

# Horowhenua 2040 BLUEPRINT

**May 2022**



**The Blueprint is an implementation strategy that will give effect to the values and aspirations articulated in *Horowhenua 2040 (H2040)*.**

Our district is on the cusp of an era of significant change.

The strong influx of new residents is predicted to continue, new motorway connections will bring further growth pressures, enhanced rail services will significantly improve freight and passenger connectivity. However, affordability and some employment, social and environmental challenges will persist.

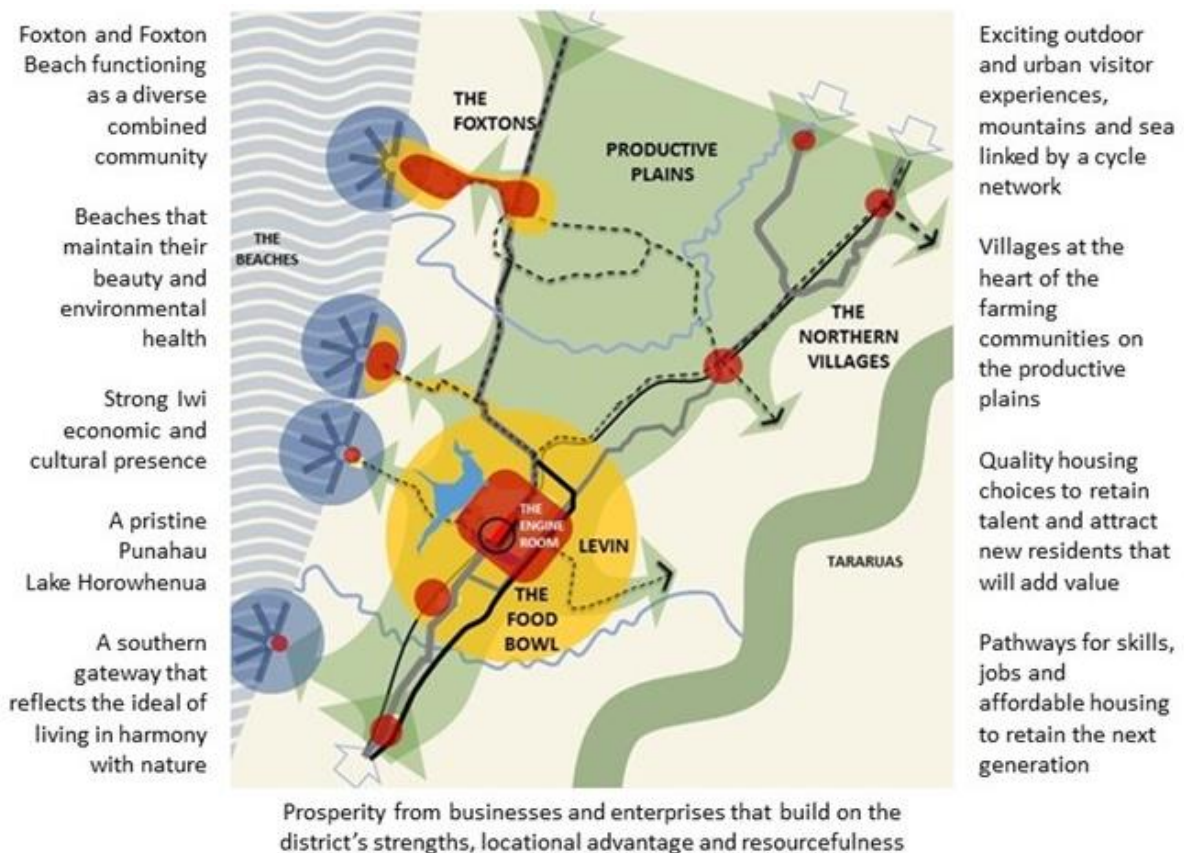
**Yet Horowhenua's natural setting, its enterprises and human resourcefulness offer near-unlimited potential.**

To address these challenges and opportunities, the Blueprint prioritises transformative actions that will have impact and bring flow-in benefit. It concurrently addressed Horowhenua's *wellbeing* and *prosperity* needs and aspirations.

## Blueprint Vision

Horowhenua has resilient neighbourhoods and communities with pathways to skills, jobs, and affordable housing.

Horowhenua is a favoured destination for visitors and new residents who wish to add to the district's prosperity and wellbeing.



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## INTRODUCTION

### **The Blueprint**

The *Horowhenua 2040 Blueprint* (Blueprint) serves to give effect to the values and aspirations articulated in the *Horowhenua 2040 Strategy* (H2040) and the suite of supporting Council strategies. The Blueprint is essentially the implementation strategy for H2040 and the supporting strategies.

The process of developing the Blueprint has included a broader consideration of how all the Council's strategies interact and where there are disconnections and gaps. All existing key plans and strategies have been provisionally prioritised, new ideas have been added, and a cohesive umbrella strategy with trigger actions has been compiled.

#### *Inputs into the Blueprint*

The Blueprint was delivered with significant input from Council staff at all levels, the Horowhenua NZ Trust, as well as from Gus Charteris of the Giblin Group. External input was also received from a range of business and community leaders, including representatives from Muaupoko Tribal Authority, from the Board of Trustees of Horowhenua College, from Horowhenua Learning Centre, and District Councillors.

### **Purpose of the Blueprint**

The core purpose of the Blueprint is to define a series of prioritised actions which:

- Are consistent with the H2040 vision.
- Align with Council plans and policies.
- Support a coordinated approach to growth and infrastructure provision.
- Have a strong economic and employment logic.
- Address housing affordability.
- Recognise Iwi values and aspirations.

### **Where the Blueprint fits in**

The H2040 Strategy and its companion implementation strategy, the Blueprint, encompass all key policies and plans, as illustrated in Figure 1 below. In order to be transformational, the role of the Blueprint has been to provide clarity and synchronisation between the actions identified in the Council's strategies and prioritise selected 'trigger actions', not to record, repeat or replace the myriad of routinely budgeted actions within the Council's many strategies. The Blueprint has also considered the Manawatū-Whanganui Regional Spatial Plan as well as the Wellington Regional Growth Framework as this have evolved during the development of the Blueprint.

Provisional work was undertaken in 2020 to inform the growth planning and infrastructure work undertaken in advance of Plan Change 6\*. Additionally, a dialogue between the Blueprint and the Economic Development Strategy has taken place. The Blueprint work has also informed the development of the Long Term Plan (LTP) 2021-41.

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\* Plan Change 6 is an Urban Growth and Development Plan Change.



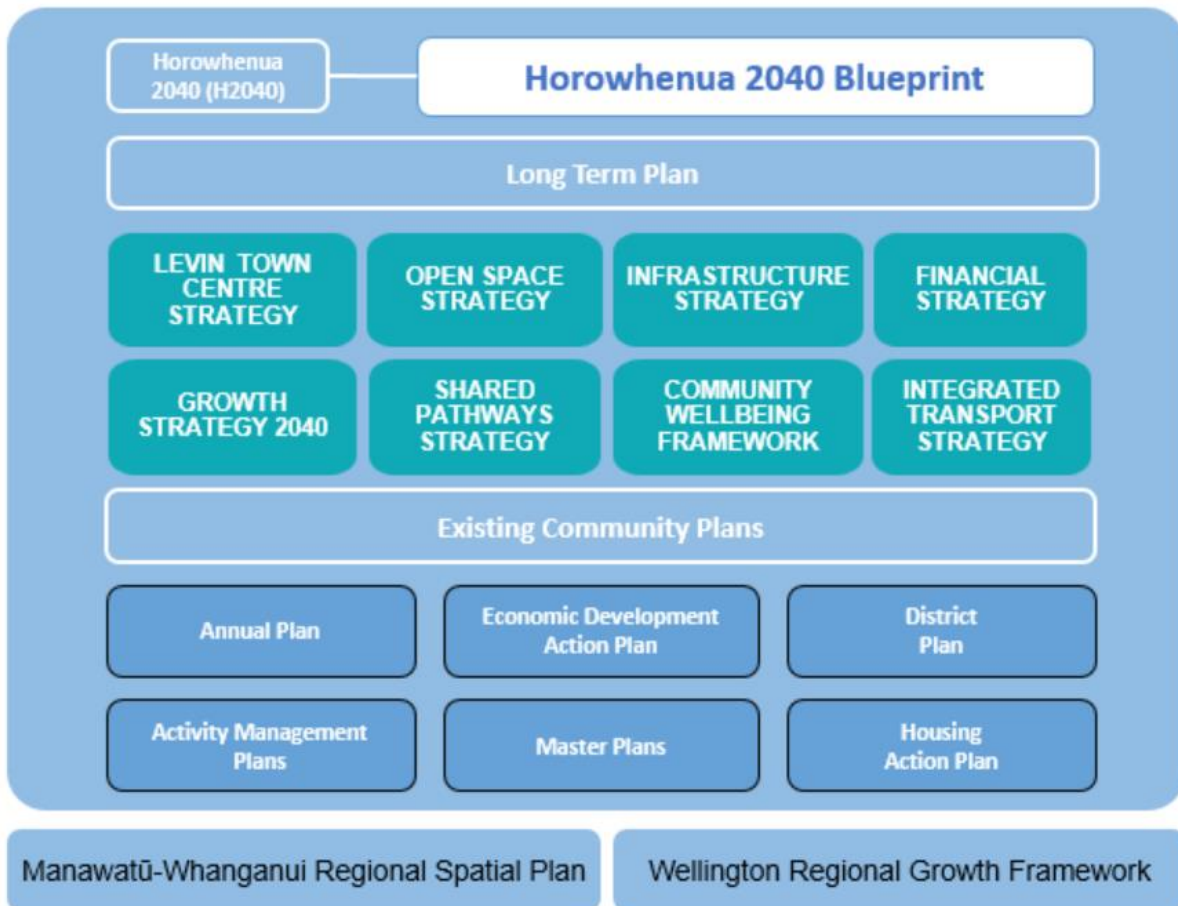


Figure 1: Relationship between the Blueprint and other strategies and plans, showing the Horowhenua 2040 Strategy as the guiding strategic context and the Blueprint as the implementation strategy for the suite of plans and strategies that Council holds or is part of.

### The regional context

#### *Horowhenua’s regional importance*

The Horowhenua District features several key attributes that support its regional importance:

- Its location along State Highway 1 and the North Island Main Trunk line, which is being recognised by the logistics and services sector.
- Plans to connect Levin with commuter rail are being progressed.
- Its climate, soils, and comparative advantage for horticulture.
- Its tourist attractions, including its setting between the Tararua Ranges and the sea.
- Its distinct cultural characteristics, including Māori history and that of the early Chinese and Dutch settlers, and our Pasifika communities.

#### *Regional planning context*

As indicated in the diagram above, the Blueprint has also taken the district’s evolving regional context into account, including the Manawatū-Whanganui Regional Spatial Plan and the significant role that Horowhenua is playing within the Wellington Regional Growth Framework. It recognises regional growth projections and demand, including implications for residential, commercial and industrial land supply.

Opportunities for further collaboration will be considered, which may include:

- Cooperation in education and skills training.
- Integrated multiservice / business sharing approaches, which achieves the business advantages of amalgamation, while still maintaining the constituent councils' autonomy, and preserving representative local democracy.
- Single service / business approaches<sup>†</sup>, in which several councils join to achieve common outcomes in an identified business function or service provision. The partnership might involve the sharing of one particular service, such as waste management or road safety programs, or it may involve multiple administrative services. It may also include joint management of a regional facility, such as an airport or aquatic centre.
- More knowledge sharing and organisational development approaches, which allows exchange of information, develop skills, support cultural development and connect diverse communities.

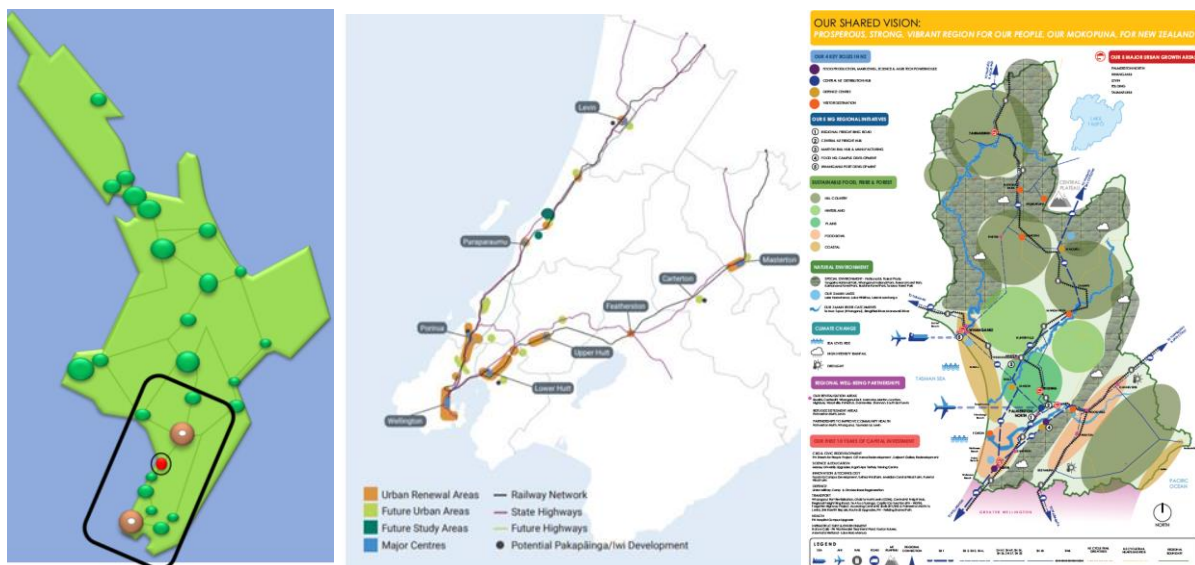


Figure 2: *Left*: Horowhenua in its regional context. *Middle*: The Wellington Regional Growth Framework. *Right*: The Manawatū-Whanganui Regional Spatial Plan.

## THE BLUEPRINT STRUCTURE

### The structure of the strategy

For an implementation strategy to be effective, it needs to be holistic, identify priorities in a specific sequence and locate them spatially. These attributes are contained within the Blueprint under the following headings:

#### *The Core Strategy*

The core strategy applies a holistic approach that addresses the inter-dependency between *liveability* and *prosperity*.

#### *Actions that Trigger Transformation*

<sup>†</sup> An example of this already occurring is Manawatu-Whanganui Local Authority Shared Services (MWLASS)

Trigger actions are prioritised on how well they combine the ability to be *transformative* with that of being *deliverable*.

### Spatial Plans

Spatial plans connect actions with a particular place to ensure outcomes reflect the unique needs and aspirations of specific communities or environments.

### The Strategic Sequence

A strategic sequence is determined by the flow required to ensure successive actions create conditions, which allow for continued transformation and momentum.

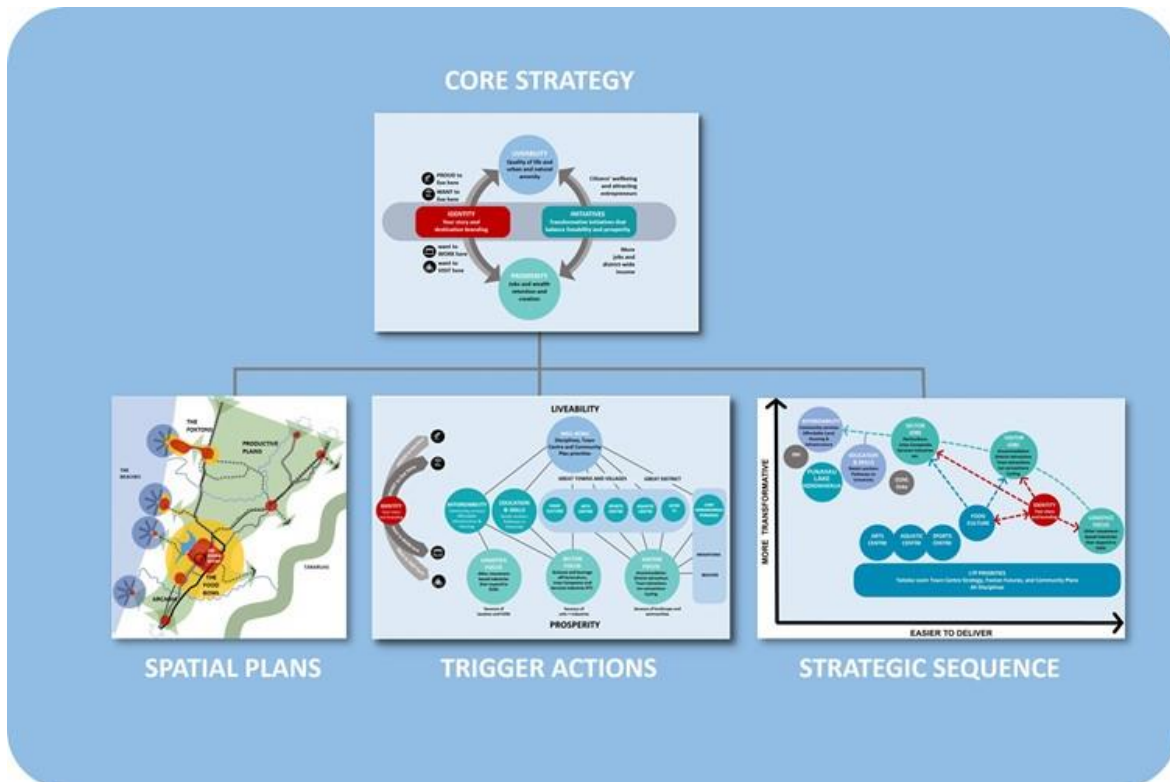


Figure 3: Blueprint structure.



## The Core Strategy

The core strategy, at the heart of the Blueprint, seeks to balance liveability with prosperity.

### *Liveability and Prosperity*

Liveability initiatives, such as the provision of facilities, amenity and programmes that directly benefit the community's social needs, or those of the environment, need to be supplemented with initiatives that support the prosperity of the district, its employment, and affordability. A liveable community without jobs or wealth cannot be sustained, nor can a strong district economy that does not translate into wider benefits for its residents.

Figure 4 illustrates the interplay between liveability and prosperity, and how, if there is a choice, the Blueprint targets initiatives that benefit both objectives.

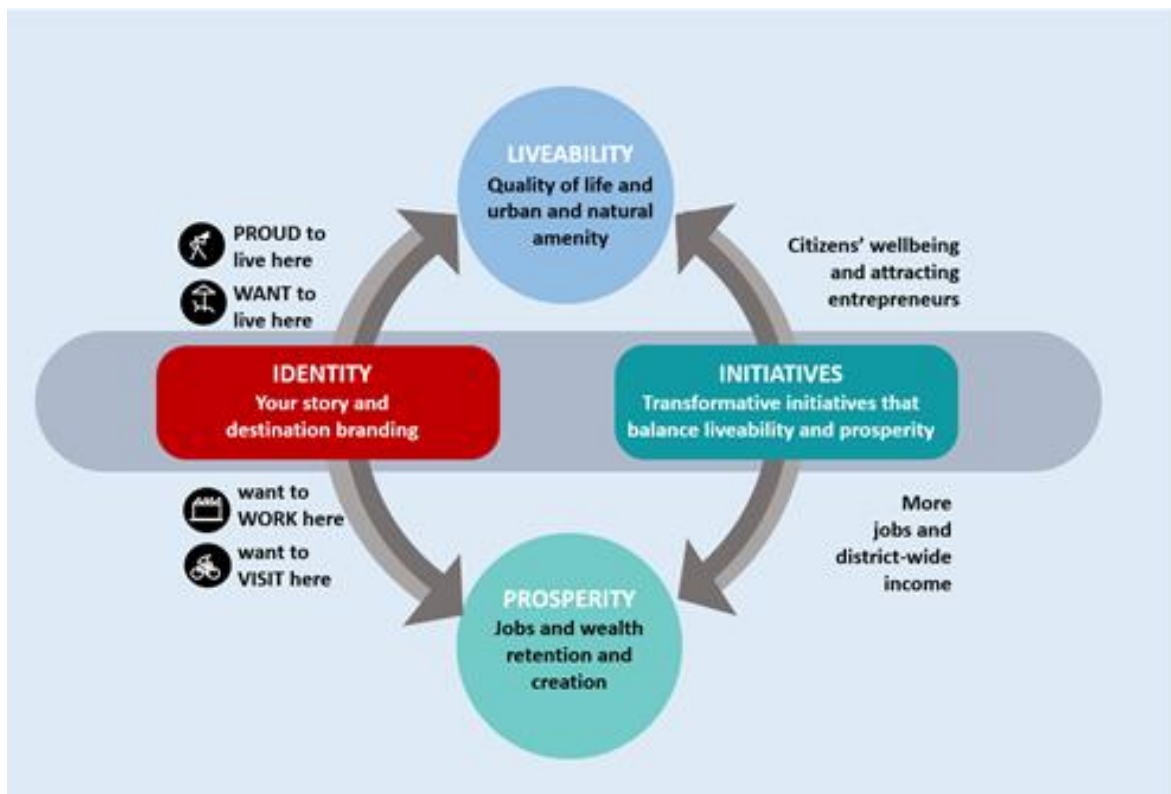


Figure 4: The core strategy.

### *Identity*

An identity/destination branding initiative forms a key element of the core strategy. How Horowhenua residents view their district and how it is viewed from the outside is important. A clearly articulated narrative is required that authentically defines the best attributes of the district, along with a vision of how it will evolve. If done well, the destination branding and development of the visitor sector market will engender a sense of pride amongst residents, who are the best ambassadors for the district.

It will also attract new residents for the right reasons, not just because house prices are lower than elsewhere. Valuable new workers and those who will generate more employment and wealth through new enterprises, will be attracted to the district if they can see a long-term future for themselves and their families. The district is also likely to benefit from more visitor spending if a compelling mental picture of its attractions can be communicated.

## ACTIONS THAT TRIGGER TRANSFORMATION

### Blueprint Actions

In order to be transformative, the Blueprint actions are those deemed to trigger transformation, make a notable difference and equip the district to deal with the scale of change to come<sup>‡</sup>. Apart from the Identity/Branding action that is all-encompassing, Figure 5 illustrates the three groups of initiatives, those with a *liveability* focus, those with a *prosperity* focus and those that benefit both objectives.

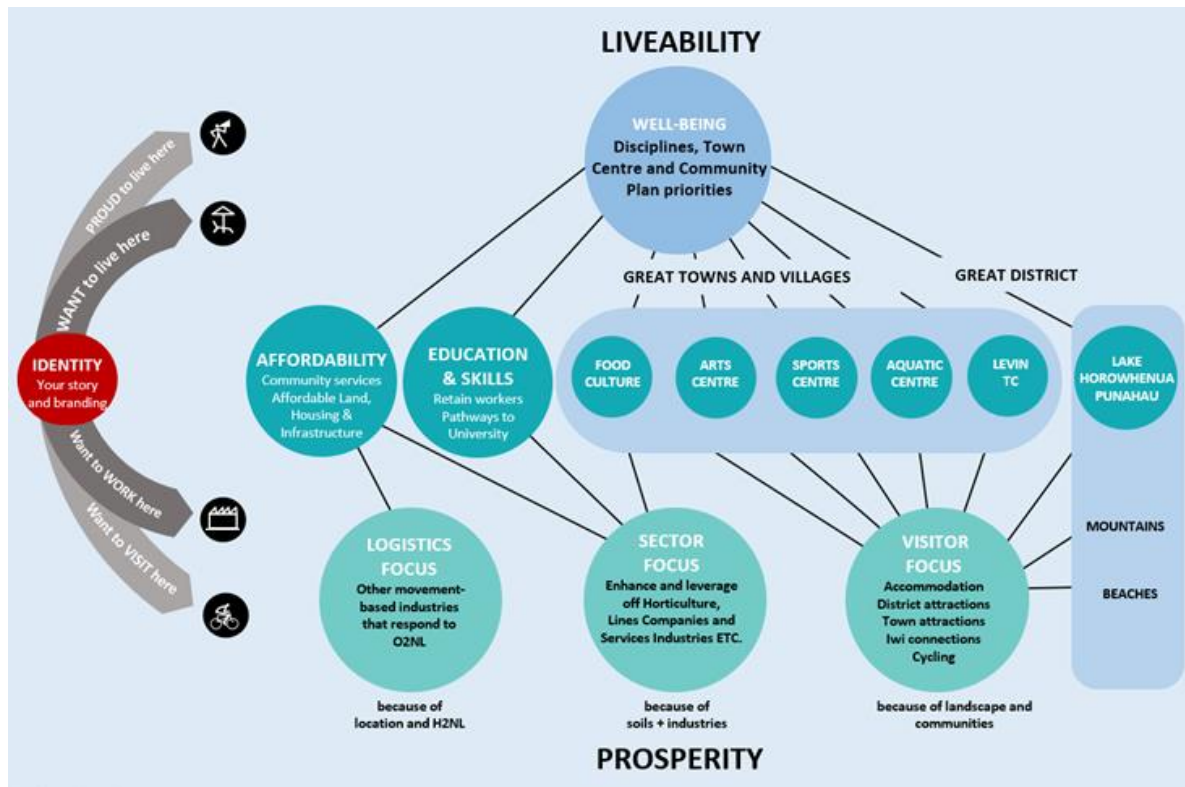


Figure 5: Blueprint actions benefiting liveability, prosperity or both.

### Liveability focus

At the top are the actions generally associated with the *liveability* and wellbeing of the district and its people. These include the items that routinely feature in LTP considerations, which are priorities associated with the various disciplines, Town Centre Plans and Community Plans, such as:

- Growth and Three Waters Infrastructure.
- Housing Action Plan.
- Transforming Taitoko / Levin Town Centre Strategy.
- Iwi involvement with the Council.
- Economic Development.
- Horowhenua Integrated Transport Strategy.
- Parks and Recreation and the Environment.
- The Foxton Futures Strategy.
- Community Wellbeing Strategy

<sup>‡</sup> Sense Partners Horowhenua Socio-Economic Projections: Summary and Methods, Projections Update Report, May 2020

- Community plans for Manakau, Waitārere Beach, Ōhau, and Foxton Beach.
- A provisional list of actions and priorities for Shannon / Mangaore, Ōhau, Tokomaru, Opiki, Waikawa Beach, and Hokio Beach.

### *Prosperity focus*

At the bottom of Figure 5 are the groups of initiatives generally associated with an Economic Development Strategy (EDS). They include a focus on attracting visitors to the district due to its high natural amenity and attracting logistics uses associated with the Ō2NL interchange at the industrial area. The *Sector Focus* grouping alludes to those businesses or enterprises that warrant special attention due to the exceptional value they could add to the district, should they prosper. While the EDS will offer specific direction on which businesses to focus on, the Blueprint process suggests that the horticulture sector be considered amongst these, as it aligns with a range of other strategic objectives, including its significant contribution to the District's identity and the notion of developing a strong food culture in the district.

### *Combined focus*

Along the middle are a series of initiatives that are strongly associated with both liveability and prosperity. While these categories are not absolute, they are helpful in formulating a strategic development approach for the Council, especially with regard to their interdependencies and prioritising longer-term decisions and LTP amendments. Affordability, Education and Skills are vital for the wellbeing of local residents, as well as being important for new residents and existing and prospective new businesses. New Aquatic, Arts or Sports centres will improve the quality of life for residents as much as they will make the district a more attractive destination. The development of a food culture will again benefit locals and the hospitality and horticulture sectors, as well as play a major visitor attraction role, and can feed into a compelling new identity narrative. This is discussed in more detail below. The regeneration of Levin Town Centre is specifically highlighted, as it plays a disproportionately important role in how the district is defined and perceived beyond district boundaries. Town centre regeneration needs to be prioritised with urgency. This will seed further third-party investment, catalysing transformation and flow-on benefits, for wellbeing and prosperity. This should commence before the revocation of the State Highway status and the town is effectively by-passed by Ō2NL, possibly from 2028. Punahau / Lake Horowhenua is a multifaceted focus area. Its restoration will positively and significantly contribute to identity, liveability and prosperity.

## **Transformative and Deliverable**

Many strategies fail to get real traction and result in transformation because there is not sufficient focus on implementation. This is especially important in an environment with competing forces and ideas. A good strategy is both aspirational and realistic. Without aspiration, communities stagnate; without realism, nothing gets done.

The Blueprint aims to provide the most efficient pathway from aspirational ideas to implementation actions. To this end its approach is to methodically prioritise actions by identifying those initiatives that best combine being *transformative* and being *deliverable*. Transformative-ness relates to the scale of its impact, the breadth of the benefits and whether it enables other initiatives to follow. Deliverability relates to the ability to attract funding, gain political and public support, achieve consent, and so on. Figure 6 provisionally locates the identified *trigger actions* on two axes representing those two attributes. The diagram below explains key inter-relationships and will form the basis for the tactics (programme funding and scheduling) which are required to achieve those

outcomes that are very transformative but difficult to achieve. It does not constitute an order of priority; that is suggested in the *strategic sequence* discussed below.

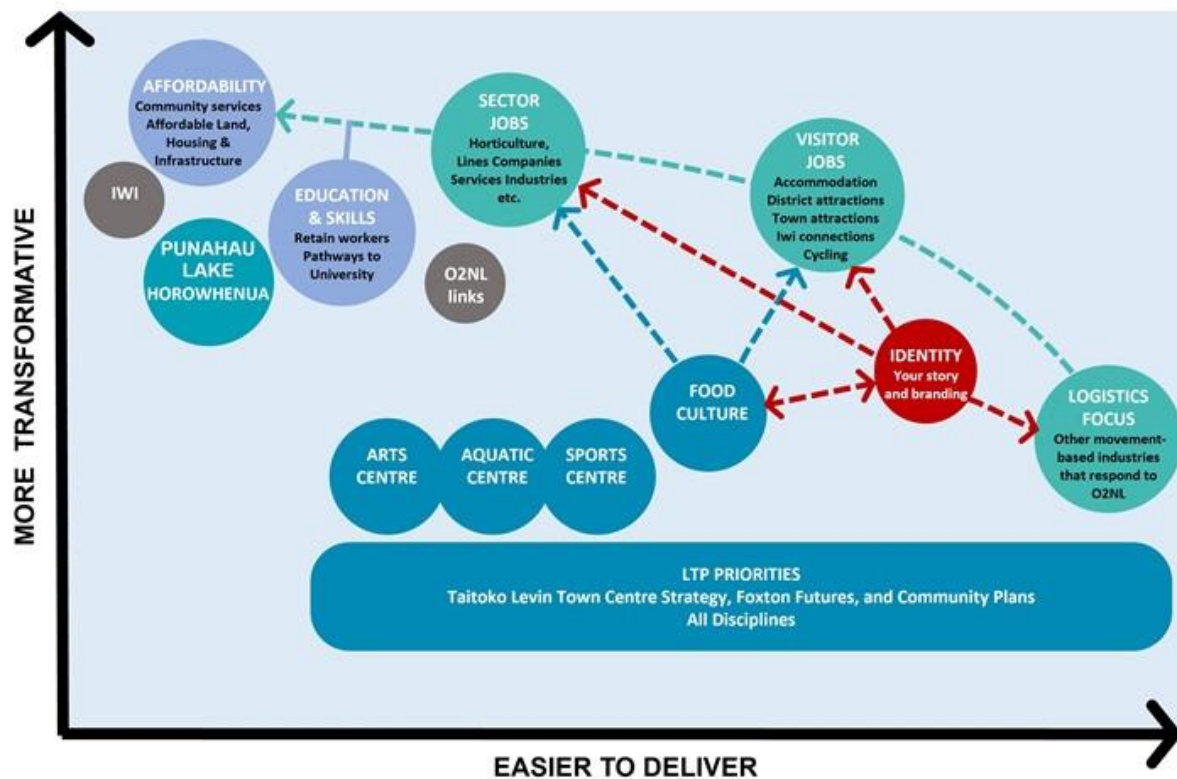


Figure 6: Blueprint actions and their transformative-ness and deliverability.

*Affordability, education, skills training, key sector, visitor industry and logistics jobs*

All the initiatives have an important role to play. This provisional assessment suggests that improving affordability, offering more education and skills training opportunities and the creation of more jobs will bring about high degrees of transformation with flow-on benefits for the community, e.g. school leavers or those embarking on a career change or wanting to re-train. These initiatives will underscore the district’s economic health. Those initiatives towards the left of the diagram are likely to be the hardest to deliver from the Council’s perspective, due to their overall complexity. The Council must invest in building strong and enduring partnerships with sector interests and stakeholders to instigate forward momentum. This investment could include time, funding and capability building.

*Disciplines, Town Centre Strategy and Community Plan priorities*

Drawn from H2040, Transforming Taitoko / Levin Town Centre Strategy and Community Plans, these priorities form an important platform for the strategy. Many are important local actions that matter to local communities, that have provided input into this. The Blueprint informs the prioritisation of these implementation actions.

*Arts, aquatic and sports centres*

These projects are singled out, as they will offer district-wide community and health benefits, increase visitation, and improve perceptions of the district. This in turn may help attract new residents and workers.

## *Identity*

There is a clear relationship between the *Identity* initiative and the economic initiatives and, as a sub-set, the *Food Culture* initiative.

### *Punahau / Lake Horowhenua*

Punahau / Lake Horowhenua is a significant aspect of the community's identify, especially for mana whenua. Investment will support visitor and destination development and particularly the cultural components of the visitor proposition. For iwi it will mean restoration of pride and mana, iwi economic development, employment potential, and improvement of cultural wellbeing. While other waterways are also environmentally important in the district context, Punahau / Lake Horowhenua is seen as the one that could have the most significant impact for the district if successfully restored or enhanced.

## **Blueprint actions**

The following sections expand on a selection of trigger actions and their role in the overall strategy.

### **Affordability**

The improvement of affordability conditions is identified as being very transformational for the Horowhenua District. Affordability applies to affordability for both businesses and residents.

#### *Affordability for businesses*

Horowhenua is a relatively cost-effective destination for new businesses, and it is important to maintain this point of difference. It is recommended to ensure that there is a sufficient supply of business and employment land, and that Council's consenting practices and rules are reviewed to supplement the other actions that support the EDS. This should also be regularly monitored in conjunction with a business assessment.

#### *Affordability for residents*

The Housing Action Plan indicates that housing affordability in Horowhenua is severely challenged. It suggests that the median house price is 7.4 times the median household income, where a factor of three would be the accepted international norm. Council has made commitments to progress with the actions identified in the Housing Action Plan.

#### *Income levels*

However, affordability is not just about *housing costs*, it determined by many factors, including income levels. These are predominantly determined by the availability of well-paying jobs. As described earlier, the Blueprint (along with the EDS) prioritises initiatives aimed at creating jobs, retaining and strengthening existing businesses and other employers, and attracting new ones. It also seeks to address employability through the education and skills training initiatives.

#### *Housing costs*

The Council's role with regard to housing costs is predominantly limited to that associated with the development of new housing and alterations and additions to existing houses. Factors, within the Council's control, in this regard are:



- Sufficient land supply.
- The availability of infrastructure to service the land.
- The efficiency of consenting processes.
- Planning rules that enable lower cost design outcomes, such as smaller lots and dwellings.
- Innovative design approaches.
- The level of development contributions.

The Blueprint addresses these issues in some of the actions outlined below.

<b>Blueprint Action 1:</b>		<b>Council Role*</b>
<b>Enable more affordable housing choices</b>		
1.1.	Implement the Streamlined Housing Process initiative as a pilot project for approximately 12 months.	L R \$
1.2.	Engage proactively with Kāinga Ora to secure more social housing.	A
1.3.	Provide guidance on strategic or optimal locations for larger footprint retirement villages or centres.	L

\*Council Roles Key: **F** Facilitator, **R** Regulator, **A** Advocate, **P** Partner, **L** Lead, **\$** Funder

Currently housing is predominantly provided through private developers catering for the general market, while state agencies (e.g. Kāinga Ora) provide social housing. There is however a critical segment in the middle often not addressed by the general market or state agencies. Figure 7 defines this segment as the ‘working poor’, who are in the lowest income quartile.

Actions are suggested that support all three of these housing segments and that generate pathways for the various groups within these segments.



Figure 7: The housing picture.

Figure 7 also introduces the distinction between local residents and new residents in the context of new housing initiatives. The following groupings are described:

### *Employed and prospering*

New private sector housing largely falls within two categories:

- Local residents who trade up, or down into new builds and vacate existing dwellings, thus increasing private sector housing supply; or
- New residents who can afford to pay, bring new skills, and start businesses.

The Blueprint response is an integrated response informed by understanding the housing analytics, the market segments, the housing providers, and the gaps with the current housing delivery model. It is also addressing the factors that contribute towards house prices (within the Council's control), as discussed below.

### *Social Housing*

These houses provide accommodation for those who are most in need in the community, often unemployed and without independent sources of income. There appears to be a chronic need for additional social housing, and at current rates additional housing is unlikely to result at a significant scale.

This an important sector to pursue, and the Blueprint proposes ongoing advocacy with Kāinga Ora and investigations to determine how more social housing can be unlocked.

### *The working poor*

This housing segment is complex and problematic and is 'falling between the cracks'. People in this segment do not earn enough to get into home ownership and are not poor enough to qualify for state housing.

There is very little affordable housing supply for people at these low-income levels and any new-build would be unaffordable. Even if the Council operated at its most efficient and if land and all other non-building costs were fully discounted, the net build cost on its own would put these houses out of reach. Conventional private sector solutions do not suffice.

A clear housing pathway should be established for this group. An enquiry is required to identify whether affordable housing initiatives could be established in Horowhenua in conjunction with *Community Housing Providers*, as discussed below.

### *Housing for older people*

This category cuts across all the above sectors and market segments. Evaluation is required to identify which of the Council's processes and provisions should and can be adjusted to improve the quality of care for, and lifestyle of, older people, especially relative to housing, but also care-related services. The Accelerate 25 Action Plan and Housing Action Plan will serve as helpful sources in this regard.

The Council should also consider providing guidance on strategic or optimal locations for larger footprint retirement villages or centres in its Spatial Plan and other relevant strategies and plans.

### *Streamlined Housing Process*

The Council is progressing the Streamlined Housing Process (SHP) initiative, a pilot project that could run for approximately 12 months, before being evaluated. Its aim is to stimulate interest in, and issue procedural guidance to support, consenting of moderate to medium density houses and more comprehensive developments.

More specifically, it will enable a streamlined development process for moderate to medium density infill housing of mostly single and double-storey dwellings. In some instances, with the neighbour's consent, three-storey dwellings may be envisaged. The existing dwelling may be retained, and perhaps subdivided into two smaller units.

This initiative is intended to minimise the costs and uncertainties of the consent process through a series of preferred 'Design Approaches' and technical solutions. While the Council cannot guarantee a successful outcome, it will offer a clear and well-designed pathway for these applications to be considered.

At the core of the SHP are the following principles:

- To create high-quality living conditions, to respect neighbours, and to complement the street - through most of the existing District Plan provisions, supplemented by *Design Approaches* that applications should meet.
- To promote social and environmental sustainability - through enabling more elderly and younger people to remain in their neighbourhoods, and using urban areas more efficiently, thereby reducing the need for sprawl.
- To support affordability, in the following ways:
  - The number of infill dwellings on one site will be increased, through leniency on density provisions compensated by additional *Design Approaches*.
  - The development of smaller homes which are less expensive than larger new ones is promoted.
  - Homeowners are provided with a way to profitably redevelop their properties.
  - More certainty is provided regarding the outcomes of the consenting process, while the duration of the process and compliance costs are reduced.

Artist impressions of potential development outcomes from this initiative are shown in Figure 8 below.



Figure 8: Artist impressions of potential development outcomes from the SHP initiative.

The implementation of the SHP initiative will involve the following steps:

- Engagement with the community to promote awareness of the SHP initiative.
- Appointment of a person to champion and support the SHP programme within the Council and the community and ensure the guidance and processing of applications under the SHP programme is adequately resourced.
- Once SHP is operative, a review of the process, District Plan rules and Design Approaches.
- In conjunction with District Plan Changes, the development of medium and high-density residential design guidelines.
- Ensuring that the positive outcomes of SHP are retained and built upon in future plan changes for medium and high density residential.

**Blueprint Action 2:**

**Attract more Community Housing Providers**

	<b>Council Role*</b>
2.1 Take a lead in attracting community housing providers to the district and undertake a community housing provider initiative, by bringing parties together and facilitating the initiation of projects. This could relate to land owned by the Council, other institutions, or private developers.	L F
2.2 Consider relief from development contributions and other fees to support community housing projects.	R \$

\*Council Roles Key: F Facilitator, R Regulator, A Advocate, P Partner, L Lead, \$ Funder

It is proposed that a Community Housing Provider initiative be undertaken. Please note that community housing in this context is dissimilar from the Council-owned 'community housing' as was previously undertaken in Horowhenua.

Community Housing Providers (CHP) are a recent, but fast-growing sector, which is also strongly aligned with local government housing interests. Consultation has indicated an increasing willingness to be involved in Levin<sup>5</sup>. There are over 90 registered Community Housing Providers, of which more than 15 are tikanga Māori organisations. Many have the capacity to partner with local governments to unlock the Income Related Rent Subsidy (IRRS) which cannot be accessed by local governments. The key to this opportunity is collectively leveraging and advocating the local, placed-based strengths of local governments and the CHPs.

What differentiates the project economics of Community Housing from that of private sector or state housing developments is in the financing and ownership models. Financing is usually underwritten through one or other philanthropic entity or fund, often at low interest rates. Ownership is often on a shared basis, where the purchaser progressively buys its share. Experience suggests that over an average of seven years or thereafter, the owner is on an equal footing with others. Rent to buy is another variation, and in some instances, for-rent only. These projects can also make-up a component of a larger private-sector housing project. The developer still receives a market related income for the land and has the cash-flow benefit of early development from a secure source. Through skilled design, this housing can be integrated to a degree that there is no risk to the value of their project. Over time, these shared owners fully participate in the property market.

The Council can help by bringing parties together and facilitating the initiation of projects. It can also assist in securing land (but not necessarily purchasing it) from its own portfolio or from government, iwi, churches or other institutions, or private development projects. Further consideration may be given to adjustments to the development contributions regime to support community housing projects.

### Blueprint Action 3:

#### Unlock land supply for development

3.1 Progress District Plan Changes, combined with ongoing land supply monitoring and analysis on housing costs and infrastructure needs.

**Council Role\***

R \$

\*Council Roles Key: **F** Facilitator, **R** Regulator, **A** Advocate, **P** Partner, **L** Lead, **\$** Funder

The Council is currently reviewing its growth strategy for the period up to 2040 (refer to Figure 9).

<sup>5</sup> <https://www.stuff.co.nz/manawatu-standard/news/300344409/council-presents-easy-and-more-affordable-housing-solution-for-horowhenua>



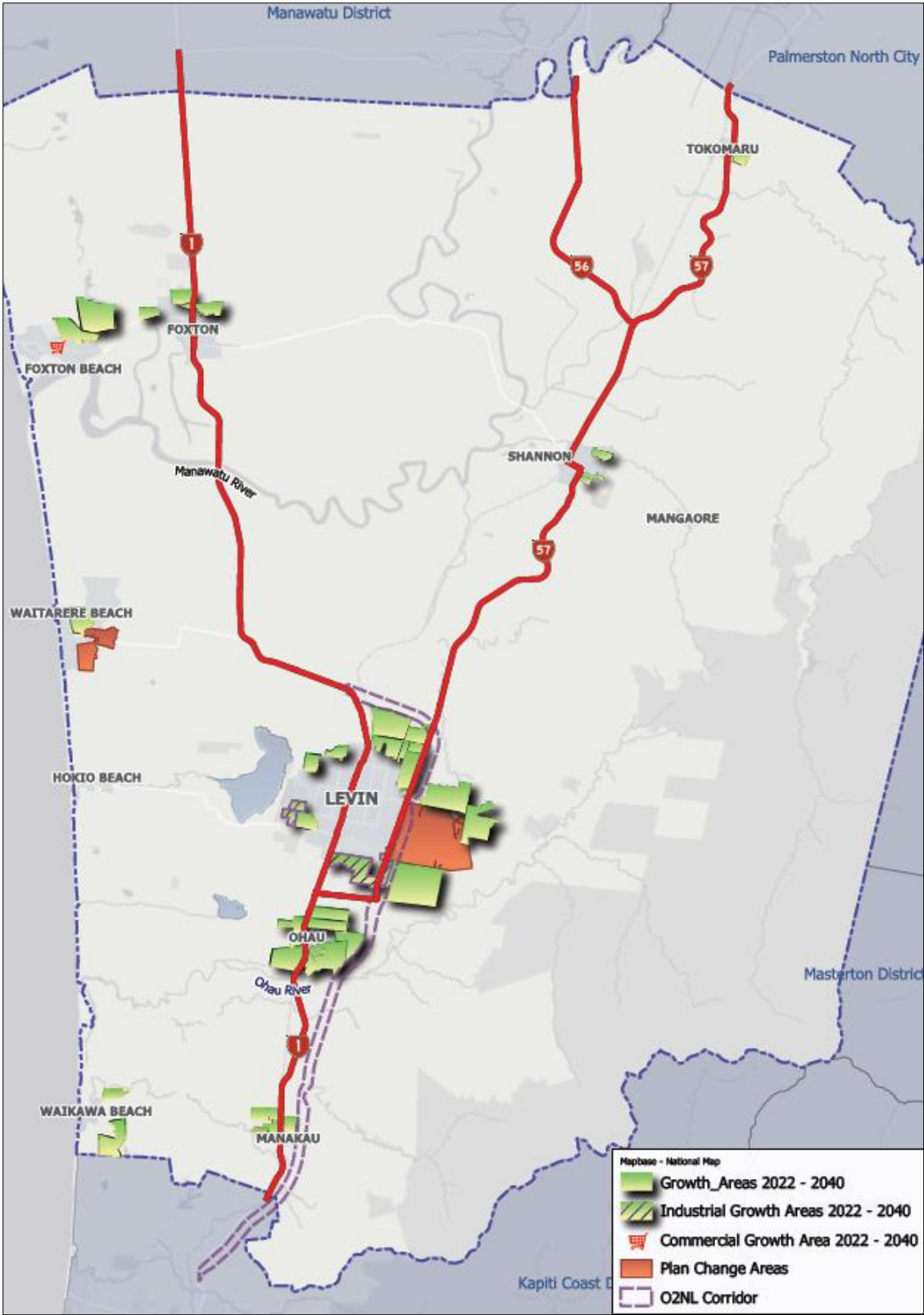


Figure 9: Summary map from the Council’s growth strategy.

This strategy is based on a projected population of 60,772 by 2040, an increase of 24,885 people. The number of dwellings in the district is projected to grow to 26,981, an increase of 11,177 dwellings. An overview of these figures, including those for 2030, is provided in Figure 10. Calculated and estimated supply of new dwellings up to 2030 amount to 5,435. This figure consists of:

- Approximately 980 dwellings and sections on vacant zoned land.
- Approximately 3,497 units provided on land included in the growth strategy that does not yet have a residential zone. This number is capped by infrastructure limitations related to Levin.
- Approximately 758 dwellings as infill in existing urban areas.
- Approximately 200 rural-residential dwellings.

It should be noted that this provision contributes an oversupply of 825 dwellings, compared to the population growth demand 4,610. To meet the 2040 demand, this requires an additional 5,742 dwellings to be constructed in the 10-year period 2030-2040.

DEMAND	Population	Total Dwellings	Increase in dwellings
Existing 2020	35,887	15,804	0
Projected 2030	46,202	20,414	<b>4,610</b>
Projected 2040	60,772	26,981	<b>11,177</b>

SUPPLY	2020 to 2030	2030 to 2040	Combined
	Increase in dwellings	Increase in dwellings	Increase in dwellings
Zoned	<b>980</b>		
Planned, but not zoned	3,497 (capped by infrastructure limitation Levin)		
Assumed infill	758		
Rural-res.	200		
<b>TOTAL</b>	<b>5,435</b>	<b>5,742</b>	<b>11,177</b>

<b>5,742 dwellings to be supplied to meet 2030-2040 demand</b>
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Figure 10: Overview of district population and dwelling demand and supply

#### *Rural Residential*

The current assumption for rural-residential is a supply of 200 lots over the 2020-2030 period. However, to promote rural-residential as a core solution to Horowhenua’s housing challenges carries some risks related to the region’s agricultural functionality, environmental sustainability, and landscape character.

The district currently accommodates a significant number of rural-residential properties (Figure 11 left-hand). When overlaid on constraints relating to flood hazards, coastal hazards, high-class soils (Figure 11 right-hand) it becomes apparent how congested the situation already is.

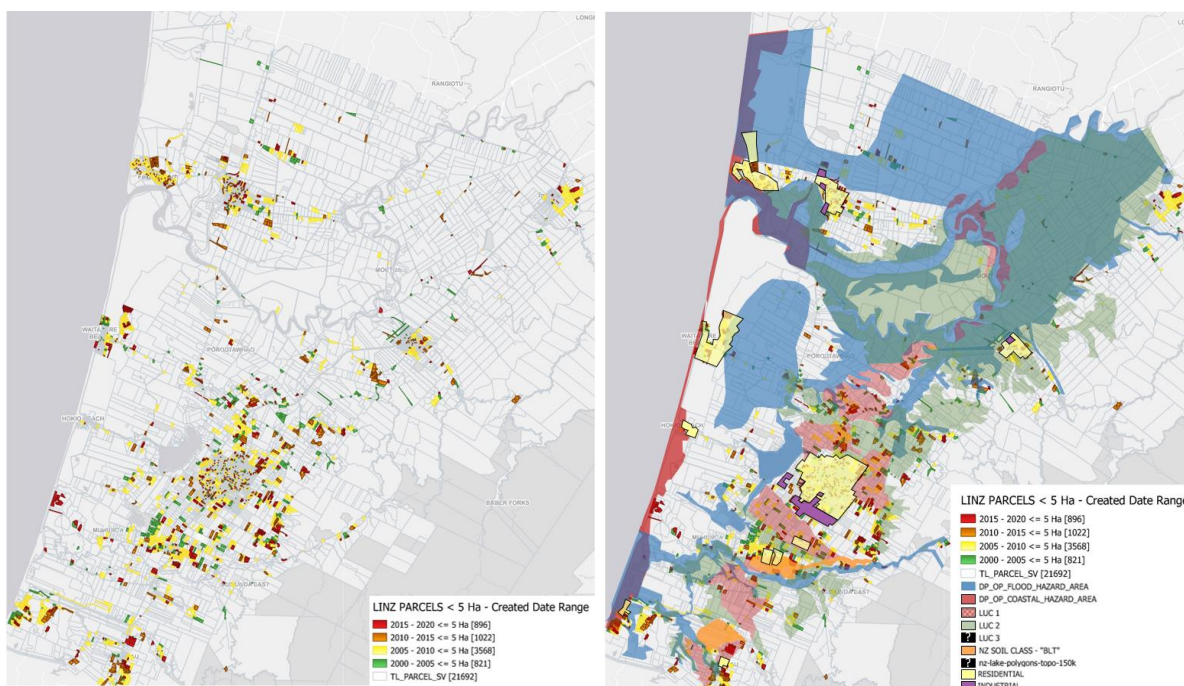


Figure 11: Existing rural residential lots, without (left) and with constraints (right).

It should be noted that a typical rural-residential property consumes substantially more land than a typical urban-residential property does. The average serviced rural-residential property in the district is around 2,400m<sup>2</sup> (minimum 2,000m<sup>2</sup>), which is more than four times a 600m<sup>2</sup> urban lot. The minimum un-serviced rural-residential lot size in the district is 5,000m<sup>2</sup>, which is more than eight times the size of a 600m<sup>2</sup> urban lot.

The Blueprint proposes that analysis will identify the most appropriate locations to direct this market segment to, along with a set of rules, thereby protecting rural production from reverse sensitivity effects. It is important to monitor urban and rural landbanks and taking a more strategic approach to the provision of rural residential living options in Horowhenua. This would protect versatile soils and avoid the escalation of rural land values beyond their actual value for production driven by oversupply of rural residential housing.

The District Plan Changes are strategically important in this respect, along with planning, costing and sequencing of the infrastructure required for infill and growth areas, which is further expanded upon below.

#### Blueprint Action 4:

##### Provide robust three-waters infrastructure

- |  | <b>Council Role*</b> |
|--|----------------------|
| 4.1 Monitor infrastructure provision to ensure newly zoned land can be serviced promptly.  | L                    |
| 4.2 Verify funding demands and their timing to understand the situation with greater accuracy. If appropriate, explore ideas around funding and innovation for further investigation. However, this may be influenced by the Water Reform which may result in a different funding model. | L                    |
| 4.3 Review the district's Infrastructure vulnerabilities in the event that the delivery and management of these would sit with a different entity instead of Council.  | L                    |

\*Council Roles Key: F Facilitator, R Regulator, A Advocate, P Partner, L Lead, \$ Funder

Consideration of the array of infrastructure projects has led to a provisional overview. The following three-waters infrastructure projects were identified:

#### *Water supply*

- Ōhau: possibility of water services supply (uncertain)
- Waitārere Beach: possibility of new supply (uncertain)
- Tokomaru: water supply (uncertain)
- Shannon: water treatment plant
- Levin: alternative water supply (uncertain)

#### *Wastewater*

- Levin: pump station upgrades
- Levin: sewer upgrades
- Levin: waste water treatment plant upgrade
- Ōhau: wastewater services supply (uncertain)
- Foxton Beach: waste water treatment
- Waitārere Beach: wastewater treatment
- Tokomaru: wastewater treatment (uncertain)

#### *Stormwater*

- Foxton Beach: stormwater reticulation

#### *Infrastructure projects for growth areas*

- Taraika infrastructure growth requirement
- Roslyn / Fairfield development area

The planned water, wastewater, stormwater (along with transport infrastructure projects), including their estimated costs and timeframes, are detailed in the Infrastructure Strategy. Their delivery priorities have been reviewed as part of the LTP process.

The indicative capital expenditure projections and indicative timeframes for decisions and funding for the next 20 years have been analysed. Compared against the hypothetical average spend there are several expenditure spikes to be anticipated. These mainly relate to several major treatment plant upgrades and water supply investigations (including consenting processes, designations, and land acquisitions) that will require significant capital funding. The spikes are to be addressed through innovating financing methods and technological solutions which extend the capacities of the different systems.

#### **Blueprint Action 5:**

##### **Support and enable Iwi aspirations**

		<b>Council Role*</b>
5.1	Engage with Iwi on a range of provisional ideas for Iwi involvement with the Council developed during the Blueprint production process and which draw on the principles agreed in the Wellington Regional Growth Framework.	L P
5.2	Support and strengthen Iwi relationship and engagement processes and invest in capacity building for this.	L \$
5.3	Advocate for and support plans and initiatives to restore Punahau / Lake Horowhenua.	A
5.4	Support the development of Māori housing.	F R
5.5	Support Iwi economic development aspirations.	F

\*Council Roles Key: **F** Facilitator, **R** Regulator, **A** Advocate, **P** Partner, **L** Lead, **\$** Funder

A range of provisional ideas for Iwi involvement with the Council which draw on the principles agreed in the Wellington Regional Growth Framework have been developed. These should be considered a starting point for fuller engagement with Iwi.

<b>Blueprint Action 6:</b>		<b>Council Role*</b>
<b>Communicate a clearly defined identity for the district</b>		
6.1	Once complete, implement the actions recommended in the Destination Management Strategy.	L \$
6.2	Create a website presenting the district's potential with planned 'strategic moves' and ongoing significant investments.	L \$
6.3	Create an interactive map showing the spatial distribution of key planned and ongoing developments in the district.	L \$
6.4	Produce a prospectus highlighting the district's positive, regionally significant attributes and presenting its opportunities for the public, private and not-for-profit sectors.	L \$

\*Council Roles Key: **F** Facilitator, **R** Regulator, **A** Advocate, **P** Partner, **L** Lead, **\$** Funder

A Destination Management Strategy (DMS) is currently under development in order to create a Horowhenua District story and market proposition. It will include a market, events, and funding strategy. The Blueprint suggests that this strategy explicitly aims to evoke the following emotions or desires:

- *I am proud to live here.*
- *I want to live here.*
- *I want to work here.*
- *I want to visit here.*

#### *The relationship between the DMS and the Blueprint*

The DMS can only promote that which is authentic, or it will lose credibility. Yet it can allude to the vision for the future of Horowhenua, if that is clearly defined, in order to signal that the district is a go-ahead place. This will extend the effect of the DMS beyond that of attracting visitors and into that of shaping the perceptions of prospective investors or new residents and workers choosing to move here. The H2040 and the Blueprint's roles are to provide the branding with a credible vision for the district and how it will be achieved.

A website could be one of the means for this. It could provide the message that the district is 'a go-ahead place' and abounding in potential. Clear presentation of the planned 'strategic moves' and ongoing significant investments could positively shift perceptions. This could be accompanied by an interactive map showing the spatial distribution of key planned and ongoing developments.

A more targeted companion to this element of the DMS is a well-crafted *Prospectus*, which is very specific about opportunities for the public, private and not-for-profit sectors. This needs to be kept current and periodically updated. Several pages from an example are shown in Figure 12.





Figure 12: An example of an effective prospectus that explicitly details public and private sector opportunities.

**Blueprint Action 7:**

**Secure jobs in key sectors and attract more visitors**

		<b>Council Role*</b>
7.1	<i>EDS and logistics:</i> Support and implement the employment sectors proposals in the EDS as well as <i>logistics</i> .	F P
7.2	<i>Visitor Industry:</i> Work with stakeholders within the community to identify and stimulate the implementation of ideas to attract more visitors, e.g. improved cycling infrastructure, wider tourism offering, more and higher-quality visitor accommodation and food-related attractions, supported by an expanded communications strategy.	P \$
7.3	<i>Horticulture:</i> Develop, with stakeholders within the community, a regional strategy for sustainable food production to ensure equitable food security and efficient supply chains and retail infrastructure. Include an emphasis on employment opportunities, workforce development, and tourism.	P \$

\*Council Roles Key: **F** Facilitator, **R** Regulator, **A** Advocate, **P** Partner, **L** Lead, **\$** Funder

The blueprint trigger actions also include a focus on jobs in key sectors, on jobs in the visitor industry, and on jobs in logistics. The key sectors were defined in H2040 and are listed in Figure 13 below.



Figure 13: Horowhenua Sectors as defined by H2040.

The Blueprint makes some provisional suggestions regarding which of the above sectors to focus on, in addition to those relating to visitation and logistics. This will need to be confirmed by the Economic Development Strategy (EDS).

The above sectors are strongly represented in the district and / or there is potential to grow them to the next stage, given the district's strengths, strategic transport infrastructure, and opportunities. Often these jobs are relatively well-paid or they provide a platform to set off other transformational improvements, in line with the H2040 vision and core strategy of the Blueprint.

### *Logistics*

An increased focus on logistics will be based on the construction of Ō2NL and government investment in the rail network and freight hub in Levin. This sector and these jobs will also be important for the support of other sectors. Indications are that there is a shortage of commercial and industrial land in the Wellington Region, at scale and in one location, which offers opportunities for these activities in Horowhenua. Having a pipeline of industrially zoned land will be an important priority to meet existing and foreseeable demands in the Horowhenua-Wellington region.

### *Visitor industry*

The visitor industry jobs are considered slightly less transformational for the district, as these are often somewhat lower-salary jobs. They are however important due to their ability to benefit other sectors and to maintain employment pathways, as part of a wider Workforce Plan. Also, because they service an industry relying on the attractiveness of the district, development in this area will also benefit existing residents and attract new residents.

### *Horticulture*

There is an opportunity for increased employment and wealth creation in horticulture and associated industries. This requires a regional approach to be developed with stakeholders, which would deliver the following outcomes in line with ensuring food security, efficient supply chains, and greater job creation and food sovereignty across the region:

- Current food production and supply chains mapped for both domestic and international markets (which have quite separate challenges) and future demand for this production quantified.
- Required growth in food production to supply this demand.
- Sustainable (environmental, economic, social and cultural) options identified for achieving the expected growth and pride in production over time.
- Training and Skills development and employment initiatives to meet workforce demands.

- Mapping of potential land-use optimisation areas and input allocations, and identifying new infrastructure required and funding avenues.
- Partnerships with Māori producers and Government.
- Consider advocating to Government for a more equitable retail system to ensure food affordability involving all players, including iwi.
- Consultation with stakeholders on these outcomes and next steps.
- Contingency plans in place to prepare for crises and emergencies.

Additional initiatives related to food culture are presented below.

<b>Blueprint Action 8: Nurture and promote a food culture</b>		<b>Council Role*</b>
8.1	Investigate the development of a multi-use market building and commence longer-term engagement with horticulture and food processors around a destination hub for associated food culture activities.	L \$
8.2	Advocate for Regional Council and Central Government funding for projects that support the food culture proposition and promote the horticulture sector and sustainable growing practices.	A
8.3	Commence longer-term planning for being a pilot for improved health and nutrition outcomes, possibly with Mid-central DHB.	L P

\*Council Roles Key: **F** Facilitator, **R** Regulator, **A** Advocate, **P** Partner, **L** Lead, **\$** Funder

If Horowhenua were to become recognised as having a distinctive *food culture*, this would contribute strongly to its national identity as a recognised *Food Bowl*. In addition, this initiative would connect and benefit the horticulture and visitor sectors (see Figure 14). It could also offer a series of other community benefits described below.



Figure 14: Food culture.

*Why a food culture initiative?*

A provisional definition of this initiative may be: ‘Making *Horowhenua renowned for its excellence in the growing, preparation and consumption of high-quality and healthy food*’.

The district is known by many as the *Food Bowl* of the region, yet there is only limited evidence of this key identity and attribute in Levin’s main street. During the consultation process\*\*, some lamented the lack of a ‘front of house’ for the horticultural products from the district. Visitors (and many residents) are likely to be oblivious of this distinguishing attribute. Fresh, healthy, and locally produced food is also very topical, especially since the onset of Covid-19, a lifestyle trend which is also prevalent overseas. The timing is opportune for catalysing this initiative with the primary sector and investors.

Over time the initiative can be expanded and enriched. The initiative can also be multi-faceted and be at the centre of a range of other related initiatives, possibly including:

- Developing a very visible multi-use market building (described below).
- Supporting the ‘Taste Trail’ event and enable other food related events.
- Telling the ‘Food Bowl’ story.
- Initiatives to ‘Teach the Street’ by offering guidance to food outlets in Levin and other settlements on how to communicate the local provenance of their food, and how to constantly improve the quality of their offer.
- Offering advanced cuisine courses.
- Including Iwi expertise on kai and gardening, also Matariki.
- Offering permaculture courses to the public and schools.
- Undertaking food poverty initiatives through education, support, and donations.
- Advocating for and promoting our horticulture sector and sustainable growing practices.
- Collaborating with Massey University, FoodHQ, Horizons and others to optimise opportunities for the development of a food cluster, and enhancing the Horowhenua Food Bowl and the Healthy Horowhenua brand and identity.
- Recruiting for the hospitality and horticulture sectors.

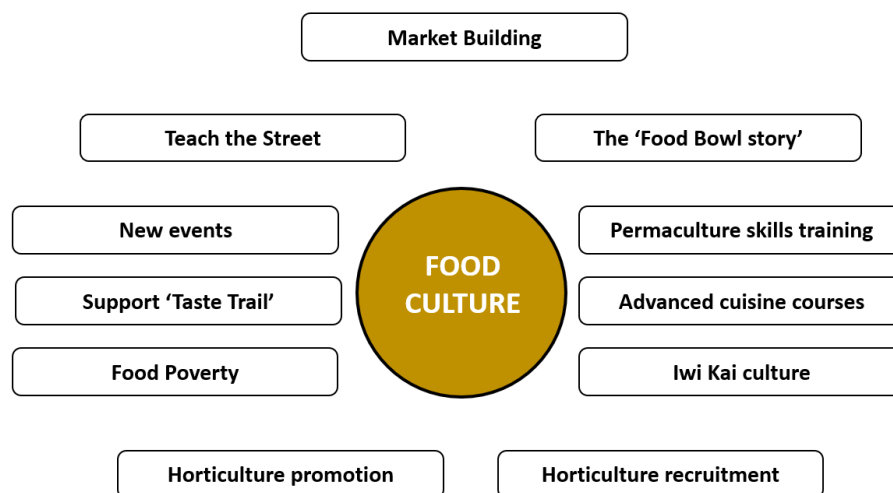


Figure 15: Possible activities associated with food culture.

### *A multi-use market building*

This is loosely envisaged as a highly distinguished iconic building on Oxford Street where it will be highly visible to passing motorists in the next ten years before Ō2NL bypasses Levin. Comparable examples are Te Awahou Nieuwe Stroom, which has become a nationally recognised icon. The ‘Over The Moon’ cheese shop in Putāruru, while being an undistinguished building, has put Putāruru on

\*\* Horowhenua NZ Trust sponsored event - Te Takeretanga o Kura hau-po, 22 October 2020

the map as a food destination. The cheeses are sold through supermarkets nationally and it houses the NZ National Specialist Cheesemakers Association.

The fresh produce aspect of the building is to be representative. Its main purpose is not to compete with conventional outlets.



Figure 16: Food culture examples from elsewhere.

#### *Organisational management structure*

An organisation may be structured to support the initiative and could be run by the industry or as a co-operative. The Council's role may be limited, other than helping establish the initiative. Examples of other organisations, with a more limited remit, include:

- Fruit & Vege Co-Ops Wellington: 11 co-ops organised by Regional Public Health and Wesley Community Action. These offer free cooking lessons and meal plans.
- Ooooby Auckland, Waikato, Christchurch and Sydney. This is run by a charitable trust that supports small-scale sustainable farming and food systems.
- FoodTogether, Canterbury District Health Board. This is a social enterprise, supported by the Healthy Life Trust.
- Affordable Fruit and Vegetable Group, Christchurch. This is a non-profit group with the aim to help people eat more healthily.

#### **Blueprint Action 9:**

##### **Support education and skills development**

		<b>Council Role*</b>
9.1	Work with stakeholders within the community to identify and stimulate the implementation of ideas for offering more education and skills training opportunities and possibly expansion of existing ones.	F P
9.2	Implement a workforce plan to support the key sectors and also support greater job creation in emerging, higher growth sectors.	F
9.3	Strengthen education in the professional services category, including counselling and family support services.	F

\*Council Roles Key: **F** Facilitator, **R** Regulator, **A** Advocate, **P** Partner, **L** Lead, **\$** Funder



The Council will facilitate conversations between stakeholders to identify ideas on increasing the education and skills training opportunities in the district. This will strengthen the local economy and provide young people with pathways without the need to leave the district.

## SPATIAL PLANS

### The spatial picture

The district's spatial picture epitomises a future development strategy that responds to the natural character of Horowhenua, as well as the dynamic nature of its communities and enterprises. It is suggested that the food bowl and the live/work engine room is centred on Levin. Foxton and Foxton Beach act in tandem and form a strong secondary centre for the district. To the north are the productive plains with a cycle network that links mountains and sea. The northern villages share the pull to the north with Shannon at the crossroads between cycle, rail and state highway movement. To the south, Manakau and Ōhau have the potential to reflect the ideal of living in harmony with nature. This area forms an important gateway for those entering from the south and will set the tone.

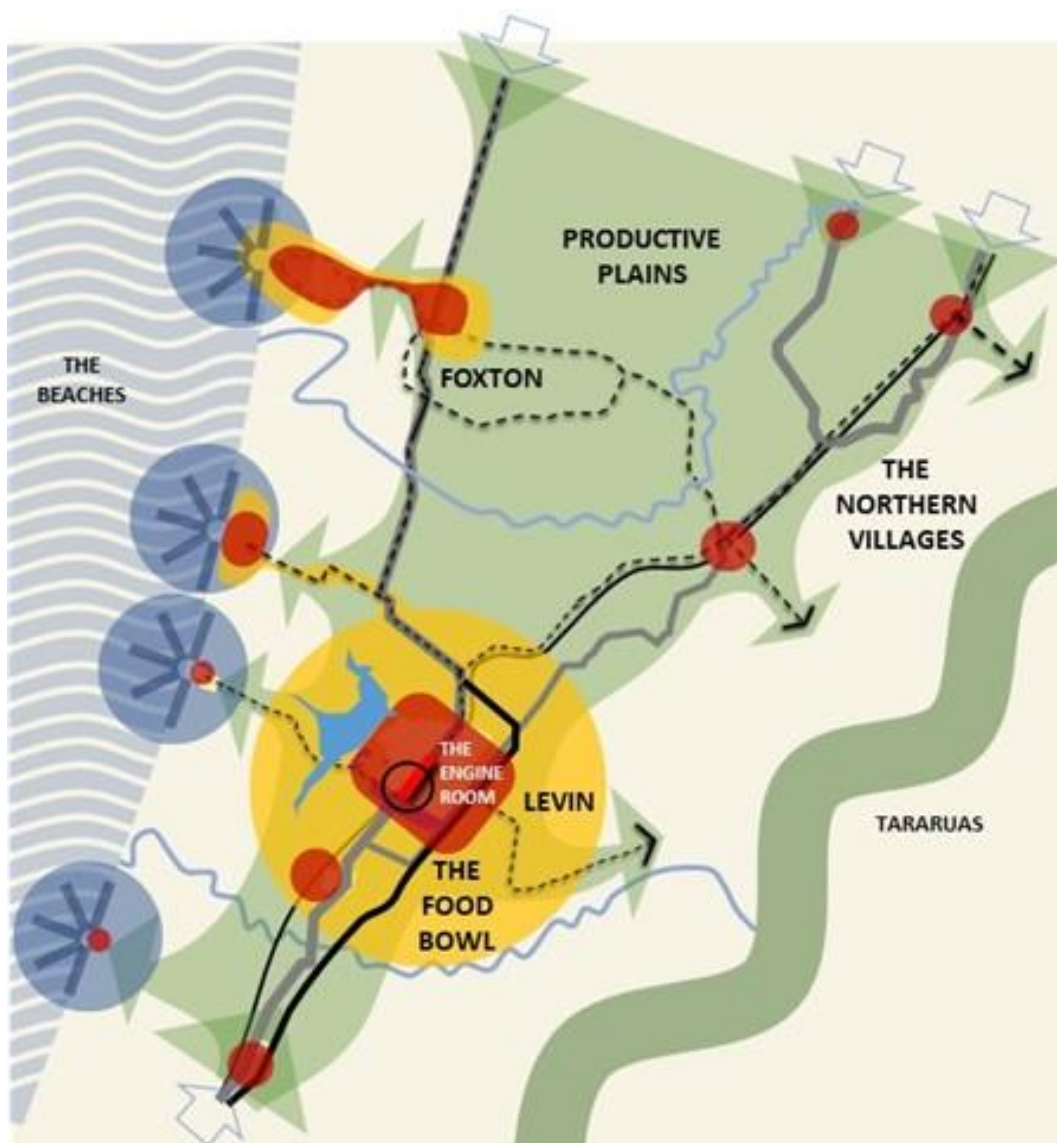


Figure 17: The spatial picture.

**Blueprint Action 10:  
Keep the district moving**

	<b>Council Role*</b>
10.1 Undertake planning and design work regarding Ō2NL, based on the strategic objectives for the district related to connectivity, logistics related employment and presentation to travellers from the south. Focus on the locations of interchanges and crossings, as well as how changes to the movement network influence the way the district is accessed and perceived. Accompany this with a strategy for 'gateways' into the district and its towns.	L
10.2 Advocate with NZTA for a movement network that best integrates Horowhenua, and specifically Levin, Shannon and Foxton, with Ō2NL.	A
10.3 Implement the Active Transport Strategy to form a connected network of shared paths and cycleways. Place specific focus on the Shared Pathway network and the Town Spine in Levin; the Mountains to the Sea corridors; any missing links; connectivity to key community facilities; and routes attractive for tourism.	L \$
10.4 Consider opportunities for cycling improvements associated with the development of infrastructure to help with stormwater management and attenuation.	L P
10.5 Continue advocating and planning for the upgrade of the Levin passenger train station and improved rail station access with Kiwirail and regional transport committees.	A
10.6 Work with the Wellington Regional Growth Partners on the Levin Structure Plan to guide longer term development and improvement of the station catchment.	L \$
10.7 Consider housing pilot projects to ensure affordable housing outcomes are included with the transformation of the station precinct.	F

\*Council Roles Key: **F** Facilitator, **R** Regulator, **A** Advocate, **P** Partner, **L** Lead, **\$** Funder

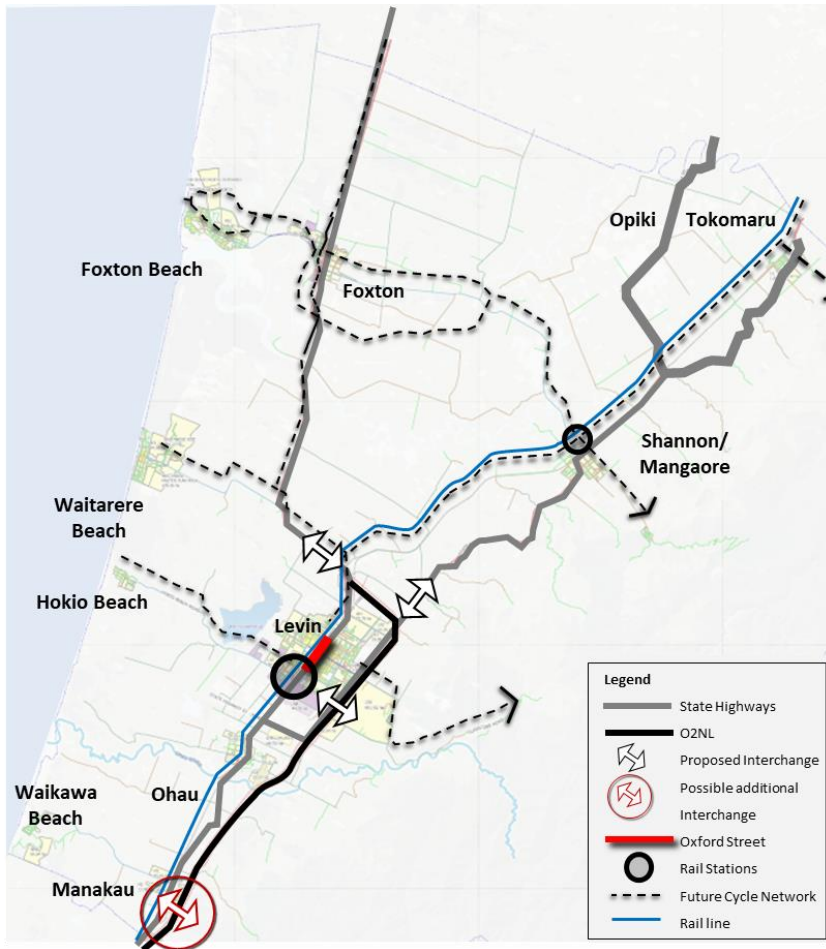


Figure 18: The district movement picture.

Figure 18 illustrates the movement network within the district, which is informed by the Horowhenua Integrated Transport Strategy. Major roading projects include the Ōtaki to North of Levin Expressway (Ō2NL) and associated local road upgrades to ensure district connectivity. The proposed motorway interchanges will have significant traffic volume implications, which, if managed appropriately, can bring economic benefits to the district.

### *Ō2NL connectivity*

Preliminary thoughts are that it would be to the district's benefit to have at least an offramp at Manakau. A full interchange would be even more beneficial, for the following reasons:

- While Ō2NL will bring considerable connectivity benefits, as well as the revocation of Oxford Street, it will act as a bypass to Levin and southern Horowhenua. This may exacerbate the current lack of public definition of the Levin Town Centre and some significant district attributes, such as beaches and other visitor destinations. An access at Manakau could, to a degree, counterbalance this with through-movement, at a less congested rate.
- The offramp can be the place to 'announce' the entire Horowhenua, something that cannot be done at Ōtaki.
- The Levin access through the industrial area, whilst good for logistics industries, will offer a compromised image. It has potential to increase traffic conflicts and side friction effects.
- Manakau and Ōhau residents who must travel north before heading south will, ad infinitum, generate unnecessary additional kilometres travelled. These add up quickly and are damage the local economy and negatively affect the environment.

- Manakau and Ōhau residents will likely still suffer delays through Ōtaki when heading south.
- There will be an economic opportunity cost to the Manakau and Ōhau centres, due to reduced passing trade, especially from non-district travellers.

### *Active transport*

Investments in active transport will be in line with the objective for a ‘Health Horowhenua’, based on an active lifestyle and connecting with the natural environment. As part of the Active Transport Strategy, a network of shared paths and cycleways is proposed to link up the towns and villages and promote safe alternative transport mode for local travel and recreational activities. Initiatives associated with improvement of rail network infrastructure will support the increased use of the commuter train service with upgrades to the Levin Rail Station and Shannon Rail Station.

It is suggested that strengthening of the east-west connection will improve district connectivity and resilience. It will also increase the visitor offering for recreational cycling.

### *Rail transport*

The future electrification of the rail network represents a significant opportunity for the district. The Wellington Regional Growth Framework contains the aspiration to intensify an area within walking distance of the Levin train station to maximise rail patronage and offer residential opportunities based on passenger transport usage.

Ongoing partnership and advocacy with KiwiRail and the regional transport committees focus on transport and land use initiatives that will enable and support the upgrade of a passenger train station and associated transformation and intensification. This work ranges between strategic town-wide matters and local investments within the station precinct (refer to Figure 19).

Further work with the Wellington Regional Growth Partners on the Levin Structure Plan is needed to guide longer term development of the precinct around the Station and provide improved multi-modal access to and between housing, employment, education, and other services. This will include urban design investigations to guide planning approaches and implementation plans for the improvement of the walkable neighbourhood and the Station precinct.

Additionally, housing pilot projects should be considered to ensure affordable housing outcomes are included with the transformation and intensification.

#### **Blueprint Action 11:**

#### **Support our communities and centres**

	<b>Council Role*</b>
11.1 Continue implementing the Transforming Taitoko / Levin Town Centre Strategy and activating the Levin Town Centre, as prioritised through the LTP.	L F P \$
11.2 Develop a Master Plan to conceptually visualise the implementation of the Transforming Taitoko / Levin Town Centre Strategy.	L \$
11.3 Continue supporting the implementation of the Foxton Futures Implementation report.	L F P \$

\*Council Roles Key: **F** Facilitator, **R** Regulator, **A** Advocate, **P** Partner, **L** Lead, **\$** Funder

Horowhenua is home to many different towns, townships, and communities, all of whom have their own unique identity and special characteristics.



A series of Community Plans are developed and / or being developed for these settlements, based on extensive engagement with the local communities, either specifically through the Community Plan process or through other engagement on projects such as the LTP. These proposed plans set out the vision, values, priorities, and actions. The aspirations for each community are diagrammatically captured in Figure 19. The colours depict the types of key initiatives for each place and provide a strategic context for future investment decisions. This is further discussed below.

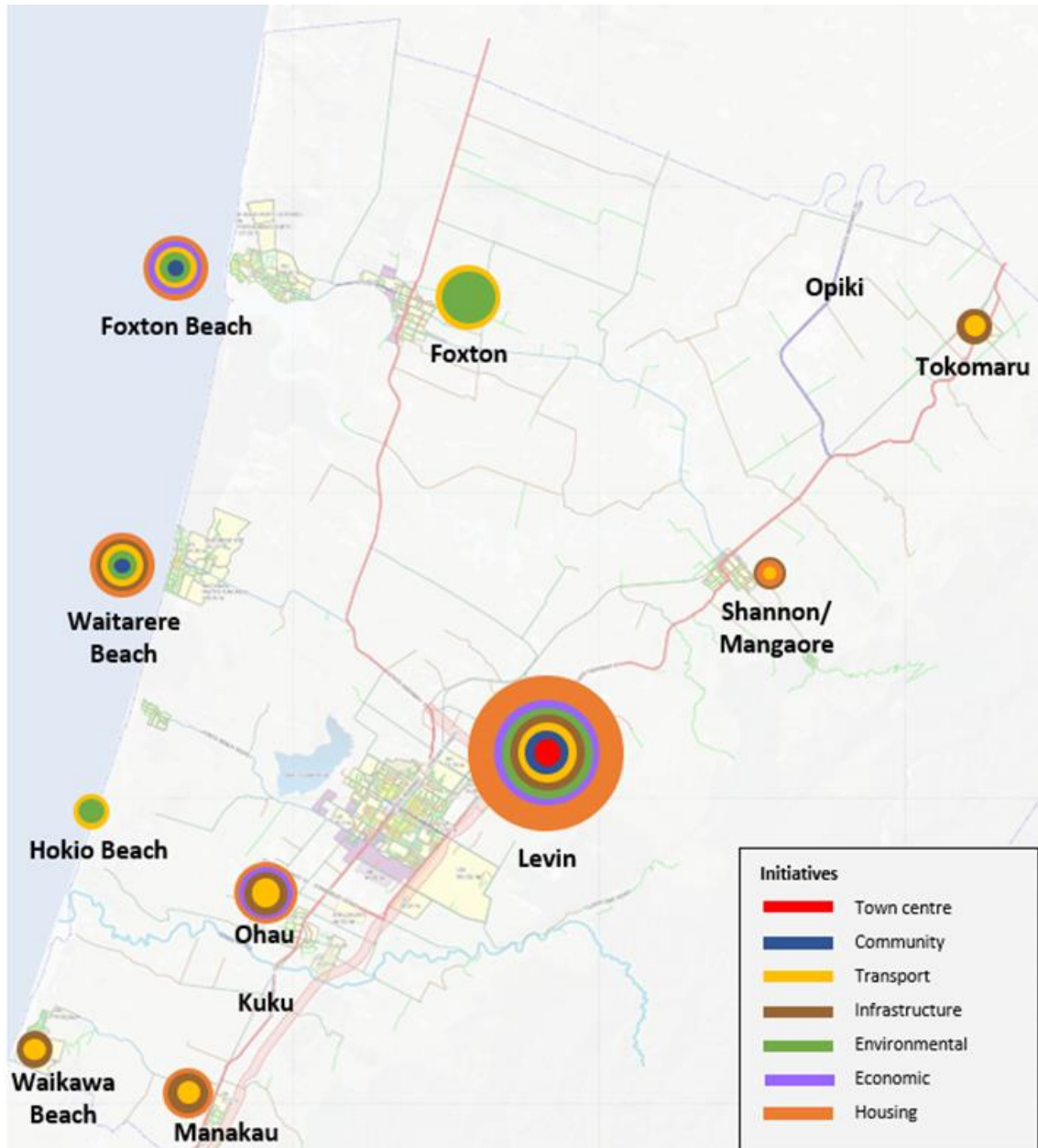


Figure 19: Diagrammatic depiction of the types of key initiatives for each of the district’s settlements.

#### *Hokio Beach*

Hokio Beach is a popular coastal holiday settlement. Planned initiatives are mainly associated with the shared pathway to Levin and also include environmental projects, such as the management of the landfill.

### *Waikawa Beach*

Waikawa Beach is a coastal rural settlement and popular holiday destination. Initiatives around road improvements will enhance connectivity of the place with the wider district.

### *Tokomaru*

Tokomaru is the north-eastern gateway for the district. A range of infrastructure and transport projects are planned to upgrade existing facilities and improve road safety.

### *Manakau*

Manakau has a rich heritage and rural village character. It is important for the community that any future growth and development will support the protection and enhancement of this character and mitigate community severance. A range of State Highway safety improvement projects will ensure the impact of Ō2NL is appropriately managed and local movement enhanced.

### *Ōhau*

Ōhau is predominantly a rural lifestyle village with access to local vineyards and fresh produce and its unique riverside environment. It has the potential to be a food hub and tourism destination that celebrates the local food culture and its unique riverside environment. Initiatives associated with the improvements of State Highway safety will also enhance accessibility and support future growth.

### *Waitārere Beach*

Waitārere Beach is a beachside village with a range of outdoor recreation opportunities. Upgrades of several community facilities, a new surf club building and Waitārere Domain improvements will support the needs of the local community. A range of transport and infrastructure initiatives are also planned, in anticipation of future population growth in the area.

### *Shannon / Mangaore*

The Ō2NL project will have a significant impact on local traffic movement. In response, a range of road safety improvement initiatives are planned to ensure the pedestrian amenity and local movement are not adversely affected. Managing growth will be important to protect and preserve their unique community characteristics, while providing new housing and community facilities in appropriate locations.

### *Foxton Beach*

As a beach holiday destination Foxton Beach possesses a range of natural assets that make the place popular for outdoor recreation and education activities. The aspiration for Foxton Beach is to protect the natural environment, accommodate growth and improve the network of cycling connections and shared paths.

### *Foxton*

The unique Māori heritage combined with influences from Dutch immigrants, brought together in the multi-cultural, multi-purpose visitor and community hub 'Te Awahou Nieuwe Stroom', makes Foxton a unique tourism destination and a gateway for the district. The Manawatū River Loop project will significantly contribute to the improvement of the natural environment and recreation amenity. In addition, the shared path initiatives will facilitate better connectivity to the walking and cycling network. The RAMSAR site is an international attraction, an important habitat site, and educational offering.

## Levin

As the main urban centre of Horowhenua, Levin acts as the centre for educational, commercial, industrial and recreational activities in the district. A range of town centre upgrades underway or prioritised and planned, will catalyse the regeneration of the centre. This includes streetscape and public realm upgrades to ensure a positive perception of Levin, which plays an important role in defining the identity of the district as a whole. Investment towards community facilities, including an aquatic centre and sports hub, is intended to meet existing and future community needs. Significant infrastructure initiatives are also in the delivery pipeline to ensure the centre is prepared for future growth and intensification. Consideration of the strategic value of investment in the arts sector is warranted.

### **Blueprint Action 12:**

<b>Work in partnership with our community to achieve locally owned vision and goals</b>	<b>Council Role*</b>
12.1. Facilitate and enable community-led development	F P
12.2. Celebrate our people and Horowhenua's community-led initiatives	A P
12.3. Provide capacity and capability building support	L
12.4. Foster an environment that promotes a vibrant community	A F
12.5. Improve Council engagement with communities	P F \$

\*Council Roles Key: **F** Facilitator, **R** Regulator, **A** Advocate, **P** Partner, **L** Lead, **\$** Funder

Our communities are our people, and they belong to more than one community. Communities can be place, population or interest-based, and a combination of these. Whatever the type of community, the common factor is that they feel a sense of belonging.

In our rohe (district) we have identified specific population groups that are often not heard and can experience disadvantage, discrimination and inequity. The Community and Social Development Action Plan aims to provide opportunities for these groups to participate inclusively in society, Council's decision making, and have their views heard.

#### *Facilitate and enable community-led development*

Council works closely with groups (such as residents, voluntary and community groups, etc.) to build their capacity and capability to carry out community activities. This is an important role, which Council will continue to build on. Council officers have a key role in linking and connecting residents and voluntary and community groups to the relevant parts of Council and vice versa.

#### *Celebrate our people and Horowhenua's community-led initiatives*

Council is committed to raising the profile of resident and community-led projects. Profile raising is a good way of acknowledging the invaluable contributions of the community, their achievements, as well as providing learning opportunities for others.

#### *Provide capacity and capability building support*

Capacity and capability within the sector is an ongoing issue. This includes areas such as governance, finance, funding advice, cultural awareness and other areas essential to effectiveness and sustainability. Voluntary and community organisations have said that it would be helpful if Council

could share learning and development opportunities. Council will continue to provide support and opportunities that help build the sector's capacity and capability.

*Foster an environment that promotes a vibrant community*

Horowhenua district continues to progress towards a more vibrant community through events such as, Waitangi Day, Pasifika, SPYFusion, Art in the Park, Matariki and Māori Language Week, Diwali, Local History Week and many more. It is important to celebrate our already rich history and encourage arts, culture and heritage activities as they add value across all facets of human activity and development. The three pillars of arts, culture and heritage build the foundation of this action, ultimately to achieve a vibrant community that residents and visitors alike are proud of.

*Improve council engagement with communities*

Consultation with communities is a vital step in developing our policies, plans and activities. However, Council does understand that the volume and pace of consultations can overwhelm the capacity of our communities. From the community's perspective, they often see our different consultations as strongly linked and feel they are repeating or providing similar feedback. Council's older persons, youth, education and accessibility forums provide information, guidance and advice to Council on a range of issues that affect their communities. However, it is important to continue to develop more innovative and creative ways of engaging with children and young people so their voice is heard on matters affecting their future.

# THE STRATEGIC SEQUENCE

## The strategic sequence

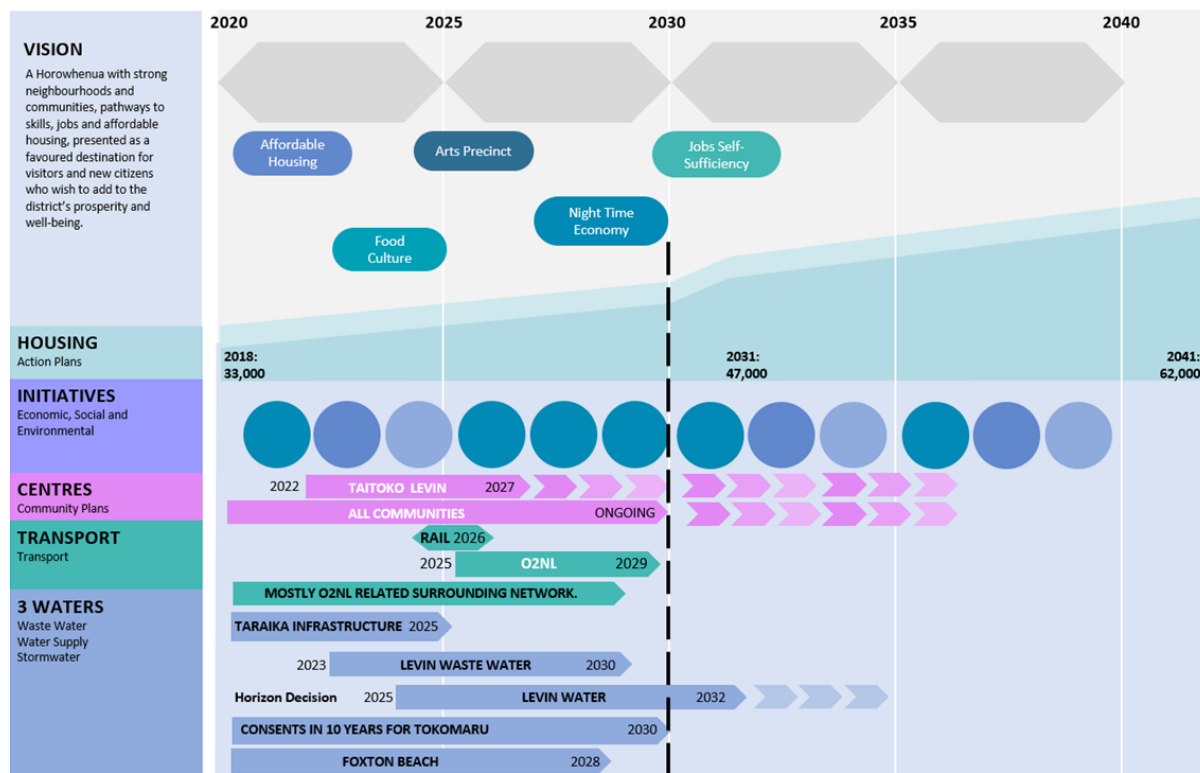


Figure 20: Strategic implementation sequence.

The Blueprint establishes a strategic sequence of actions which will give the district a clear direction.

These *discretionary* actions sit within a context of externally induced timelines, such as population growth trends and large projects such as Ō2NL, an upgraded rail service and the large three waters infrastructure projects driven by environmental and consents obligations. When taken together, everything seems to be happening by 2030!

The *discretionary* actions are those that have been prioritised based on their ability to combine being transformative and deliverable. The order in which they occur will determine their effectiveness. Figure 21 suggests a provisional sequence for review. Some actions are sequenced early, such as the Affordability and Education and Skills initiatives, because they will take a long time to deliver, and their flow-on effects will be significant. Others are early, due to immediate needs, such as the Aquatic Centre and actions that will uplift the main street conditions in Levin Town Centre, which would otherwise be in limbo until the State Highway status is revoked after the completion of Ō2NL.

It is suggested that once the Blueprint implementation strategy and actions have been finalised, targets are set to measure and monitor progress. This could include, for instance, the number of new jobs, affordable homes, and income from visitation.



## SUMMARY OF BLUEPRINT ACTIONS

All Blueprint actions proposed are listed below.

Council Roles Key: F Facilitator, R Regulator, A Advocate, P Partner, L Lead, \$ Funder

<b>Blueprint Action 1: Enable more affordable housing choices</b>	<b>Council Role</b>
1.1. Implement the Streamlined Housing Process initiative as a pilot project for approximately 12 months.	L R \$
1.2. Engage proactively with Kāinga Ora to secure more social housing.	A
1.3. Provide guidance on strategic or optimal locations for larger footprint retirement villages or centres.	L
<b>Blueprint Action 2: Attract more Community Housing Providers</b>	
2.1 Take a lead in attracting community housing providers to the district and undertake a community housing provider initiative, by bringing parties together and facilitating the initiation of projects. This could relate to land owned by the Council, other institutions, or private developers.	L F
2.2 Consider relief from development contributions and other fees to support community housing projects.	R \$
<b>Blueprint Action 3: Unlock land supply for development</b>	
3.1 Progress District Plan Changes, combined with ongoing land supply monitoring and analysis on housing costs and infrastructure needs.	R \$
<b>Blueprint Action 4: Provide robust three-waters infrastructure</b>	
4.1 Monitor infrastructure provision to ensure newly zoned land can be serviced promptly.	L
4.2 Verify funding demands and their timing to understand the situation with greater accuracy. If appropriate, explore ideas around funding and innovation for further investigation. However, this may be influenced by the Water Reform which may result in a different funding model.	L
4.3 Review the district's Infrastructure vulnerabilities in the event that the delivery and management of these would sit with a different entity instead of Council.	L
<b>Blueprint Action 5: Support and enable Iwi aspirations</b>	
5.1 Engage with Iwi on a range of provisional ideas for Iwi involvement with the Council developed during the Blueprint production process and which draw on the principles agreed in the Wellington Regional Growth Framework.	L P
5.2 Support and strengthen Iwi relationship and engagement processes and invest in capacity building for this.	L \$
5.3 Advocate for and support plans and initiatives to restore Punahau / Lake Horowhenua.	A
5.4 Support the development of Māori housing.	F R
5.5 Support Iwi economic development aspirations.	F
<b>Blueprint Action 6: Communicate a clearly defined identity for the district</b>	
6.1 Once complete, implement the actions recommended in the Destination Management Strategy.	L \$

6.2	Create a website presenting the district's potential with planned 'strategic moves' and ongoing significant investments.	L \$
6.3	Create an interactive map showing the spatial distribution of key planned and ongoing developments in the district.	L \$
6.4	Produce a prospectus highlighting the district's positive, regionally significant attributes and presenting its opportunities for the public, private and not-for-profit sectors.	L \$
<b>Blueprint Action 7: Secure jobs in key sectors and attract more visitors</b>		
7.1	<i>EDS and logistics:</i> Support and implement the employment sectors proposals in the EDS as well as <i>logistics</i> .	F P
7.2	<i>Visitor Industry:</i> Work with stakeholders within the community to identify and stimulate the implementation of ideas to attract more visitors, e.g. improved cycling infrastructure, wider tourism offering, more and higher-quality visitor accommodation and food-related attractions, supported by an expanded communications strategy.	P \$
7.3	<i>Horticulture:</i> Develop, with stakeholders within the community, a regional strategy for sustainable food production to ensure equitable food security and efficient supply chains and retail infrastructure. Include an emphasis on employment opportunities, workforce development, and tourism.	P \$
<b>Blueprint Action 8: Nurture and promote a food culture</b>		
8.1	Investigate the development of a multi-use market building and commence longer-term engagement with horticulture and food processors around a destination hub for associated food culture activities.	L \$
8.2	Advocate for Regional Council and Central Government funding for projects that support the food culture proposition and promote the horticulture sector and sustainable growing practices.	A
8.3	Commence longer-term planning for being a pilot for improved health and nutrition outcomes, possibly with Mid-central DHB.	L P
<b>Blueprint Action 9: Support education and skills development</b>		
9.1	Work with stakeholders within the community to identify and stimulate the implementation of ideas for offering more education and skills training opportunities and possibly expansion of existing ones.	F P
9.2	Implement a workforce plan to support the key sectors and also support greater job creation in emerging, higher growth sectors.	F
9.3	Strengthen education in the professional services category, including counselling and family support services.	F
<b>Blueprint Action 10: Keep the district moving</b>		
10.1	Undertake planning and design work regarding Ō2NL, based on the strategic objectives for the district related to connectivity, logistics related employment and presentation to travellers from the south. Focus on the locations of interchanges and crossings, as well as how changes to the movement network influence the way the district is accessed and perceived. Accompany this with a strategy for 'gateways' into the district and its towns.	L
10.2	Advocate with NZTA for a movement network that best integrates Horowhenua, and specifically Levin, Shannon and Foxton, with Ō2NL.	A

10.3	Implement the Active Transport Strategy to form a connected network of shared paths and cycleways. Place specific focus on the Shared Pathway network and the Town Spine in Levin; the Mountains to the Sea corridors; any missing links; connectivity to key community facilities; and routes attractive for tourism.	L \$
10.4	Consider opportunities for cycling improvements associated with the development of infrastructure to help with stormwater management and attenuation.	L P
10.5	Continue advocating and planning for the upgrade of the Levin passenger train station and improved rail station access with Kiwirail and regional transport committees.	A
10.6	Work with the Wellington Regional Growth Partners on the Levin Structure Plan to guide longer term development and improvement of the station catchment.	L \$
10.7	Consider housing pilot projects to ensure affordable housing outcomes are included with the transformation of the station precinct.	F
<b>Blueprint Action 11: Support our communities and centres</b>		
11.1	Continue implementing the Transforming Taitoko / Levin Town Centre Strategy and activating the Levin Town Centre as prioritised through the LTP.	L F P \$
11.2	Develop a Master Plan to conceptually visualise the implementation of the Transforming Taitoko / Levin Town Centre Strategy.	L \$
11.3	Continue supporting the implementation of the Foxton Futures Implementation report.	L F P \$
<b>Blueprint Action 12: Work in partnership with our community to achieve locally owned vision and goals</b>		
12.1.	Facilitate and enable community-led development	F P
12.2.	Celebrate our people and Horowhenua's community-led initiatives	A P
12.3.	Provide capacity and capability building support	L
12.4.	Foster an environment that promotes a vibrant community	A F
12.5.	Improve Council engagement with communities	P F \$