

# Thames and Surrounds Spatial Plan Establishment Report

FINAL - Amended

July 2020



## Document Title:

Thames and Surrounds Spatial Plan Establishment Report

## Prepared for:

Thames Coromandel District Council

## Quality Assurance Statement

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## Current Version

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# Executive Summary

## Why are we doing this work?

Thames and its surrounding areas have a significant opportunity for growth, with their proximity to Auckland, Hamilton and Tauranga, enviable lifestyle due to the natural environment and climate, and popularity as a tourist destination.

However, despite these positive features, aspects of Thames-Coromandel's economy are underperforming. Thames-Coromandel District Council (TCDC) have identified both economic development and increasing productivity as priority areas of interest for the Council and the community.

The District is experiencing an unenviable mix of declining productivity, low business growth, low GDP growth, low median earnings, high levels of deprivation and low levels of skilled employment. The elements that are constraining growth include highly seasonal tourism, housing shortages and imbalances, and a lack of corporate investment in the District.

Over the last five years, TCDC has focused on how to create a more diverse and vibrant economy that attracts new investment, more business and more people living in and visiting the District.

As part of this work, the Productivity Plan<sup>1</sup> was developed which identified five key workstreams:

- Land use
- Land productivity
- Destination Management
- Connected Journeys
- Aquaculture

The Thames and Surrounds Spatial Plan is one of the strategic responses within the Land Use workstream and supports the achievement of the investment objectives identified in the Land Use Investment Logic Map developed as part of the Productivity Plan:

- Increasing the probability of people participating in the land development process through improved certainty.
- Reducing development cost, improving amenity & therefore improving the willingness and ability to pay for new housing.
- Skilled workers are attracted to the region as appropriate jobs and housing are available.
- Businesses are investing because the right people are available.

## What are we going to be doing?

The Spatial Plan will integrate a significant amount of thinking across a range of workstreams – offering a compelling case for change that brings the community, landowners, stakeholders and partners along for the ride. It will offer a vision for the area and set the direction for the future.

The geographical scope of the study is from Thames down to Hikutaia, boarded by the ocean and river to the west and the mountains to the east. Within these boundaries the Spatial Plan will focus on:

- Thames urban area
- Thames to Kopu
- Thames rural including Kauaeranga and Totara Valleys
- Thames valley including, Matatoki, Puriri and Hikutaia

Four workstreams have been identified through the initial scoping work. These are:

- Natural hazards and effects of climate change
- Three waters

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<sup>1</sup> <https://www.tcdc.govt.nz/Economic-Development/Productivity-Plan/>

- Roading
- Land use and zoning

### How are we going to be doing it?

The Spatial Plan will be developed using workshops, facilitation, optioneering and analysis to evaluate a wide range of information and identify a preferred way forward.

The programme will work through a process and schedule with key milestones and gateways, ensuring decision makers have oversight of the work being done and the ability to approve the work being undertaken at multiple points throughout the process.

#### PROGRAMME

The programme of work has been aligned to the 2021-28 long-term planning process, ensuring that budget can be allowed for in coming years.

If approved by Council, the Spatial Plan programme is expected to be completed in October 2020.

#### COMMUNITY AND STAKEHOLDER ENGAGEMENT

Keeping the local community at the centre of the Spatial Plan process is critical. Community engagement will occur at various points throughout the process and feedback received will act as key pieces of evidence in the process.

### Who is responsible?

Programmes of this nature and complexity require a clear and well-structured governance and decision-making arrangement. A proposed structure is outlined later in this document.

A project team will work closely with procured technical specialists. This team will produce material for the Programme Governance Group who will review it before recommending it be considered at the political governance level.

## Introduction

The Thames-Coromandel District Council (TCDC) has been working to stimulate their local economy for several years. As part of this the Productivity Plan was developed comprising five workstreams:

- Land Use
- Land Productivity
- Destination Management
- Connected Journeys
- Aquaculture.

The Thames and Surrounds Spatial Plan is one of the key deliverables under the Land Use workstream to understand how housing and infrastructure can be used to promote economic growth.

### What's the purpose of the Establishment Report?

The purpose of the Establishment Report is to set the direction for the proposed Thames and Surrounds Spatial Plan. It ensures a complex programme of work can be approached to deliver functional plan for the Thames area.

The Establishment Report ensures:

- Transparency
- Clarity of process
- A structure that delivers the best outcome for the community
- A programme structure that ensures the project can be delivered effectively and efficiently

It will act as the guiding document, ensuring the Spatial Plan integrates a range of workstreams including:

- Natural hazards and effects of climate change
- Three waters
- Roading
- Land use and zoning

The Establishment Report also sets out the process used to arrive at the approach suggested and will act as a key document to assist the procurement of a specialist spatial planning team. It also sets out the decision-making process and governance structure.

### How this report was developed?

As part of the Productivity Plan, a Land Use Investment Logic Map was developed; this will inform the objectives of the Thames and Surrounds Spatial Plan.

This report was developed in conjunction with TCDC Officers to identify the key stakeholders and partners and understand issues and challenges experienced by council.

Following this workshop, the following key articles were developed:

- Geographic scope
- Workstreams
- Process and schedule
- Governance and decision-making structure
- Stakeholder matrix

The Establishment Report sets the foundation of the Spatial Plan and indicates how the development of such a document can be undertaken.

## Key issues – why are we doing this project?

There are four key issues affecting the supply of housing in Thames and surrounds:

- Natural hazards and climate change
- Three waters
- Roading
- Land use/zoning

These issues will be considered in an integrated manner to ensure the best outcomes for the community.

## What is a Spatial Plan?

A spatial plan is about coordination and integration. It is a collaborative exercise to produce an evidence-based, future-focused (30-year plus) strategy that outlines an agreed vision and direction for an area.

The Thames and Surrounds Spatial Plan will:

- provide a strategic direction for future growth management and transformation
- guide investment decisions at local, regional and central government level
- identify the key issues facing the area and the priorities that need to be advanced to address these.

Spatial plans present information visually, and identify:

- the existing and future land use – such as where people may live, work recreate and how they get around
- existing and future infrastructure needs
- priority areas for investment and action (e.g. re-zoning, land acquisition)
- areas to protect and enhance (e.g. ecologically significant areas, outstanding natural landscapes, culturally important sites)
- areas subject to constraints (e.g. at high risk from natural hazards)

The Spatial Plan will focus primarily on the next 30 years, this aligns with TCDC's infrastructure plan. However, the Spatial Plan will also look out and consider the work being completed in the Shoreline Management Plans which are looking at what may happen over the next 100 years.

### THAMES CONTEXT

The Thames and Surrounds Spatial Plan is focused on land development and where this could occur to support the sustainable growth of the area. The scope of work is slightly narrower than a traditional Spatial Plan that would consider interaction of key public facilities such as hospitals and schools. This work may be included in a later planning stage.



## Background

TCDC has identified economic development and increased productivity as a priority area of interest for the Council and the community. Thames-Coromandel is a district of significant opportunity. It is in close proximity to Auckland, Hamilton and Tauranga, has an enviable lifestyle due to the natural environment and climate, and is a popular tourist destination.

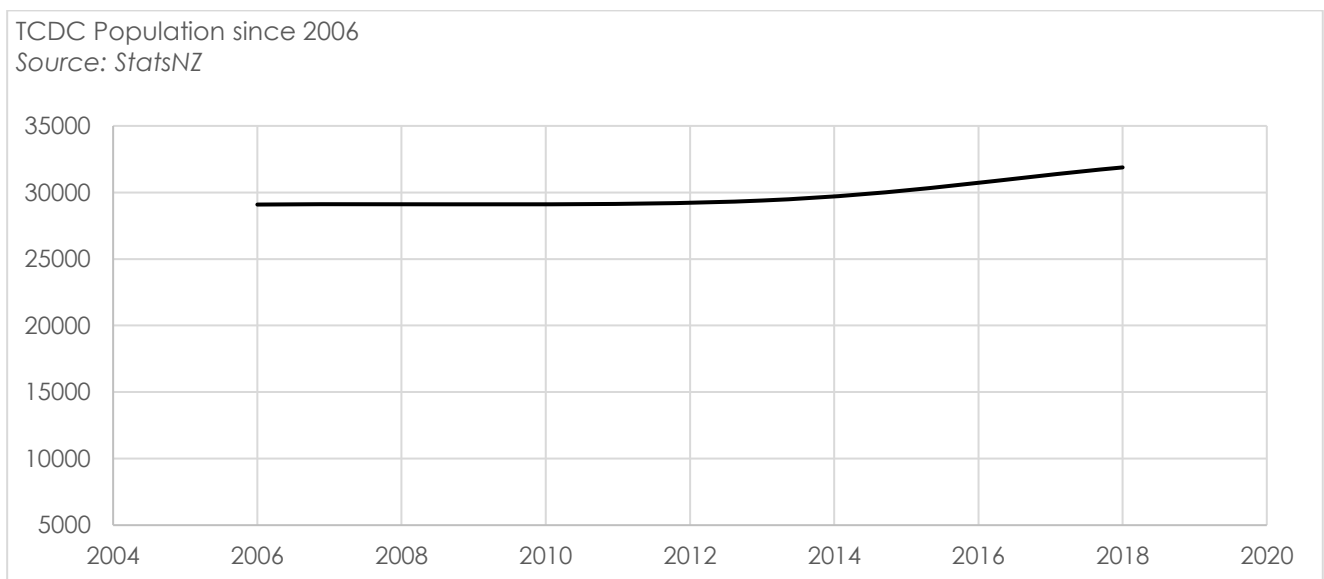
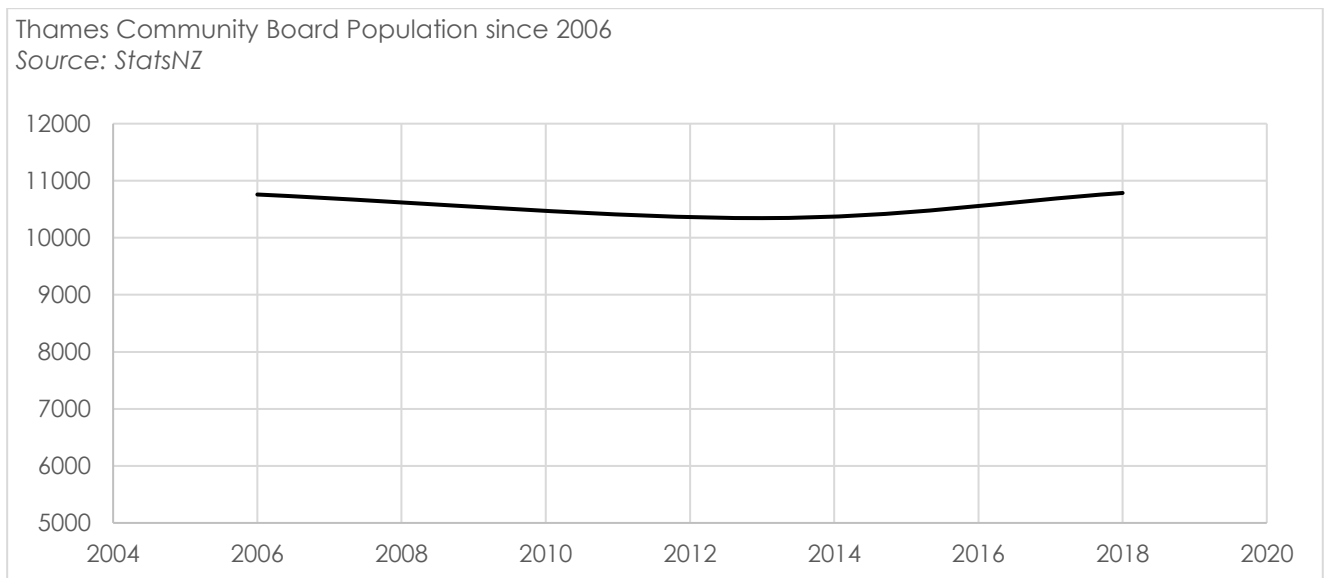
Despite the positives, aspects of the District's economy are underperforming. The District is experiencing declining productivity, low business growth, low GDP growth, low median earnings, high levels of deprivation and low levels of skilled employment. The elements constraining growth include highly seasonal tourism, housing shortages and imbalances, and a lack of corporate investment in the District.

Over the last five years, TCDC has focused on how to create a more diverse and vibrant economy that attracts new investment, more business and more people living in and visiting the District.

## Demographics

### POPULATION

Thames has an estimated population of 10,785 (2018 Census), this has increased slightly over time and represents 34% of the district's population, 31,881. Thames population grew at 1% per annual between 2013 and 2018; the district's population grew at 2% per annum.

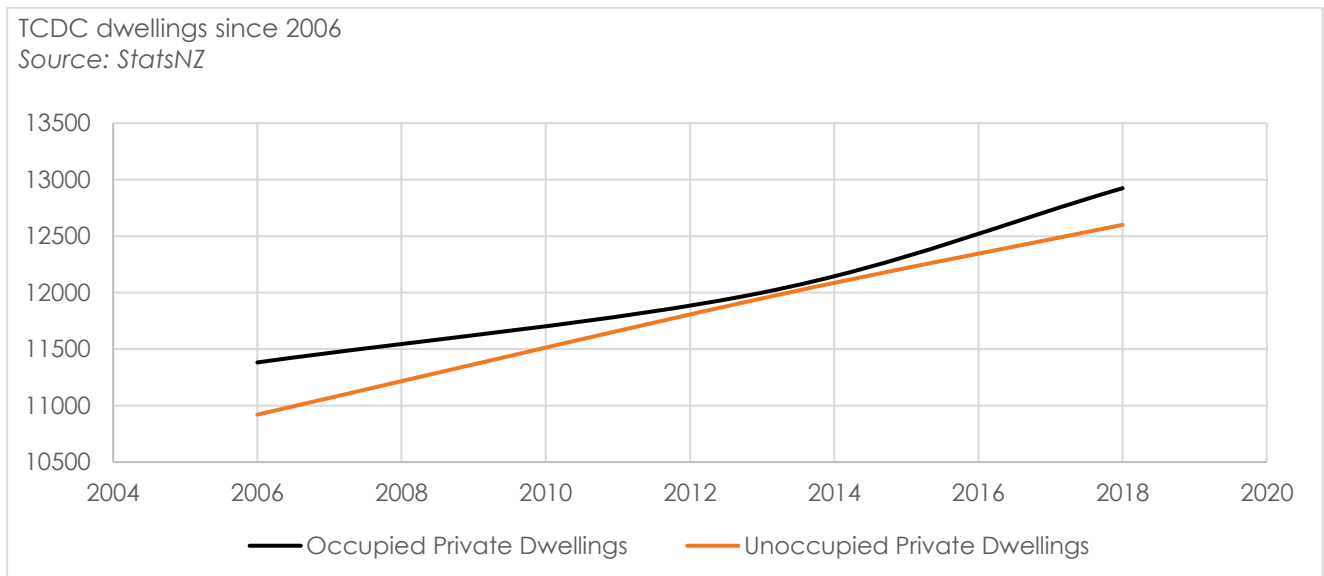
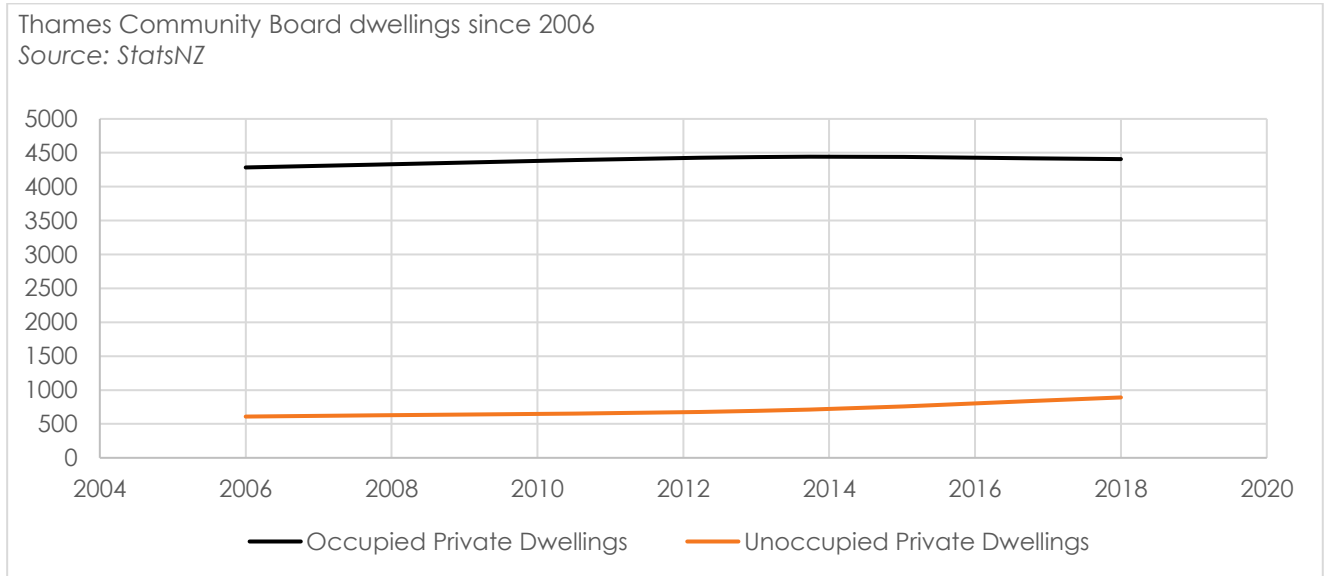


## DWELLINGS

Thames has 5,298 (21%) of the district's total dwellings (25,524). Of these, 17% are unoccupied compared with 49% unoccupied dwellings district wide. This percentage is significantly larger in some towns, particularly on the East Coast. The high level of unoccupied dwellings creates unique challenges district wide.

Similarly, to population growth, dwelling growth has occurred at lower rate in Thames. This has resulted in a lower quality and value housing stock which is less desirable, contributing to the lower population growth, meaning attracting businesses and skilled people to the area is challenging but also developing new housing is marginally viable.

The Spatial Plan is looking to identify viable areas of sustainable growth to support viable developments which can drive industry confidence, attracting industrious people and hence encouraging population growth.



## Previous Strategies and Work

The previous strategies listed below will be incorporated into the Thames and Surrounds Spatial Plan so that no past ideas or thinking are lost or overlooked.

### COROMANDEL BLUEPRINT

The Coromandel Blueprint sets out the vision for the Thames-Coromandel District to 2050 and a framework for getting there. The four vision statements are:

- Embracing its natural taonga – treasures.
- Diverse and vibrant centres.
- Where generations can live, work and enjoy.
- Resilient communities.

The Coromandel Blueprint includes a number of local “blueprints” which are used to illustrate local stories.



Figure 1 Thames Blueprint.

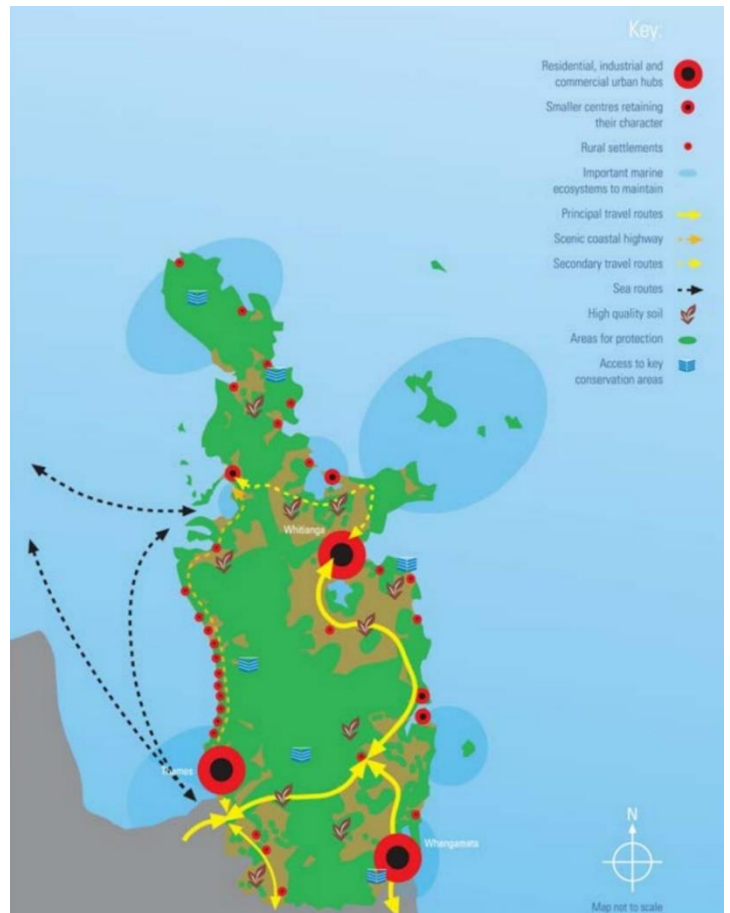


Figure 2. Coromandel Blueprint.

### THAMES URBAN DEVELOPMENT STRATEGY 2013

The Thames Urban Development Strategy is intended to ensure that Thames is among the best places in New Zealand to live, work and visit.

Thames offers a rare quality of life and unique lifestyle for its community and the revitalisation of the town is necessary to enhance and further sustain Thames as an attractive, vibrant and successful regional centre.

Strategy outcomes:

- Establish a plan that identifies and enhances the unique character and heritage of Thames while providing for future development in a form that will contribute to these qualities.
- Engage the community in the process through consultation so the outcomes reflect local values and aspirations.

- Liaise with Council planners and document the Urban Design Concept Plan in a form so it will contribute to the District Plan review.
- Develop a Strategy and Implementation Plan to achieve the outcomes in a way that optimises the potential of public/private procurement partnerships and minimises Council liabilities for infrastructure etc.
- Propose a strategy “Brand” that reflects inputs and outputs of the process – which can be used to identify and promote Thames projects and programmes in the wider context.

### KOPU STRUCTURE PLAN

The Kopu to Thames Structure Plan, developed by Beca in 2010, covers approximately 900 ha of land located between Kopu and Thames. The area is generally bounded by the Kauaeranga River to the north, the Coromandel range to the east, the Waihou River and Firth of Thames to the west and State Highways 25 and 25A to the south.

The Structure Plan principally provides for industrial activity at Kopu, residential development, rural activities and rural lifestyle development. There is also land on the eastern side of the new Kopu Bridge, north of State Highway 25, which is reserved for commercial and community activities that cater for tourists and local travellers.

The Structure Plan area already contains residential land which provides an extension of the Thames settlement and a substantial industrial area offering opportunities for further industrial expansion. The area also includes the Sir Keith Park Airfield and Rhodes Park.

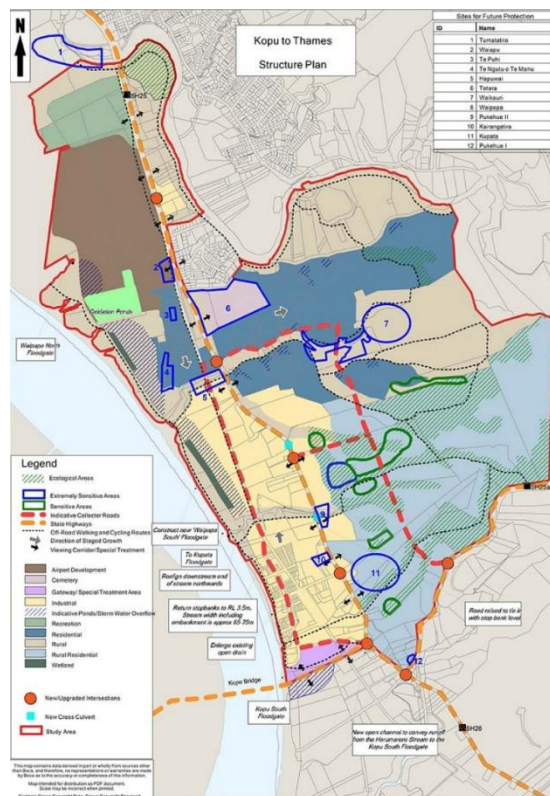


Figure 3. Thames-Kopu Structure Plan.

### THAMES REVITALISATION PLAN

The Thames Revitalisation Plan focuses on the Thames CBD. Funding was provided by the Thames Community Board for this work in 2019, and the design contract awarded to Boffa Miskell.

It is expected that the Thames Community Board will examine the concept plans this year (2020), and the cost of implementing them, and consider the project for inclusion in the 2021-31 Long Term Plan (LTP).

### THAMES-COROMANDEL ECONOMIC DEVELOPMENT STRATEGY

Developed in 2018, the Economic Development Strategy: Towards 2028 focuses on what TCDC can do to make Thames-Coromandel a confident and vibrant business district and the strategy and themes that support this.

### PRODUCTIVITY PLAN

The Productivity Plan was then developed as a plan to action the strategy. The productivity plan identifies five targeted workstreams to improve the District's productivity, these are:

- Land use
- Land productivity
- Connected journeys
- Aquaculture
- Destination management

### Aquaculture – marine servicing

There has been an indicative business case for Kopu becoming a marine servicing hub. This was not approved for initial Provincial Growth Funding and is currently being reinvestigated under the COVID-19 shovel ready projects.

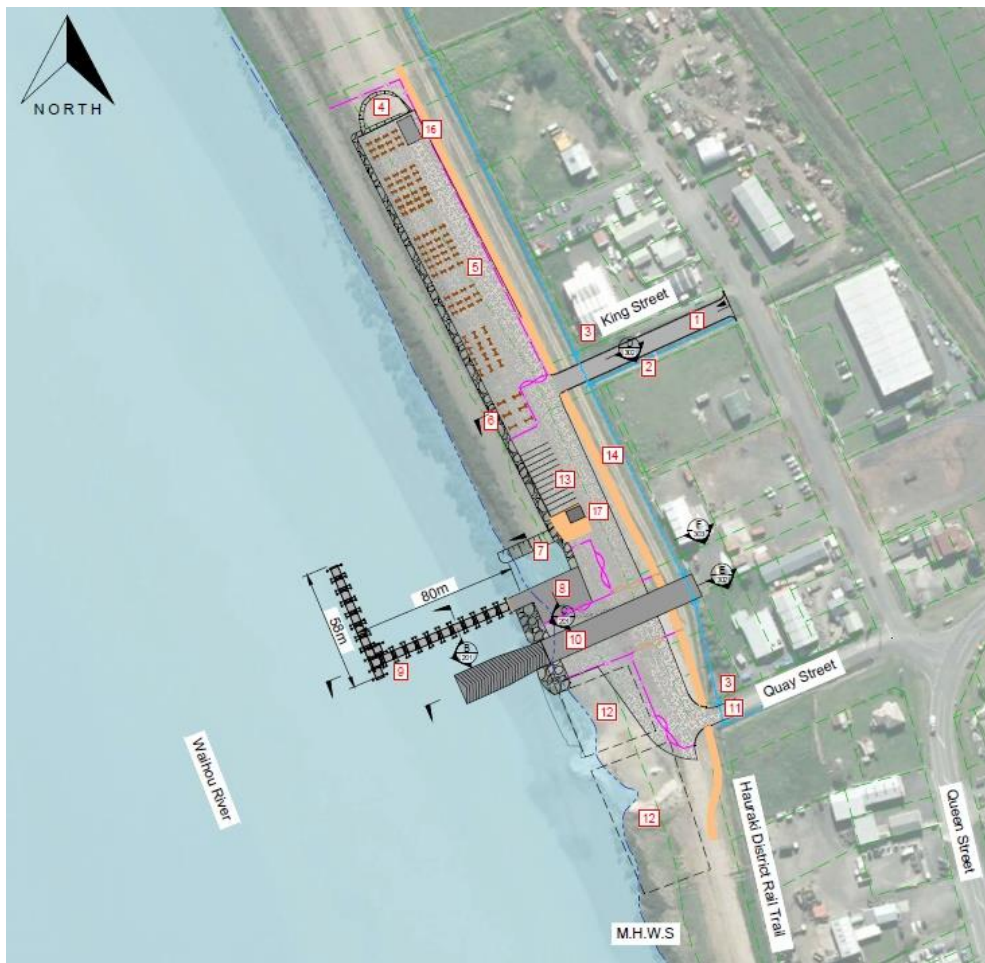


Figure 4. Preferred Option for Kopu.

### Transport Investment Plan

In parallel with the development of the Thames and Surrounds Spatial Plan, a transport investment plan is being developed for the whole district. This plan is looking at all transport opportunities that provide economic stimulus and strengthen productivity for the district.

These opportunities will be initially prioritised. Short listed projects will be identified and assessed using the NZ Transport Agency's Investment Decision Making Framework process and tools. Outcomes from this process will be used as part of the submission to NZTA's long term planning process and will be capture as part of the district's AMPs.

### Investment Logic Map

Investment Logic Mapping (ILM) is a technique to ensure that robust discussion and thinking is done up-front, resulting in a sound problem definition, before solutions are identified and before any investment decision is made.

It is a technique to ensure the story about any proposed investment makes sense (the 'logic' part of ILM) and to test and confirm that the rationale for a proposed investment is evidence-based and sufficiently compelling to convince decision makers to commit to invest in further investigation and planning.

An ILM for the land use workstream of the productivity plan has been developed for the whole district. The investment objectives from the ILM are:

- Increasing the probability of people participating in the land development process through improved certainty.

- Reducing development cost, improved amenity and therefore improving the willingness and ability to pay for new housing.
- Skilled workers are attracted to the region as appropriate jobs and housing are available.
- Businesses are investing as the right people are available.

Whilst this ILM still holds true, a specific ILM for the Thames and Surrounding areas needs to be developed to ensure that problems specific to the Thames area are captured.

## Productivity Plan – Land Use

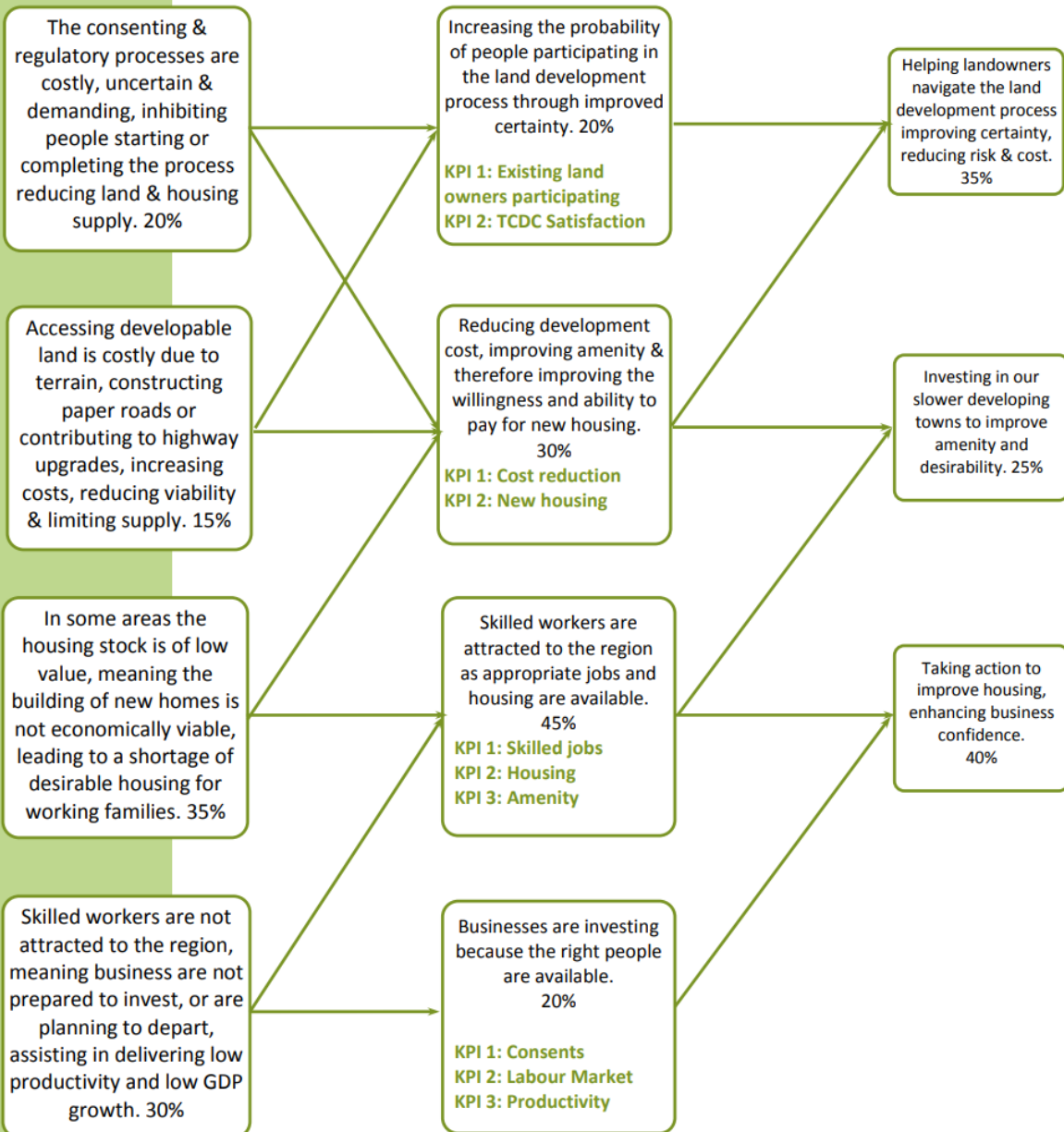
Ensuring we have land and accommodation available to meet our economic needs.

### INVESTMENT LOGIC MAP Program

#### PROBLEM

#### BENEFIT

#### STRATEGIC RESPONSE



Investor: Thames-Coromandel District Council  
Facilitator: Edward Guy  
Accredited Facilitator: No

Version No: 1.0  
Initial workshop: 21/02/2019  
Last modified by: Edward Guy 14/03/2019  
Template version: 5.0

## Natural Hazards

The area of interest, particularly Thames to Kopu, is expected to be substantially impacted by the effects of climate change through future sea level rise. The maps below show estimated inundation for present day and 50-year 0.5m sea level rise scenarios for mean high-water spring (MHWS) tides and upper limit storms.

In these maps blue represents areas where inundation could occur through water flowing directly to the sea, and green represent areas that are at or below the MHWS mark but may not have a direct flow path to the sea. Green areas may still be affected by coastal inundation in some way such as via groundwater.

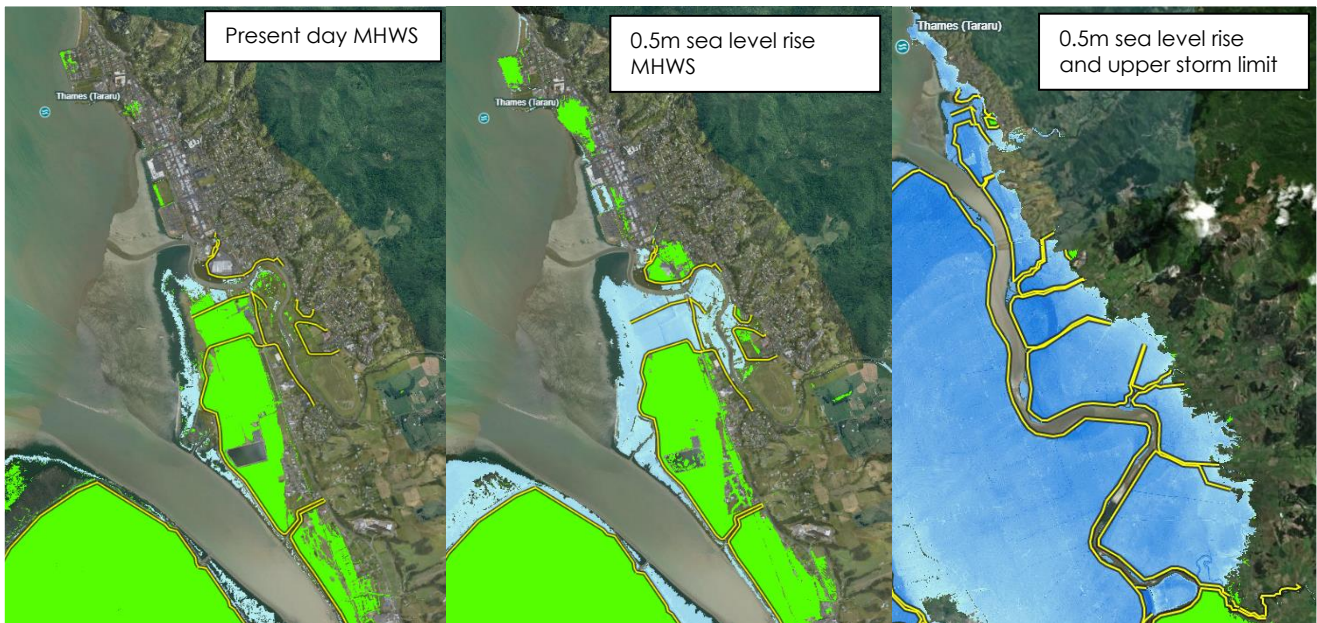


Figure 5: Current and future sea level scenarios for Spatial Plan areas (sourced from Waikato Regional Council Coastal inundation tool)

As shown, over the next 50 years mean high water spring tides have the potential to cause substantial inundation of Thames. Where large storms occur on top of high tides, estimates show widespread inundation of much of the rural land and small towns to the south of Thames in the area of interest.

A Shoreline Management Plan is underway for the Thames coastline, from Kopu and the mouth of the Waihou River to Wilsons Bay. This will define the flooding and erosion risks to people in the community and the cultural, economic and natural environment over the next century and beyond.

## Proposed National Policy Statement - Urban Development

Government has consulted on a proposed National Policy Statement on Urban Development (NPS-UD). This is intended to come into effect in the first half of 2020 and is to replace the National Policy Statement on Urban Development Capacity (NPS-UDC). Whilst Thames is not a high growth area the NPS – UD strongly recommends local government are proactive, facilitating community growth through a strategic approach by development of Spatial Plans.

The proposed NPS-UD aims to help local authorities plan for the future. The NPS-UD will contain objectives and policies in four key areas:

- Future Development Strategy – requires councils to carry out long-term planning to accommodate growth and ensure well-functioning cities.
- Making room for growth in RMA plans – requires councils to allow for growth ‘up’ and ‘out’ in a way that contributes to a quality urban environment, and to ensure their rules do not unnecessarily constrain growth.
- Evidence for good decision-making – requires councils to develop, monitor and maintain an evidence base about demand, supply and prices for housing and land, to inform their planning decisions.



- Processes for engaging on planning – ensures council planning is aligned and coordinated across urban areas, and issues of concern to iwi and hapu are taken into account.

It does this by directing how local authorities make decisions under the Resource Management Act (RMA) including the development of regional policy statements, regional plans and district plans, and in making decisions on resource consents.

## NZTA Arataki Waikato Regional Summary

In late 2019 NZTA released Arataki, its 10-year view of what is needed to deliver on the government's current priorities and long-term objectives for the land transport system. It's the Agency's way of being more transparent about what's coming nationally and regionally and shaping the best land transport system for New Zealand.

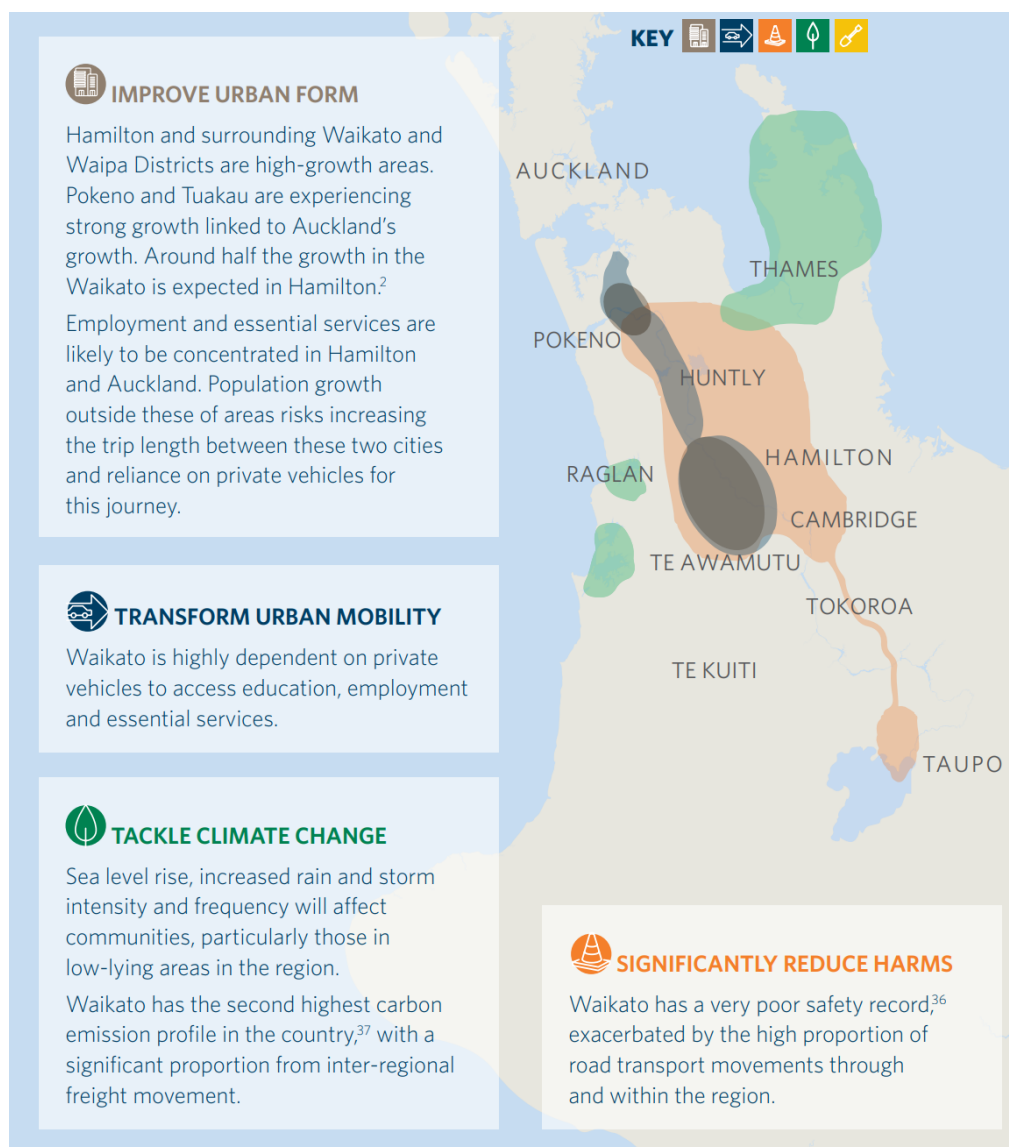


Figure 6. Arataki, Waikato Regional Summary

## Geographic Scope

The Spatial Plan is focused on Thames and surrounding areas with two areas of focus:

1. Thames to Kopu: Thames is the main town centre to the north of the geographic area of interest, this is the focus of most business and industrial activity along with neighbouring Kopu and the airport.
2. Thames Valley: mostly rural land to the south and includes Matatoki, Puriri and Hikutaia, these small towns are a focus of the Spatial Plan.

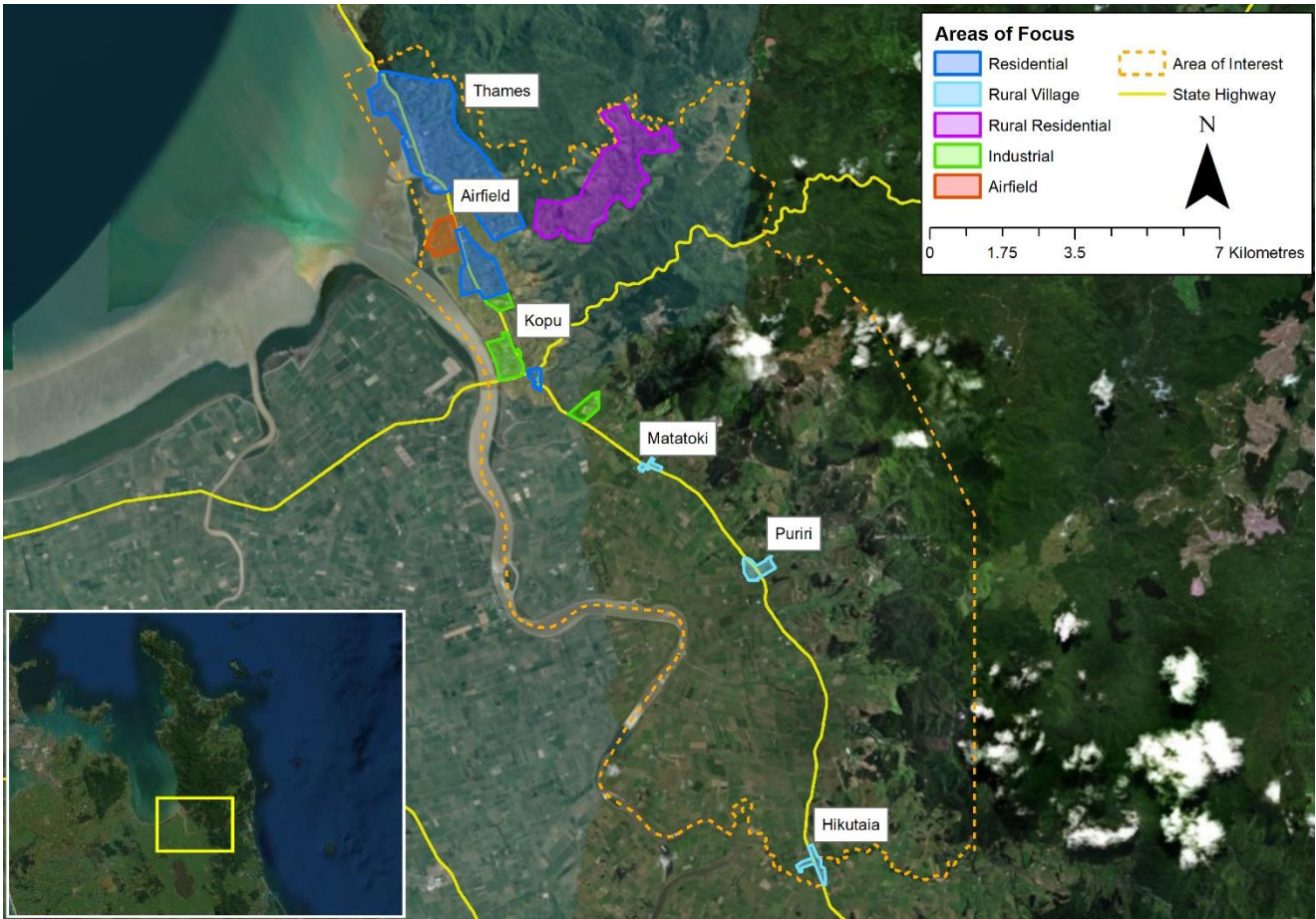


Figure 7: Spatial Plan urban areas of focus and wider area of interest

## Programme Scope

The objective of the Spatial Plan is to allow TCDC to progress with Council-led plan changes, while engaging with landowners and the involved communities. It aims to develop a truly integrated plan for the area's growth over the next 30 years.

This work is being completed to stimulate the local economy, increase productivity and provide for sustainable development in Thames and the surrounding area.

Work will occur in four workstreams:

- Natural hazards and effects of climate change
- Three waters
- Roothing
- Land use and zoning

Showcasing, strengthening and supporting the area's strong cultural heritage and presence is of critical importance to the project. This is an overarching consideration to all work.

## Deliverables

The following deliverable will be completed as part of the Spatial Plan:

- Integrated Spatial Plan including plans of proposed zoning changes, urban design concepts, and infrastructure requirements
- Infrastructure capacity assessment
- Natural hazard assessment
- Commercial feasibility assessment of development including provisions for required infrastructure upgrades

## Culture and social

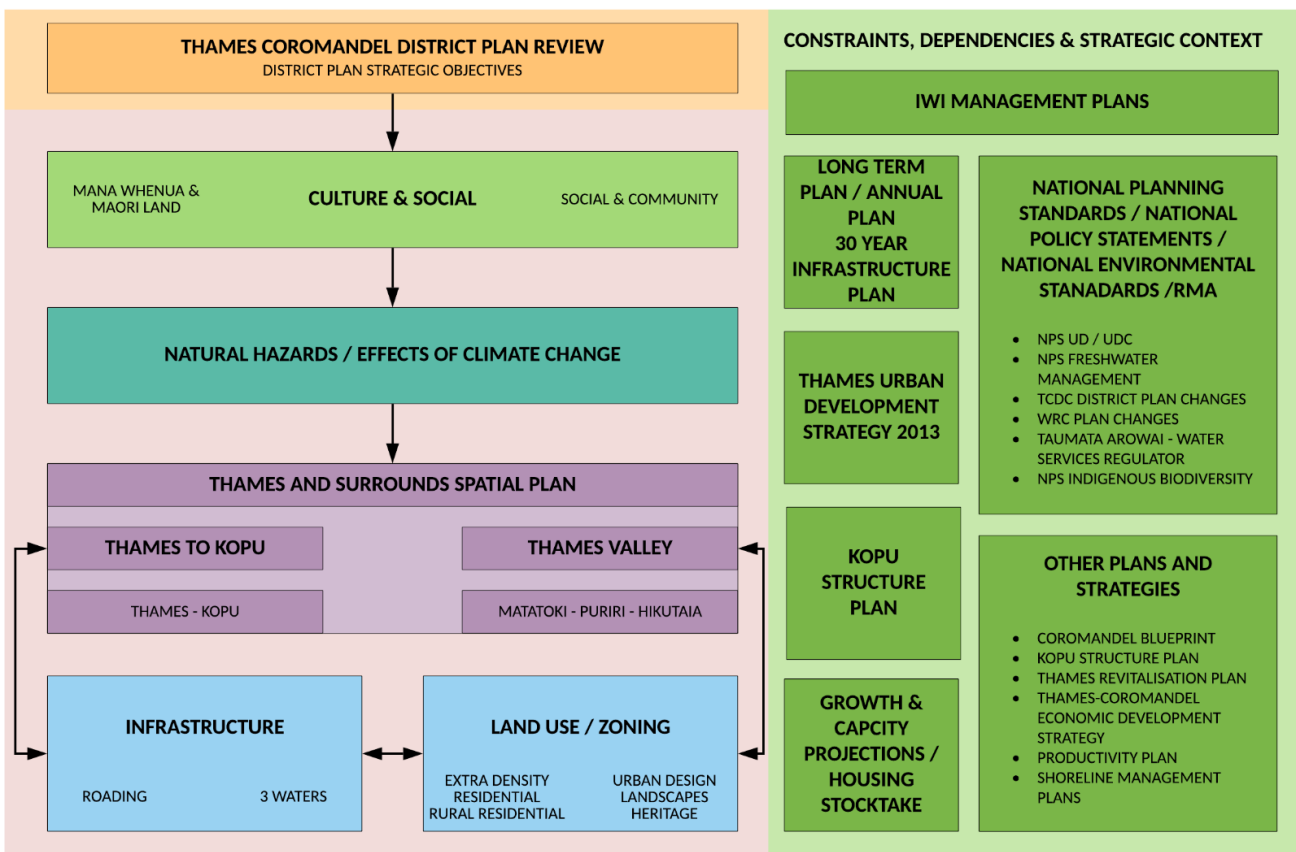
Thames-Coromandel has a rich cultural heritage, which is currently undergoing Treaty of Waitangi settlement. Pare Hauraki is the Deed that provides shared redress for the collective interests of the 12 Hauraki Iwi. It also provides certain redress which will then transfer to specific iwi to form part of their iwi-specific Treaty settlements.

The Deed includes both cultural redress and commercial redress. It does not include financial redress, which each of the 12 Iwi of Hauraki will receive through their iwi-specific settlements. The full and final settlement of historical Treaty of Waitangi claims of the Iwi of Hauraki will be made through iwi-specific settlements.

As such, there are still a number of land settlements to take place, including within the area of interest. The project team will engage with Iwi throughout the process so they are fully informed and can make educated choices about their land.

## Workstreams

The workstreams diagram below lays out how the various elements will be brought together. The core elements are explained further in this section.



## NATURAL HAZARDS / EFFECTS OF CLIMATE CHANGE

The area of interest, particularly Thames to Kopu, is expected to be substantially impacted by the effects of climate change through future sea level rise, as shown in the above background section. This is a key consideration when planning for future growth in the area now.

This workstream will ensure that the Spatial Plan considers growth that is cognisant of these future challenges caused by natural hazards.

## THREE WATERS

Infrastructure is a critical component of the Thames and Surrounds Spatial Plan and will be investigated in two separate workstreams – roading and three waters.

There are several factors influencing three waters infrastructure, both within the area of interest and on a broader national scale.

### *Thames wastewater treatment plant expansion*

Thames wastewater treatment plant is currently nearing capacity. Expansion of this plant is likely to require significant investment as it is likely that the plant will need to be relocated.

In addition to capacity, the topography of the underlying land means that servicing particular areas within the area of interest will be costly, and in some cases, prohibitive.

These factors raise a range of issues that need to be better understood to ensure growth can be catered for:

- Technical capability of the infrastructure to support development.
- Commercial viability of increased development.
- Community sentiment around increased development and subdivision.

A key component to sustainable growth is the infrastructure that enables it. Consideration to future requirements will be necessary as part of the Spatial Plan.

### *Taumata Arowai – the Water Services Regulator Bill*

New Zealand is currently going through significant three waters reform. Taumata Arowai – the Water Services Regulator Bill is currently before parliament, and an establishment group has been formed to set up the regulator. The regulator will have increased powers to enforce drinking water standards in New Zealand and is expected to be operating in the next eighteen months.

A second bill, the Water Services Bill, is expected later in 2020, to give effect to decisions to implement system-wide reforms to the regulation of drinking water and source water, and targeted reforms to improve the regulation and performance of wastewater and stormwater networks.

## ROADING

State Highways 25 and 25A run through the towns within the area of interest. Growth in these areas will increase demand on the state highways and local roading networks, which may impact interchanges, road safety, and active travel amenity.

In order to understand the size of the impact and scale of any necessary works, the project team will need to better understand:

- Current infrastructure capacity including safety.
- NZTA requirements to support development.
- Commercial viability of increased development.
- Community sentiment around increased development and subdivision.

The project team will work closely with NZTA to understand the dependencies and constraints of development requiring access to the highway.

## LAND USE AND ZONING

The Spatial Plan will investigate where and how the Thames area can grow and how it will accommodate:

- Thames CBD revitalisation
  - This is a programme of work that is being undertaken in parallel to the Spatial Planning.

- Urban residential and rural living
- Open space and public realm
- Urban areas and rural villages
- State highway integration

The interplay between the above land uses and how they can be accommodated alongside issues of reverse sensitivity need to be analysed and understood. It is critical to ensure growth occurs in a sympathetic, sustainable manner.

This workstream will include elements such as:

- Urban design and placemaking
- Environment/sustainability
- Iwi/heritage/culture

## Dependencies

A large number of strategies and plans have been developed in the past as discussed in the Background section of this document. These will be integrated into the analysis and investigation of each workstream.

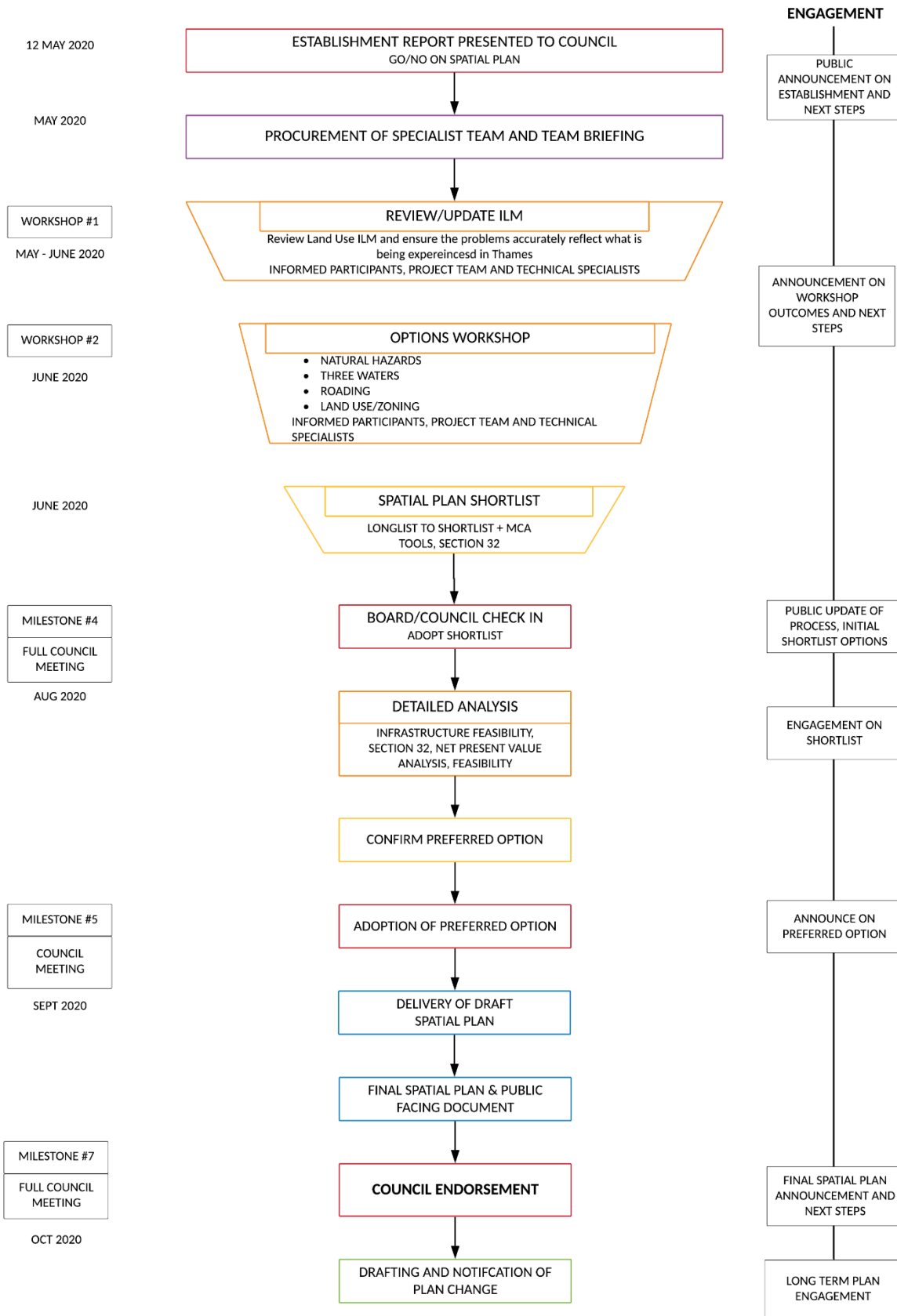
## Optioneering

Programme integration will primarily occur at the optioneering stage. Through a facilitated workshop, the project team will aim to agree the optimal solution for each core workstream and then combine to provide the best solution for the Spatial Plan.

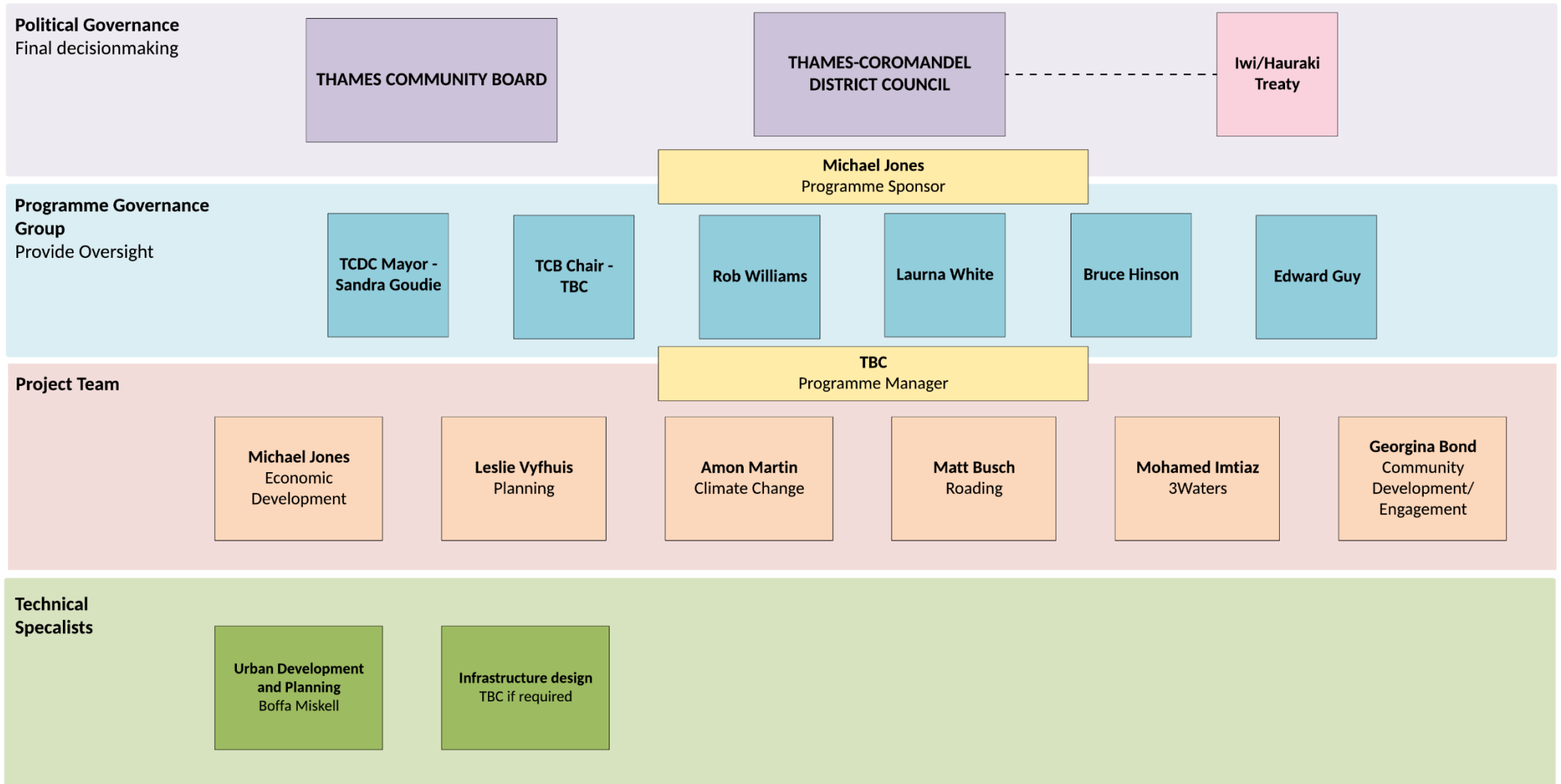
There may be tensions and interface issues that need to be acknowledged and worked through at this 'first cut' stage. This allows Council to assess whether the projects are an enduring solution or whether more ambitious options require consideration.

A 'second cut' would then be developed, following stakeholder and public engagement, and presented in a final Spatial Plan.

# Proposed Process and Schedule



# Programme Governance and Decision-Making Structure



## Specialist technical services

### URBAN DESIGN AND PLANNING

TCDC have engaged Boffa Miskell to complete some preliminary work gathering evidence for the Spatial Plan. They will continue to provide specialist services to the project for urban design and planning.

### INFRASTRUCTURE DESIGN/CAPACITY

Whilst the detailed design of both roading and three-waters is outside the scope of the Spatial Plan, some specialist advice may be required to understand the existing infrastructure capacity and the impact of any development. GHD have been engaged to carry out early work in this space.

### SPATIAL PLANNING SUPPORT

Rationale have been engaged to draft this Establishment Report and provide support to understand the scope and scale of the project. They will continue to be involved to support the optioneering, feasibility and analysis of the Spatial Plan.

## Procurement Approach

Boffa Miskell have already commenced work on the Spatial Plan and will continue to be involved in an urban design and planning capacity.

Rationale will be providing programme support to the Spatial Plan and jointly leading the process alongside TCDC.

Other specialist services will be procured in line with TCDC's procurement policy, if required.

## Community and Stakeholder Engagement

Community and stakeholder engagement are critical to the success of the Thames and Surrounds Spatial Plan.

### ENGAGEMENT PROCESS

There are many different methods and channels for community engagement. The project team will need to work closely with TCDC Communications Team to ensure the community engagement component of the programme is complementary to the range of other engagement work currently underway within the District.

The above proposed process and schedule outlines the opportunities for community engagement throughout the development of the plan. These include (but are not limited to):

1. Public announcement on project establishment and next steps.
2. Public announcement on the ILM workshop outcomes and the Spatial Planning process, including opportunities for community involvement.
3. Public update of process, initial shortlist of options (to drum up interest in engagement)
4. Launch of community engagement on shortlist.
5. Announce results of engagement.
6. Announcement of preferred option.
7. Final Spatial Plan announcement and next steps.
8. Long Term Plan (separate process).

### EARLY ENGAGEMENT

Early community engagement is an effective tool to involve the community in the Spatial Planning process early on. The benefits of a community survey include:

- Early engagement of the community, providing visibility of the project.
- An opportunity to build reputational capital for TCDC in advance of the Spatial Planning process.
- Using transparency and community sentiment to lay the foundation and evidence base to set the course for the project.



The Spatial Planning process and wider Productivity Plan do not have a large degree of public visibility at present, so it will be important to introduce the concepts at an early stage. One way to do this is a community survey that asks three simple questions:

1. What do you like about the area?
2. What would you like to see changed?
3. Looking ahead, what would you like the area to be known for in the future?

These can be combined with a number of demographic questions and then analysed to get an in depth understanding of the community's views. It can also act as an early piece of evidence in the process steering the direction of the programme from an early stage and ensuring stakeholder buy in.

An example of the results can be seen here: <https://bit.ly/2upEAFJ>.

### RESOURCING

Ensuring the community is front and centre in the process and that their views form a central pillar of the evidence used to support the Spatial Plan is critical. However, it is important to note that with increased engagement comes increased demand on communications resources and this needs to be planned for up front.

### ENGAGEMENT FATIGUE

There is risk of 'engagement fatigue' within local communities if engagement is not carried out in a careful manner. This is particularly important considering the Long-Term Plan is looming on the horizon. If possible, these processes should be combined as much as possible or the community may be overwhelmed or simply lose interest.

### IWI ENGAGEMENT

Due to the numerous iwi interests in the wider TCDC area and their varied relationships with Council and each other, it will be important to take a structured approach to specific iwi engagement. It will be imperative to ensure each iwi group is spoken to on their own terms and feels involved in the process. This may be a resource intensive process and it is suggested specialist advice is sought on the best way to approach it.

### ENGAGEMENT PLANNING

The key for the engagement process is to create ways of speaking with the community on their terms, and at locations and times that are convenient for the people the process is trying to reach. It is expected that a detailed communications and engagement plan will be developed using the principles from the International Association for Public Participation (IAP2) Design, Plan and Manage Model.

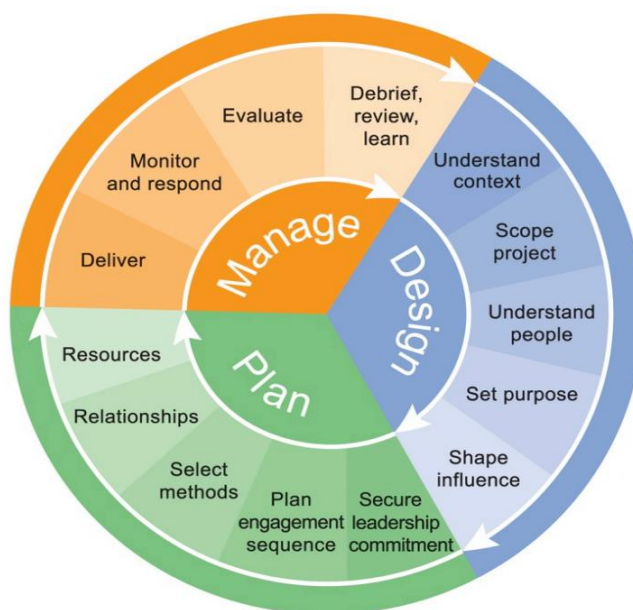


Figure 8: Engagement Design, Plan and Manage Model - IAP2 Engagement Design

Reaching the people who are hard to reach is the trick for any engagement process. Time and again it is often the same people who take the time to engage with public processes, meaning that the silent majority's voice is often missed.

Ensuring these audiences are reached can be a resource intensive process. Offering incentives can help, such as coffees at sports games, public meetings at local bars, stalls outside schools etc.

#### COVID-19

It is important to note that at the time of writing this document the country is in a state of emergency and Level 4 COVID19 lock down. If this were to continue the traditional approach to engagement would need to be re-evaluated.

While presenting obvious challenges to in-person community participation, it also presents a range of online opportunities as the entire community is currently at home.

#### STAKEHOLDER MATRIX

A stakeholder matrix will be developed in partnership with TCDC, as part of the engagement process, that places stakeholders on a spectrum of high to low interest and influence.

## Delivery

Council will own and drive the development of the Spatial Plan but will work closely alongside stakeholders to ensure all aspects are accounted for.

The Spatial Plan requires a delivery model that:

- Meets the programme objectives.
- Is achievable despite known constraints (which include funding and resources).
- Provides strong value for money.
- Demonstrates collaboration between public agencies, private enterprise, stakeholders and community.
- Is easily understood by the community.

The Thames and Surrounds Spatial Plan will be fully integrated while applying the following approach:

- **Accommodating** development through a Spatial Plan and District Plan rules.
- **Influencing** the land use and community/cultural/environmental aspects within the area of study.
- **Supporting** the community, private landowners and potential investors (public and private) to understand what the future of the area could look like through a shared vision.

## Programme Risk

The key risks to the Spatial Plan are:

Risk	Likelihood	Consequence	Comments and risk management strategies
Ongoing lockdown/travel restrictions due to Covid-19.	M	L	The project team is working hard to continuously improve the remote working environment to allow for collaboration.
Funding is not approved.	L	H	The project is not unknown to TCDC and support has already been expressed.
Supplier availability – ability to procure specialist services.	L	M	Boffa Miskell and Rationale have both already been involved in the

			programme and have capacity to complete.
The Plan cannot adapt to changing external influences.	M	H	Engagement of technical specialists to fully understand the externalities, especially natural hazards, is critical to ensure any planning is future proofed
The programme does not meet community, visitor and stakeholder expectations.	M	M	Early engagement with key stakeholders and the community will be completed to ensure everyone is “brought into the tent” and comes along for the journey.  A transparent optioneering process shall be followed to clear demonstrate why options were either discarded or included. This will be reinforced by feasibility analysis.
The timeframes outlined are not achievable or acceptable.	M	H	The project has been programmed so as to meet deadlines for inclusion in the long-term plan. If this deadline is missed it may have flow on effects in terms of future funding.  The largest risk to not meeting the outline timeline is ability to secure workshop dates. To migrate this risk the project the required timeframes will be communicated early, and workshops scheduled in advance.
Failure to coordinate and integrate workstreams.	M	M	A project initiation meeting has been included to bring all consultants and TCDC staff together.  The project team will work collaboratively, using virtual technology, to ensure integration.

## Recommendations

It is recommended that this Establishment Report is adopted by council and funding is made available to procure specialist services and commence development of the Thames and Surrounds Spatial Plan.