

PART E: **IMPLEMENTATION/ MONITORING AND REVIEW**

1. Implementation
2. Monitoring and Review

1. Implementation

The Sustainable Futures 30/50 Growth Strategy presents a framework for the sustainable development of the district over the next 30/50 years. The next (and critical step) in the process is the implementation of the Strategy. A full Growth Strategy Implementation Plan will be developed as the next stage in the Sustainable Futures 30/50 project. This Implementation Plan will detail key actions, timeframes, and costings, together with how they will be monitored and reviewed. The Strategy Implementation Plan will use information provided in the Growth Strategy to guide the spatial arrangement of land uses in the district, along with the infrastructure and funding required to service these land uses.

Implementation, monitoring and review of the Growth Strategy will also rely upon on-going engagement and input from tangata whenua. This will include interaction with Te Karearea-Maori Liaison Committee, involvement with Council’s Maori Liaison Officers, liaison with Maori Trusts in Te Taitokerau, and engagement with iwi and hapu throughout the district.

A range of methods and actions will be necessary to implement the Growth Strategy. Methods include statutory and non-statutory tools. Some tools and documents have already been prepared, but may require amendment, whereas others may represent new initiatives. This part of the Growth Strategy provides an overview of implementation methods and actions and will act as a framework for developing the full Strategy Implementation Plan.

1.1 Statutory Methods

Three main statutes are relevant to the implementation of the Growth Strategy. These are the Resource Management Act 1991, Local Government Act 2002, and Land Transport Management Act 2003. Table 153 includes a summary of documents that are prepared under each statute and have a role in the implementation process.

Table 153: Relevant Legislation for Implementation

Legislation	Document	Lead Agency	Key Aspects/Implications
Resource Management Act 1991	District Plan	Whangarei District Council	<ul style="list-style-type: none"> • Key planning document prepared by territorial authorities • Provides policy direction for sustainable management of district resources • Identifies key issues, objectives, policies and methods • Focus on managing effects of activities • Whangarei District Plan subject to rolling review with provisions reviewed over a 10 year cycle
	Regional Policy Statement	Northland Regional Council	<ul style="list-style-type: none"> • Key planning document prepared by regional authorities • Provides policy direction for sustainable management of regional resources • Reviewed every ten years • Northland Regional Policy Statement presently being reviewed
	Regional Plans	Northland Regional Council	<ul style="list-style-type: none"> • Identifies key issues and methods for sustainable management of regional resources • Focus on managing activities and their effects • Reviewed every 10 years
	National Policy Statements/ NZ Coastal Policy Statement	Central Government	<ul style="list-style-type: none"> • Statutory documents prepared by Central Government • A potential National Policy Statement on Urban Design may be an outcome from the second round of RMA reforms • An urban design policy statement would need to be taken into account as part of the implementation plan

Legislation	Document	Lead Agency	Key Aspects/Implications
Local Government Act 2002	Whangarei District LTCCP	Whangarei District Council	<ul style="list-style-type: none"> • Provides district vision and community outcomes • Outlines key priorities for territorial authority activities and spending over 10 year period to address the vision and community outcomes • Infrastructure is a key element of LTCCP • Considers the impact of growth on infrastructure • Contains a Development Contributions Policy • Asset management plans for infrastructure will be guided by the Growth Strategy • Reviewed every three years • Next LTCCP due 2012 for period 2012-2022
	Northland Region LTCCP	Northland Regional Council	<ul style="list-style-type: none"> • Provides regional vision and community outcomes • Outlines key priorities for regional authority activities and spending over 10 year period • Regional infrastructure an increasingly important part of the document • Reviewed every three years • Next LTCCP due 2012 for period 2012-2022
Land Transport Management Act 2003	Government Policy Statement on Land Transport Funding	Central Government	<ul style="list-style-type: none"> • Outlines Central Government funding priorities and outcomes sought from the National Land Transport Fund • Reviewed every six years • Next statement in 2012 for period 2012-2022
	New Zealand Transport Strategy	Central Government	<ul style="list-style-type: none"> • Outlines broad range of outcomes and targets to be met by the transport sector • 30 year planning horizon • Reviewed every three years
	National Land Transport Programme	Central Government	<ul style="list-style-type: none"> • Outlines the transport activities to be funded from the National Land Transport Fund. • Outlines main activities, timing and funding • Addresses the outcomes and actions sought in the Government Policy Statement
	Regional Land Transport Strategy	Northland Regional Council	<ul style="list-style-type: none"> • Outlines the regional vision for transport • Develops the strategy for the regional transport network and key actions over 30 year planning horizon • Reviewed every six years
	Regional Land Transport Programme	Northland Regional Council	<ul style="list-style-type: none"> • Outlines regional transport activities including priority, timing and cost • 10 year planning horizon • Reviewed every three years

Resource Management Act 1991

The main purpose of the Resource Management Act is to promote the sustainable management of natural and physical resources. To enable sustainable management, national, regional and territorial authorities all have obligations under the Act, including the preparation of policy statements and plans. These obligations can be found in Part 4 of the Act. Section 30 outlines the functions of regional authorities, whilst section 31 outlines the functions of territorial authorities. These functions include preparing regional policy statements and district plans.

Under section 30 (1) (gb), regional councils have a role in the strategic integration of infrastructure with land use which is important from a growth management perspective.

District Plan

The District Plan is the key document prepared by territorial authorities (including Whangarei District Council) to promote the sustainable management of natural and physical resources to enable people and communities to provide for their well being whilst sustaining the potential of resources to meet the needs of future generations, maintain the life supporting capacity of

air, water, soil and ecosystems, and avoid, remedy or mitigate adverse effects of activities on the environment. The District Plan contains objectives, policies and methods to determine the spatial arrangement of land uses and manage the environmental effects of such land use. The Whangarei District Plan was made operative in 2007. The District Plan needs to give effect to national and regional policy statements and take into account other planning documents, including iwi management plans.

The Whangarei District Plan is subject to a rolling review, in which each provision is reviewed at some point within ten years of the District Plan being made operative, rather than a single review of the entire plan. The rolling review will allow for regular amendments to the District Plan, which, in turn, provides on-going opportunities to implement the various requirements needed to advance the Whangarei Growth Strategy. Potential amendments range from urban design proposals through to the implementation of structure plans.

Regional Policy Statement

The Northland Regional Policy Statement was made operative in 1999, and contains chapters on air quality, water quality, water quantity, outstanding natural features and outstanding landscapes, soil conservation and land management, natural hazards, coastal management, ecosystems and biodiversity, heritage protection, waste management, hazardous substances, minerals, energy, and transport. The Northland Regional Policy Statement is presently being reviewed.

The Regional Policy Statement is considered an important implementation tool for the Growth Strategy. This is because some aspects of implementation are more appropriately addressed at a regional level. Potential changes envisaged to the Regional Policy Statement include the development of sub-regional nodal growth limits, infrastructure integration and sequencing, residential densities, land use and transportation planning, environmental protection measures, key principles for development, the provision of open space, and so on.

Any changes to the Regional Policy Statement will require consultation under the Resource Management Act, and will need to follow the process set down by the Act. Cooperation between the Northland Regional Council and Whangarei District Council will thus be needed for implementation. The Whangarei Growth Strategy will provide background information for changes to the Regional Policy Statement, with consultation required by the Resource Management Act allowing for further public input.

In addition to the Regional Policy Statement, there are other regional plans prepared by Northland Regional Council such as the Soil and Water Plan, Coastal Plan, and others. Whilst these are also of importance to implementing the Growth Strategy, they are of secondary importance in comparison to the Regional Policy Statement.

Local Government Act 2002

The activities undertaken by local government are mandated by provisions in the Local Government Act. A key purpose of the Act is to ensure local government enables democratic decision making and promotes social, economic, environmental, and cultural well being of communities taking a sustainable development approach. Sections 11 and 12 of the Act also confer wide powers of general competence on regional and territorial authorities

The Act contains several mechanisms that are useful to Growth Strategy implementation, including triennial agreements between different authorities; long term council community plans prepared by both regional and territorial authorities; community outcomes; activity and asset management plans; funding and financial policies (including development contributions policy). Other mechanisms can also include strategies for managing various assets held by regional and territorial authorities. The Act provides the mechanisms for raising revenue for growth related infrastructure, especially through development contributions and associated policy at the territorial authority level. The Act also allows for policies on incentives for development that meet

Growth Strategy goals (e.g. development contributions and rating relief), should these options be selected.

Long Term Council Community Plan

Of the available tools under the Local Government Act, the most important to the Growth Strategy is the Whangarei Long Term Council Community Plan (LTCCP). The Act requires that regional and territorial authorities prepare a LTCCP that details council activities, community outcomes, and how council activities will progress the community outcomes. The future sequencing of infrastructure provision, maintenance and replacement will have an influence on development patterns across the district. Information in the Growth Strategy projects future growth demand, and will help prioritise sequencing of infrastructure within asset management plans in a more efficient and cost effective manner. The LTCCP can help integrate growth management policies that help meet community outcomes. The community outcomes identified in the Whangarei LTCCP include:

1. *A sustainable, environmentally responsible District which values its natural uniqueness.*
2. *A District which is safe and crime free.*
3. *A community which is healthy and educated.*
4. *A vibrant and growing local economy.*
5. *A District with community programmes and facilities for all.*
6. *A community which values its culture and heritage.*

Coordination of regional and territorial authority activities is facilitated by triennial agreements, and may be a key component to facilitating changes to the Regional Policy Statement. The community outcomes in the LTCCP prepared by Northland Regional Council are not dissimilar to those for Whangarei District, and include the following:

1. *Northland residents are safe and healthy.*
2. *Northland's infrastructure is developed in a sustainable way.*
3. *Northland's natural environment is sustainably managed.*
4. *Northland is prosperous.*
5. *Northland residents are educated and skilled.*
6. *Northland has cohesive communities.*
7. *Northland retains and enhances its regional identity.*
8. *Northland residents have access to recreational and leisure opportunities.*

Both documents are due to be reviewed within 18 months. These reviews present an opportunity to introduce provisions into both documents that assist in implementing the Growth Strategy.

Land Transport Management Act 2003

The purpose of this Act is to achieve an affordable, integrated, safe, responsive and sustainable land transport system. As noted in Table 153, transport planning in New Zealand is integrated across several different documents. These documents outline planning needs, funding options, and outcomes at various scales of governance. The five core requirements of the Act which permeate through these documents are:

- Assisting economic development.
- Assisting safety and personal security.
- Improving access and mobility.
- Protecting and promoting public health.
- Ensuring environmental sustainability.

The Regional Land Transport Strategy is a key document under this Act. Of importance to growth management are the requirements for a Regional Land Transport Strategy to:

- Be consistent with a regional policy statement under the Resource Management Act;

- Take account of regional council functions under section 30 (1)(gb) of the Resource Management Act to strategically integrate transport infrastructure with land use; and
- Contain a statement of any relevant land use considerations and the likely funding of any land transport infrastructure associated with those considerations.

The 2008 amendments to the Land Transport Management Act have introduced stronger linkages between the Land Transport Management Act and the Resource Management Act. The amendments provide an explicit link between transport planning under the Land Transport Management Act (government policy statements, regional land transport strategies, and regional land transport programmes) and land use planning under the Resource Management Act (national policy statements, regional policy statements, and regional and district plans).

Government Policy Statement on Transport Funding

The Government Policy Statement on Transport Funding was released in 2009, and details the Government's desired outcomes and funding priorities across the transport sector. It covers the period 2009 to 2019, with detailed outcomes for 2009-2015, and more indicative outcomes for 2015-2019. The Government Policy Statement guides the National Land Transport Programme, which in turn, guides regional land transport programmes and LTCCPs. The Government Policy Statement outlines how transport funding is managed, initiates an infrastructure unit, identifies roads of national significance, details how the transport network contributes to economic growth and productivity, outlines activity funding, and generally adopts and encourages an integrated approach to transport planning and provision. The requirements in the Land Transport Management Act are also relevant here.

The Puhoi to Wellsford State Highway 1 upgrade is recognised as a project of national significance and will have a profound impact on growth in Whangarei District. Whangarei District Council is already involved in the preliminary planning for this route.

Northland Regional Land Transport Strategy

The 30 Year Regional Transport Strategy was approved in May 2010, and states the following: "The purpose of this Strategy is to set the direction for the region's transport system over the next 30 years. The Strategy identifies what is needed to achieve an affordable, integrated, safe, responsive, and sustainable transport system." Key regional priorities have been identified in the Regional Land Transport Strategy, as well as how they are connected to national outcomes. To achieve the purpose of the Regional Land Transport Strategy, several initiatives have been proposed. These include studies on infrastructure requirements for key corridors that increase productivity, the promotion of rail options, and the encouragement and promotion of tourism through upgrades to transport routes. These initiatives are all key considerations in the preparation and implementation of the Whangarei Growth Strategy.

The Whangarei Growth Strategy will help to inform the Northland Regional Land Transport Strategy when it is next reviewed.

Regional Land Transport Programme

The Regional Land Transport Programme outlines the expected regional transport activities over the next three years, indicates preferred activities over a further three years, and provides a ten year financial forecast for transportation programmes. Many of the key activities and programmes in the 2009 Regional Land Transport Programme are of strategic importance to the Whangarei District. Activities include many that are already being undertaken, including roading improvements in Whangarei, the Kamo Bypass extension, and the second harbour crossing. When the present programme is reviewed in 2012, material from the Growth Strategy will be used to help provide direction to, and priorities for, different transportation options.

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1.2 Non-statutory Methods

As well as statutory tools, a variety of non-statutory methods are available to assist implementation of the Growth Strategy. The following list of methods illustrates the breadth of options available for implementation. These include, but are not limited to:

- Partnerships between local authorities and other service providers such as Central Government, community groups, education providers, health providers, iwi/hapu organisations, and private enterprise. The use of partnership approaches is becoming more common in New Zealand and is encouraged by the present Government.
- Input into the development of the Northland Regional Growth Strategy, the formulation of which is identified in the Northland Regional Council's LTCCP.
- Collaborative initiatives and possible service sharing arrangements between local authorities in Northland.
- Participation in local and regional economic development initiatives.
- Preparation, updating, and implementation of strategies on key issues such as reserves/open space, biodiversity, coastal management, landscape, rural development, urban design, climate change, and others that may be required.
- Structure plan/town concept plan development and review.
- Urban design initiatives, including CBD/Town Basin and nodal revitalisation projects, including development intensification in areas where necessary and appropriate.
- Delivery of community projects that improve neighbourhood amenity and development of local character in particular nodes.
- Local transport strategies, e.g. walking and cycling or corridor strategies.
- Use of the Growth Strategy as an advocacy tool to raise the district's profile and assist in accessing Government funding.

Implementation may include a number of these methods, but the selection of a specific tool, or mix of tools, will be dependent on what is considered to be appropriate at that time. As many of these tools have been used elsewhere in New Zealand, it is increasingly possible to monitor and review their effectiveness before using them in Whangarei District.

2. Monitoring and Review

The Strategy Implementation Plan will detail how the Growth Strategy will be monitored and reviewed over time. Monitoring encompasses the measurement of different outcomes and achievements, and a suite of indicators that can be used to measure and promote progress to a sustainable district will be developed. Review, on the other hand, assesses the effectiveness of the Growth Strategy in achieving its purpose, and whether parts of the Strategy need to be amended to address changing circumstances.

It is proposed that a suite of indicators is measured and reported on at regular intervals. Key indicators include population growth, patterns of residential development, residential densities, commercial and industrial land development, transport patterns including monitoring modal shift and the impact of development on traffic flows, the sequencing of district and regional infrastructure, and the effectiveness of the tools utilised. These indicators have connections to state of the environment reports prepared by both Whangarei District Council and Northland Regional Council and regional land transport strategy monitoring undertaken by the Northland Regional Council, but could be more wide ranging and require further baseline information. In addition to the development of monitoring indicators, it is expected that several focussed studies will be required as part of the implementation process, and results from this work will need to be reported back on a regular basis.

A review of the Growth Strategy will be required, with key future events such as the 2011 Census being used to update information contained within the Growth Strategy. At this stage, a review is proposed on a three year cycle, but this may change as circumstances dictate.