160	2,240
Greenfield Development Capacity	2,420 (+260)		2,400 (+160)
Total Sufficiency of Greenfield Residentia	I Development		+42028

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²⁷ Subject to differing Council positions on decisions, please refer to Section 3.0 Overview of this Strategy for further details

²⁸ Subject to differing Council positions on decisions, please refer to Section 3.0 Overview of this Strategy for further details

12. Implementation

The FDS is a long-term strategic document with a 30-year view of growth and development, and it is acknowledged that it cannot be delivered all at once.

The FDS, once finalised, will be delivered jointly by Napier City Council, Hastings District Council and Hawke's Bay Regional Council, in partnership with iwi and hapū, and in collaboration with Government, non-government organisations, businesses and community groups.

12.1 Implementation plan

To achieve the FDS vision and strategic objectives, and deliver the growth and development set out the FDS, a number of actions will need to be implemented throughout the life of the finalised document (and any subsequent updates). Many of these actions will be delivered through other statutory and non-statutory council processes, including reviews of the regional policy statement and district plans, structure planning, long-term planning and regional transport planning. The recommendations contained in the Hawke's Bay Independent Flood Review Panel's July 2024 Report will be considered in developing the implementation plan, as well as in future reviews of the FDS.

A supporting implementation plan will sit alongside the FDS as a roadmap for the actions required to implement the FDS, including those relating to strategic and statutory planning, advocacy and research, other initiatives and infrastructure investment. It also includes details of who is responsible for delivering each action, as well as supporting agencies and organisations. This plan will be a live document that will be reviewed and updated annually with those involved, as required by the NPS-UD. New actions can be added to the Implementation Plan should the need arise for this in the future.

Development of the implementation plan is a non-statutory process to ensure it will be flexible enough to respond to changing circumstances on the ground. It will involve engagement with a range of stakeholders and local communities will be kept up to date with progress. The actions will be informed by the strategic objectives that guide the FDS, which will provide a framework for prioritising actions over the short, medium and long term.

Joint working group

The FDS is a joint document between the partner councils, Maungaharuru-Tangitü Trust, Mana Ahuriri Trust and Tamatea Põkai Whenua and implementing it will require a coordinated approach to decision-making.

The FDS recommends retaining the FDS Joint Committee in some form to guide decisionmaking on the implementation plan to ensure actions are coordinated across the partner councils. This will be supported by a cross-council FDS implementation working group involving Maungaharuru-Tangitū Trust, Mana Ahuriri Trust and Tamatea Pôkai Whenua, key Government agencies and infrastructure providers.

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Future planning processes

The FDS is a high-level strategic plan and we need to work through a number of steps before development happens in new greenfield areas.

Planning processes

- 1. Structure planning (an integrated land use and infrastructure plan)
- District Plan Change for rezoning
- 3. Resource consents for development
- 4. Build

Infrastructure processes

- Planning, design and funding supporting infrastructure
- Designation and consents
- 3. Build

Undertaking structure planning and rezoning can be a council-led or a developer-led process progressed under the Resource Management Act 1991.

The process for supporting redevelopment in an existing urban area is slightly different as development is already enabled. The planning processes are therefore focussed on working with communities on **Local Area Plans** (or similar) to determine the future form and function of existing neighbourhoods, setting out how they will change over time and what amenities and infrastructure are needed to support growth. These plans, and other network planning will inform infrastructure planning processes, including development contributions or financial contributions and other funding allocation through the Long-Term Plans and Annual Plans.

The Government has signalled its intent to progress city and regional deals with councils. These are long-term agreements that set agreed regional outcomes and set out joint funding commitments. This provides an opportunity to help fund the significant infrastructure investment required to support growth in the long term. This opportunity will be explored through the Implementation Plan process.

12.2 Monitoring and review

The NPS-UD requires the FDS to be regularly reviewed and, if needed, updated every three years in time to inform the Long-term Plan processes of each partner council. At a minimum, there is a requirement to refresh and develop a new FDS every six years.

The next Housing and Business Capacity Assessment will be undertaken in 2026, which will involve an update of the outlook for residential and business demand and capacity. This will include an analysis of mana whenua housing needs. This will inform a review of the FDS in late-2027, early-2028.

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13. Appendix to the Napier Hastings FDS 2025-2054

13.1 HPUDS strategic direction for Coastal and Rural Settlements

13.2 Preamble

The purpose of the FDS is to set out how the Councils will achieve well-functioning urban environments in its existing and future urban areas and show the broad locations within which development capacity will be provided in those areas to meet demand. To do this, the FDS has a strong focus on the urban areas of Napier and Hastings. Consequently, the FDS does not address rural residential growth in surrounding coastal and rural settlements.

Prior to the FDS, the Councils jointly prepared the Heretaunga Plains Urban Development Strategy (HPUDS) which was first adopted in 2010 and then reviewed in 2017. HPUDS included high level strategic direction for coastal and rural settlements and had a broader geographic Study Area than the FDS – stretching from Waipatiki in the north, Maraekakaho and Te Aute to the west/south-west and Waimarama to the east).

Because the FDS replaces HPUDS, the strategic direction for coastal and rural settlements from HPUDS 2017 is set out below as an Appendix to the FDS. Also included are the relevant maps from HPUDS 2017. This ensures that the strategic direction remains in place until such time as it is superseded by a Rural Residential Strategy or similar.

The strategic direction set out below is high level and was adopted in 2017. Our rural and coastal communities have changed and evolved since then, so too has our understanding of environmental factors and limitations. The strategic direction imported from HPUDS 2017 into this Appendix does not account for changes in policy direction or the environment that have occurred since 2017, for example, the effects of Cyclone Gabrielle on affected rural communities, infrastructure and the environment.

13.3 Coastal Settlements - Interim Strategic Direction

Waipatiki Beach

Waipatiki Beach is located approximately 45 minutes travelling distance north of Napier City and is a popular beach for day trippers and campers. The Hastings Coastal Strategy identifies it as a bach settlement and provides for modest growth in recognition of its high levels of natural amenity. This growth has largely been undertaken and no additional growth should be undertaken in the period 2015-2045 in recognition of its relatively remote location and to protect the scale and natural character of the settlement.

Tangoio Beach

Tangoio Beach previously housed a number of original baches located on the foreshore reserve. These were removed in the mid 2000s. The area is also in a flood hazard zone of the Te Ngarue Stream and in an area of high landscape and natural character values. An area

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of land capable of containing 30-40 new baches was rezoned in 2008 as a result of a private plan change. District Plan rules relating to the new zoning require flood mitigation, an effluent treatment system and tight building and design controls to protect a coastal bach settlement character. Due to the aforementioned development constraints there is no additional growth outside of the newly rezoned land proposed over the HPUDS 2015-2045 timeframe.

Whirinaki Beach

Whirinaki Beach is located approximately 5 km north of Bay View. It is an established coastal settlement located between State Highway 2 and the coast and is adjacent to the Pan Pac Pulp Mill and Contact Energy's electricity generation site. There were limited water supply services, but those could be overcome by expansion of HDC's Esk/Whirinaki water supply scheme. While this allows Whirinaki to be removed from the 'inappropriate' list in HPUDS2017, there is insufficient basis or need at this time to include all or part of it as an appropriate residential greenfield growth area (or reserve area) as part of the HPUDS Settlement Pattern.

Haumoana

Haumoana is a popular coastal settlement located approximately 9km east of Hastings. The settlement is low lying and parts of it have been subject to flooding coastal inundation, and coastal erosion. Infrastructure limitations and topographical considerations generally make the settlement unsuitable for further growth. There is however a small area of land located off the southern side of East Road and contiguous to the existing Coastal Residential Zone and close to the Suburban Commercial Zone off Clifton Road, that is free of flooding and coastal hazard constraints and suitable for residential growth.

There is also an area of approximately 20ha on the corner of Raymond Road/Parkhill Road opposite the Haumoana School on 'Ruataniwha f' soils (also described as 'Waipukurau 30' soils), free of flooding and coastal hazard restraints that could be suitable for coastal growth choices. This would be subject to further assessment through the proposed Masterplan process to commence after the completion of the Clifton – Tangoio Coastal Hazards Strategy. This assessment would include matters such as:

- The productive versatility of this area and the Ruataniwha f soil type;
- · Reverse sensitivity with nearby horticultural/viticultural and poultry farm activities; and
- Appropriateness in terms of contributing to the Haumoana / Te Awanga development options as part of the HPUDS preferred settlement pattern.

Te Awanga

Te Awanga is situated approximately 2 km to the south of Haumoana. For the most part it is not as low lying as Haumoana and as such is better suited as a growth option to provide for that segment of the market seeking a coastal location. There are however a number of issues that point to any growth being limited in this area. This includes land use compatibility with the area being a valued viticulture area. The landscape in this area also has special qualities. Any

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future growth must be away from coast in recognition of climate change and the potential for coastal erosion.

Clifton

Clifton is the gateway to Cape Kidnappers and settlement is limited to the long established camp ground at the site. The area is severely affected by coastal erosion and no development should be permitted in recognition of the coastal hazard and natural character issues.

Ocean Beach

Ocean Beach is recognised by the wider community as a natural coastal environment of significance. Previous development proposals at Ocean Beach were met with considerable resistance from the community as result of the effect on the landscape quality of the area. There are also considerable infrastructure issues for any development at this location. Notwithstanding the Resource Management Act merits or otherwise of urban development at Ocean Beach, the Hastings District Council's preference is that there be no subdivision and development for residential or other significant development activities on the Haupouri Flats, including around and north of the Haupouri Woolshed area. Accordingly, it is not proposed to encourage or facilitate further housing development at Ocean Beach beyond the existing Waipuka settlement and consideration should be given to appropriate mechanisms for retaining this value for future generations. Accordingly, no allocation of projected demand has been made for Ocean Beach.

Waimarama

The Hastings Coastal Environment Strategy recommended that provision be made for future growth at Waimarama. The natural coastal character of Waimarama has already been impacted on by the existing level of development.

It is recommended that in order to provide for a range of living environments, low level growth be provided for at Waimarama. This is contingent on planning for infrastructure as the water supply is already fully committed and the surface waters in the area are sensitive to any development. The settlement may also provide an opportunity for further holiday home development once servicing constraints are overcome and depending upon demand this should be considered in the planning for Waimarama.

13.4 Rural Settlements - Interim Strategic Direction

Bay View

Bay View is located approximately 10km north of Napier City and has been a popular alternative to suburban living. Bay View is characterised by large sites and this is due to the area not previously being serviced. Since becoming part of Napier City in 1989 a water supply has been provided but this has placed additional strain on the onsite wastewater systems upon which the community relies. There is a proposal for a serviced wastewater system with cost implications for residents. In order to provide residential choice growth of the area is

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recommended at a low level to recognise the infrastructure limitations which include development adjacent to the State Highway. This growth must be sequenced to occur when the servicing issues are resolved.

Puketapu

Puketapu was identified in the Hastings Low Density Strategy as a potential growth option. While the area is located in relatively close proximity to both Napier and Hastings there are parts of the settlement that are susceptible to flooding and servicing in the long term would be problematic. It is recommended that no further growth be provided for due to the natural character of the area and servicing issues.

Clive

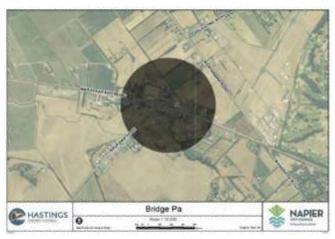
The Clive Development Strategy which was undertaken in 2002 looked at the servicing aspects of future growth to ascertain the potential for future development. Stormwater is the major issue for Clive and a number of sites were identified for future growth that were outside the potential flood hazard areas. Since that time these sites have largely been developed. There has been no stormwater upgrading and therefore it is recommended that no growth be provided for in Clive due to stormwater servicing issues, apart from some smaller parcels in Clive South where stormwater effects can be managed on site. Maraekakaho Settlement

In considering the future of the Maraekakaho settlement consideration was given to a number of factors. It has an existing level of settlement and established social infrastructure including a school. The area is popular in the market but this must be balanced against the energy efficiency principles with the settlement located some distance from the main employment opportunities in Hastings. Previous flood hazards have been mitigated. However constraints around access to water are recognised and will need to be resolved. Maori have reservations about development west of Bridge Pa due to potential effects on the aquifer.

Overall it is recommended that low level growth be provided at Maraekakaho to ensure that there is rural settlement choice for Hastings.

Location Maps - Indicative Only

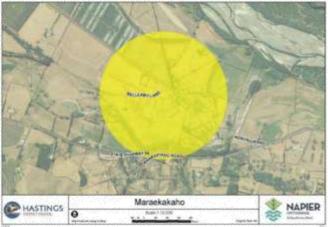






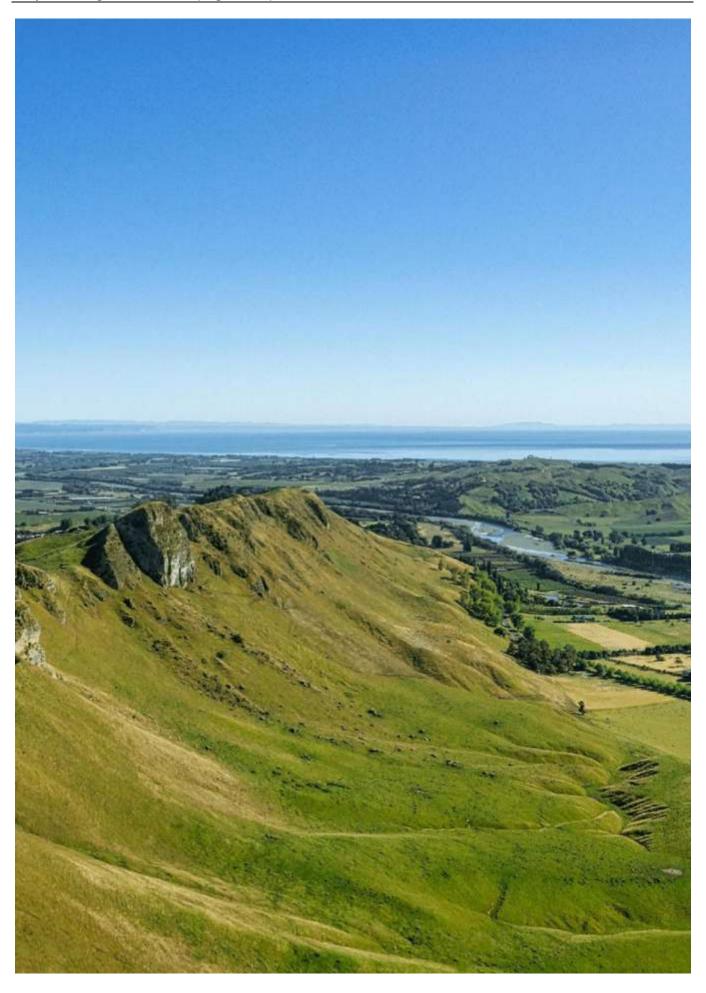
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NIWE RESILIENCE PROGRAMME MONTHLY PROGRAMME FINANCIAL PROGRESS REPORT – JULY 2025



	PROJEC	T STATUS	COSTS		FUNDING SPLIT		
Project Progress Summary	Project phase	Project Risk status	Actual spendto date	Forecast Final Cost	Crown Funding	HBRC Funding	New approved total Funding
Wairoa	Initiation	Major concern	4,647	70,000	70,000	0	70,000
Whirinaki	Planning	Minor concern	4,059	23,050	17,300	5,750	23,050
Waiohiki	Planning	On track	3,157	8,912	7,515	2,485	10,000
Õhiti	Planning	Minor concern	2,043	10,000	7,515	2,485	10,000
Pākōwhai	Initiation	Major concern	2,981	50,000	37,575	12,425	50,000
Põrangahau	Planning	Minor concern	1,057	18,293	10,963	3,625	14,588
Subtotal Land Cat Projects			17,944	180,255	150,868	26,770	177,638
Level of Service Upgrades	Initiation	Minor concern	709	30,000	22,545	7,455	30,000
Telemetry	Execution	On track	1,235	3,500	3,760	1,240	5,000
Pumpstation upgrades	Planning	Minor concern	1,403	30,000	22,545	7,455	30,000
Scheme Reviews	Execution	On track	3,109	3,987	2,250	1,737	3,987
Total (HBRC Projects)	35		24,400	247,742	201,968	44,657	246,625
Havelock North (HDC delivered)			1,801	10,000	7,515	2,485	10,000
Total (Incl other projects)			26,201	257,742	209,483	47,142	256,625

NIWE RESILIENCE PROGRAMME MONTHLY PROGRAMME PATH TO CONSTRUCTION TIMELINE – JULY 2025



