



District Development

Strategic Overview

2021





Contents

Vision - Hastings District 2030	2
Council Priorities	5
District Development Strategy	6
Our aspiration	6
Our goals	7
Introduction	8
Priorities	10
Priority 1 - Employment and Growth	11
Industrial	11
Office and retailing	12
Filling our city with people	13
Investment and employment	14
Visitor attraction	16
Priority 2 - Housing	18
Greenfield supply	19
Medium density	20
Inner city living	20
Recognised seasonal employer accomodation	20
Other place-based solutions	21
Priority 3 - Transport	22
Accessibility, efficiency and resilience	23
Strategic parking	25
Partners and priorities	26
Strategic integration	30
Plans and supporting strategies	32
Summary of success measures	36



Vision - Hastings District 2030

The Hastings District is at the heart of the Hawke's Bay region. Our role as the economic powerhouse for the region is critical to our future prosperity. Whether that's as the leading food producing hub in New Zealand, with its related downstream manufacturing activity, through to the industrial and employment hub for the region.

The Hastings district also plays a key role in visitor attraction and cultural fulfilment being the home of the regions many outstanding natural areas, recreation and cultural experience opportunities.

Heretaunga, the home of Ngāti Kahungunu gives us our cultural identity and cultural narratives captured through the following whakataukī and which are embedded in our strategic approach:

- Heretaunga-ara-rau – *myriad of pathways and opportunities to be seized*
 - Heretaunga-haukū-nui – *life enriching waters that sustain the region*
 - Heretaunga-hārō-o-te-kāhu – *the beauty of our landscape through the eyes of a hawk*
 - Heretaunga-raorao-haumako – *the fertile landscape which underpins our prosperity*
- Heretaunga-ringahora – *renowned for warm hospitality and open arms*
 - Heretaunga-takoto noa – *strong leadership over the challenges ahead*

We enjoy and treasure our great quality of life. It's a great balance that gives us some of the bigger city experience without the hassle and cost.

There are however challenges. Hastings District is likely to be a highly desirable place to live for some time and managing how we grow effectively will be important; environmental quality cannot be traded for economic gain. Our economy needs to diversify to shift our reliance on land based production and we need to lead in innovation around the food and beverage sector. Not all our people are engaged with the economy, living prosperous lives and fulfilling their

potential and aspirations. The fruits of this place need to be shared more equitably. Climate change will impact on our community and we need to find the best path to mitigating and adapting to those impacts.



Fertile land,
Heretaunga whenua houkura,
prosperous people
Heretaunga haporī ora

Photo: Peter Scott | Above Hawke's Bay



*Our vision for the future
is captured in this proverb:*

Fertile land, *Heretaunga whenua houkura,* prosperous people *Heretaunga hapori ora*

*It represents our fundamentals, the fertile land
and life giving waters which support it and the
people of this place fulfilling their aspirations
and prospering together.*

**To fulfil the vision the
Council has developed
three overriding community
outcomes. This strategy has
been developed to achieve:**



This District Development Strategy is a means to an end – not the end itself. (It should be considered in tandem with both the Eco District and Great Communities Strategic Overview).

A strong economy is not a goal if it degrades the environment or grows disparities within our community. Good jobs and income from a strong economy is what provides for strong families, equitable and strong communities.



Council Priorities

The Council has established the following priorities which need to be given effect through this strategy:

The economic powerhouse

- Leading in food and beverage innovation
- Diversifying to a knowledge based economy
- Growing meaningful work and higher and valued jobs
- Developing a Hastings Proud employers initiative
- Positioning as a centre for government relocations
- Enabling innovation in the primary sector

Homes for our people

- Protecting our good soils
- More compact housing choices, using available land
- Working with government and other partners on housing projects
- Rethinking and looking at future opportunities for Council housing

Getting around

- Investing in our ageing roading assets
- Progressing the use of freight hubs and road/rail/port integration
- Linking transport with future planned urban growth areas
- Advocating for improvement on our regional transport networks
- Developing our sustainable transport alternatives

Rural living

- Rural accessibility (roads, bridges)
- Adaptation to new land use and farming futures (including climate change, farm ownership, workforce challenges and water access)
- Enhancing rural connectivity (technology and communication)
- Planning for future settlement development

A better way to work

- Maturing lwi partnerships
- Optimising local collaboration
- Adding to our “open for business” culture

Note: Particular references to these priorities are made through the strategy as appropriate.

District Development Strategic Overview

A Sufficient and Supportive Economy is one of three community outcomes for our District.

This strategic overview has been developed to achieve this strategic outcome.

Our aspiration

A strong economy is critical in enabling the community to address the challenges of the future. For real success all sections of the community will be engaged and be sharing in those benefits. We will support and enable our changing population to fully engage with and participate in education, the economy and rewarding and productive lives.

Real success will not compromise environmental wellbeing or a great city experience.

Our goals

We will provide the conditions to enable traditional sectors to diversify and expand, and new industries to grow, to create employment opportunities that sustain and expand our district's future.

Effective working relationships will be in place with key industry groups.

Our workforce will be trained to address areas of short term, long term and forecasted skill shortages.

The business and lifestyle potential of Hastings District is well marketed and exposed to the business world and prospective employees (talent).

The challenges which arise through climate change and water scarcity are addressed regionally to ensure that we are resilient together as a Hawke's Bay community.

Commercial, industrial and residential growth development opportunities are clearly defined

and programmed to provide investors with certainty and choice.

The type of housing available matches the diversity of our people and their needs. Alternative housing choices more aligned with aging population and changing household types along with Iwi/Hapū aspirations are available for Marae based development.

A more compact community is created which is connected by a range of effective transport choices. Urban sprawl onto the productive Heretaunga Plains is controlled effectively.

Control over our urban footprint and environmental sustainability is at the forefront of our planning. A better focus on the quality and aesthetics of our built environment is also a key objective.

Introduction

Hastings District has experienced considerable economic growth in recent years and Council wants to capitalise on this prosperity and future opportunities. It needs to adopt sustainable development practices and align the district's growth with Council's other outcomes for a 'vibrant, safe and inclusive place' and a 'healthy environment and people'.

Council has a key role in economic development, from land availability to infrastructure provision and efficient regulation. This can be supplemented through marketing, visitor attraction and through events. Council

can play a part in encouraging business investment. Business growth needs to be matched with attracting talented people and developing people locally. Efficient transport links get goods to market and connect people with services. A partnership approach is fundamental for success, and Council will look to work with others, recognising that it cannot achieve the desired outcomes alone.

An account management approach for larger development opportunities has been in place for a number of years. This is enabling the Council to create a business friendly and customer focused environment to best place the Council to capture economic opportunities for the community.



Priority 1



WE ENABLE
EMPLOYMENT AND
GROWTH

*The Sufficient
and Supportive
Economy outcome
has 3 priority
areas of Council
focus as follows:*

Priority 2



HOUSING
SUPPLY MATCHES
NEED

Priority 3



THE TRANSPORT SYSTEM
LINKS PEOPLE,
GOODS AND
OPPORTUNITIES

Note: The priority areas are in no particular priority order – they are all intrinsically linked.



Priorities



Priority 1



**WE ENABLE
EMPLOYMENT AND
GROWTH**

Industrial

The Council's current industrial land strategy provides for light industrial growth (along the Ōmāhu strip), growth for dry industry at Irongate and for wet industry at Tomoana Food Hub and Whakatū. These areas are appropriately serviced and able to be developed.

Looking forward the Regional Industrial Strategy (currently being developed) has a 30 year horizon, with a focus on key actions over the next 10 years. It will set out which types of industry are best suited to each existing and future industrial area, having regard to economic and environmental drivers.

Our climate is getting drier, placing increasing pressure on our already substantial and growing demand for water. This combined with a greater understanding around the limited availability of water as well as needing to 'give

back' water to the environment due to over allocation, creates an enormous challenge for accommodating and supporting economic and community growth.

AVAILABLE
CAPACITY OF



20%

FOR INDUSTRIAL
GROWTH



Office and retailing

The formal planning framework for future growth in office and retailing is well settled. The Heretaunga Plains Urban Development Strategy and The District Plan expects that providing for the commercial needs of the District can be achieved within the existing commercial zones and within the hierarchy established.

That hierarchy has the Hastings Central Commercial environment being the hub of commercial activity for the whole District. At the second level are Havelock North and Flaxmere which provide a range of retail and service activities to meet the majority of the needs of those communities. The third level are the neighbourhood shops which provide the immediate retail and service needs of their community.

The District Plan expects new office or retail activities to be focussed in the Central Commercial zone of Hastings. The Central Commercial Zone will continue to be strengthened by encouraging smaller scale retail and office development in this zone. Therefore the

District Plan has tightened up on the rules in the commercial service zone to steer new office and retail development into the Central Commercial zone.

Big box retail style development is concentrated in the Hastings Mega Centre area off Karamū Road and limited in other commercial areas. The area between Avenue Road and St Aubyn Street also contains larger format retail (i.e. Kmart, Plastic Box). No changes to the Large Format Retail Zone are considered necessary over the life of the proposed Plan.



Filling our city with people

Getting more people working, living and playing in our city is a primary objective for the Council.

From an economic development perspective the Council's enhanced account management approach is facilitating external enquiries into real development opportunities.

Recent developments such as Kiwibank and the Police precinct are proactive successes in stimulating more working people in the CBD. Impending redevelopment of the former HB Today site and the new Quest Hotel development will further add to this momentum.

Note: Our inner city living objectives are discussed later in this document, and CBD vibrancy is covered within the Great Communities Strategy.

A man with a beard and mustache, wearing a black beanie and a blue jacket splattered with white paint, is smiling at the camera. He is standing in a workshop, leaning over a large, light-colored wooden board. He is holding a roll of yellow tape and appears to be in the process of taping the board. The background shows a workshop environment with wooden walls and various tools.

Investment and employment

Council has a role in creating and enabling opportunities for employment and growth. Skill development is critical for improving competitiveness and productivity. Diversifying our economy to reduce our reliance on traditional industries into future focused sectors is also critical, along with encouraging innovation. More returning visitors that also stay longer, can also play a role in Hastings' economy.

**The Council's
Economic Development
Strategy has 4 areas
of focus:**

INCREASE IN THE
NUMBER OF QUALITY
JOBS IN THE DISTRICT



A LARGER AND
MORE SUSTAINABLE
PRODUCTION BASE



GREATER BUSINESS
DIVERSITY



IMPROVED BUSINESS
PRODUCTIVITY



LEADING IN FOOD AND
BEVERAGE INNOVATION



DIVERSIFYING TO A
KNOWLEDGE BASED
ECONOMY



GROWING MEANINGFUL
WORK AND INCOMES



DEVELOPING A
HASTINGS PROUD
EMPLOYERS INITIATIVE



POSITIONING AS A
CENTRE FOR GOVERNMENT
RELOCATIONS



COVID-19 BRINGS NEW
CHALLENGES – SKILLS
ATTRACTION FOCUSED
ON REPATRIATION AND
REDEPLOYMENT

Increase inwards investment

Think Hawke's Bay, is the key business and local authority initiative to attract business, investment capital and migrants to the district and region.



THE NUMBER OF FILLED
JOBS INCREASES BY

1.5%
ANNUALLY

**Support Hastings businesses with
'Great Things Grow Here' brand platform**

Key aspects of support relate to:

- Collateral, metrics and stories which showcase businesses success stories
- The use of businesses as brand champions to showcase the district
- The use of unique brand identifiers that are on products to the world.



INCREASE IN
BUSINESS USERS BY

10%
ANNUALLY

Improved export opportunities for businesses

Key aspects of this work stream includes:

- Identification and support to businesses to develop international markets
- Building trading relationships through cultural and business relationships
- Working with Export NZ and NZTE.



EXPORT TONNAGE
AT NAPIER PORT
INCREASES

2%
ANNUALLY

**Attract the skilled labour resources
in demand by businesses**

This involves:

- Skill shortage identification with industry
- People attraction programme with required skills as an emphasis
- Support and development programmes for young people into skill shortage sectors
- A focus on local people first.



FILLED JOBS
INCREASE BY

1.5%
ANNUALLY

Connect with education

Key areas of focus are:

- Supporting Learning Hawke's Bay to deliver an increased value of international students to the district and region
- Supporting the Young Enterprise Scheme to enable high school students to develop business.



10%

INCREASE IN VISA
APPLICATIONS FOR
HAWKE'S BAY

Increase business productivity

Through the Hastings District Productivity Programme engaging with businesses in co-funding projects to improve their productivity and creating more employment.



PROGRAMME IS
FULLY SUBSCRIBED,
WITH INCREASING NUMBER OF
FULL TIME EQUIVALENT STAFF

Visitor attraction

The broad goal in respect to visitor attraction is to attract more visitors, grow visitor nights and encourage repeat visits. Tourism Hawke's Bay are the lead agency to deliver on these outcomes.

The Council plays a supporting and partnering role primarily through the i-SITES [Hastings and Havelock North] with a key function being to attract visitors who stay longer and visit more often. Partnering with Tourism Hawke's Bay who are responsible for marketing Hawke's Bay out of the region, the i-SITES work closely with operators and accommodation providers and provide expert advice to visitors in terms of promoting our attractions to visitors.

The Splash Planet facility is the only council driven marketing out of the region. The future strategic approach for Splash Planet is currently based around the Atomic Report that was completed in 2007, and a recently completed report by Visitor Solutions. This Report indicates a good performing facility that requires some investment being made to drive it forward for future benefit of the region. This investment is primarily targeted at having the facility open for a longer season and could involve an indoor facility. This is also hoped to increase visitors from outside the region which has been increasing in recent years.

A wider strategic look at Splash Planet and Windsor Park is currently in progress.

Council supports through funding or other support a large number of events, many of which attract external visitors to our district and region. The economic impact of the larger events which are promoted externally is measured and is significant in some cases e.g. Horse of the Year.



i SITE

60,000

I-SITE VISITORS PER ANNUM



100,000

VISITORS TO SPLASH PLANET PER ANNUM (OVER 45% FROM OUTSIDE REGION)





The Heretaunga Plains Urban Development Strategy provides the blueprint for residential development. A period of transition is identified which provides for some new greenfield supply to round off the urban boundaries mixed with a move to a greater level of urban intensification over time, recognising that urban sprawl onto the productive Plains is not a desired outcome.

The District Plan has been reviewed and is more enabling of Papakāinga development, along with the more recent incorporation of a plan change to encourage inner city living. A recent plan change also makes it easier to enable the provision of Recognised Seasonal Employer (RSE) accommodation.

The impact of sea level rise and coastal inundation on communities is currently being considered via the Tangoio Coastal Hazard Strategy which sets out proposed pathways for the identified coastal cells within the 100 years of the strategy. This involves a mixed strategy of coastal nourishment, hard engineering structures and planned retreat in some cases in the long-term.

Council
Priority

PROTECTING OUR
GOOD SOILS

MORE COMPACT
HOUSING CHOICES





Greenfield supply

The current programme sees Lyndhurst Extension following on from the now committed Lyndhurst Stage 2 and Howard Street developments in Hastings. This is in addition to remaining capacity in Lyndhurst Stage 1 and Northwood. Kaiapo Road would then follow around Year 7, with Copeland Road being triggered around Year 14.



A MINIMUM OF

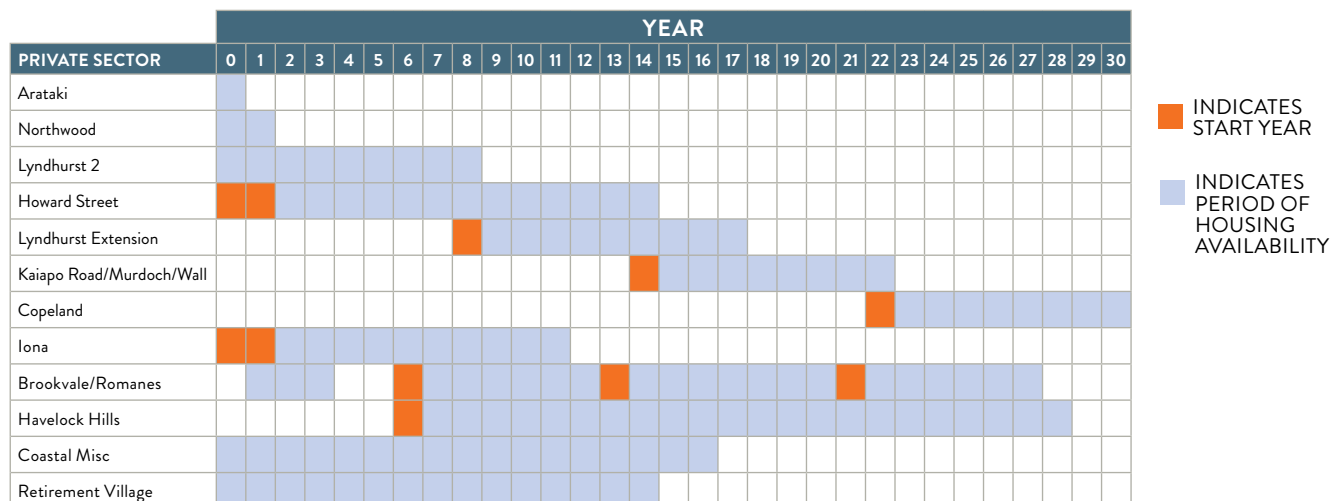
20

HECTARES VACANT GREENFIELD LAND

In Havelock North the remaining capacity in Arataki will be supplemented with the Iona/Middle Road area as the first priority. Further development in the Havelock North Hills would then follow along with the Brookvale area and Romanes Drive area.

Looking forward – we will need to reconcile the government policy statements on indigenous biodiversity, highly productive land and urban development as well as a range of local values, needs and aspirations. The impending Spatial Plan process intends to bring this all together.

RESIDENTIAL DEVELOPMENT – 30-YEAR PROGRAMME



Medium density

The aim of the Medium Density Housing strategy is to create the conditions that maximise the benefits and delivery of more compact housing development, while addressing the risks and in particular any negative perceptions of higher density living environments. A significant objective is to promote medium density housing within the housing market on both the demand and the supply side supporting the transition away from greenfield development on productive soils.

Areas of Hastings have been rezoned “City Living” to allow high quality medium density housing development or, as referred to in the District Plan - Comprehensive Residential Development. These areas are located in close proximity to amenities such as parks, shops and transport routes. Comprehensive Residential Development is also provided for on the fringe of Havelock North Village Centre and in the Mahora, Parkvale and Raureka suburban centres.

Good quality infill and density is our focus. Recently developed design guidelines are a tool to meet this outcome.



EXTRA

4,048

HOUSEHOLDS BY 2045
(THROUGH INFILL, SITE
REDEVELOPMENT AND
BROWNFIELDS)

Inner city living

The District Plan was amended in 2019 to encourage inner city living in the Hastings Central Commercial zone.

The upper levels of commercial buildings can be converted to apartments, or new mixed use buildings built in the Hastings CBD and within the main city blocks of Hastings residential developments will not be required to provide on-site parking or outdoor living space. There are no density limits on residential developments in the Central Commercial zone, though minimum apartment sizes are required to ensure they are liveable.



INCREASING NUMBER OF
**INNER CITY
LIVING**
CONVERSIONS

Recognised seasonal employer accommodation

With the horticulture sector booming in Hawke’s Bay so too the need for workers has increased, and in the case of RSE workers in particular the need to provide accommodation for them. The industry predicts that the current 4,000 RSE workers in Hawke’s Bay could double by 2022 adding to the pressure to house them comfortably.

Council’s discussions with stakeholders identified that small self-catering clusters on the sites where RSE workers were working was preferable, as well as a larger camp model in a central location from where workers would be transported to the sites.

A variation to the district plan allows larger seasonal worker accommodation to be built in the plains production zone, and also enables accommodation to be built in the industrial zones of Ōmāhu and Irongate, and other light industrial zones.

In addition, the variation will legitimise seasonal workers’ accommodation in residential zones and cap household numbers to eight people.

Other place-based solutions

Hastings District Council is working collaboratively with government on a current initiative to look at place-based specific issues to a number of housing issues. The focus is on emergency and transitional housing, public and affordable housing, Māori housing aspirations, and the tourism accommodation sector.

Emergency and transitional housing

The short-term objective being to ensure all whānau living in motels and other temporary accommodation are receiving appropriate support services and are supported to move into more permanent accommodation as soon as possible.

The medium-term objective being to minimise the number of whānau (especially with tamariki) who are living in motels and other temporary accommodation, and the time they spend there.

Papakāinga and Māori housing

Supporting whānau to build and live on their whenua can be the catalyst to achieving many wellbeing outcomes for Māori including living in warm, affordable housing; improved health; increased education achievement and economic and employment benefits.

Council intends to continue working with the Māori Housing Network (MHN) who have been leading papakāinga development. Particular opportunities to accelerate Māori housing projects exist in the semi-rural Māori communities of Ōmāhu, Bridge Pā, Paki Paki, Kohupātiki and Waipatu.

Public and affordable housing

The public housing register in Hastings has circa 460 households on it, and it has been increasing consistently for several years (this compares to around 80, 3 years ago).

Work is underway to fine-tune the problem to understand what combination of activity would be the most effective way to reduce the public housing register. This could include more public housing, additional sub-market rentals or additional lower quartile rentals.

Tourism accommodation

The rise of Airbnb/holiday homes/homestays (and other online accommodation sharing platforms) is attracting a lot of interest around the world, as it has implications for housing supply in cities facing a housing shortage. The rapid growth of Airbnb has seen increasing numbers of privately owned properties being used long-term to service the short-term rental market, with potentially negative implications for the supply and affordability of residential rentals. There are currently 718 active listing in Hastings.

In the short-term a more accurate understanding of the impact of this trend on Hastings housing supply is needed, to enable a considered analysis of the appropriate response tools.

DECREASING
NUMBER OF
HOUSEHOLDS
ON PUBLIC HOUSING REGISTER



Next steps, timeframes and the mix of inter-agency involvement for the programme above is currently being developed and worked through to deliver on the identified interventions (immediate, medium and longer term) for the people of Hastings District.



WORKING WITH GOVERNMENT
AND OUR PARTNERS ON
HOUSING PROJECTS



RETHINKING AND LOOKING AT
FUTURE OPPORTUNITIES FOR
COUNCIL HOUSING

Priority 3



THE TRANSPORT SYSTEM
LINKS PEOPLE, GOODS
AND
OPPORTUNITIES

The vision is to connect people and places, products and markets. This is achieved by providing a safe road network that gets people and goods where they want to go, however they choose or need to get there. This needs to be achieved in a sustainable and resilient manner for an affordable whole of life cost.

Other strategies such as the Walking/Cycling Strategy are heavily integrated here. Please refer to Great Communities Strategic Overview.



Accessibility, efficiency and resilience

The key strategic issues for the district as they impact on district development are:

Freight Hubs

Progressing the use of freight hubs and road/rail/port integration with specific focus on Whakatū/Tomoana area. The outcomes of the Spatial Plan process (currently in progress) will help to further inform the long term approach and infrastructure needs to better connect this inland port area with our distribution hubs at HB Airport and the Port of Napier. The North Eastern connector route being one potential new transport intervention.



Rural Priorities

Strengthening connections to rural areas for freight and tourism with specific focus on the 7 year bridge strengthening programme which has prioritised routes to respond to the increase of high productivity motor vehicles and new rules in respect of vehicle dimensions and weight.



These targeted investments will also protect our lifeline routes and add resilience by providing alternative routes in case of significant events or hazards.

The routes of significance to achieve the above objectives being Taihape Road, Kererū Road, Puketitiri Road, Waipunga Road and Waimārama Road.

PLANNING TO AVOID GROWTH CONGESTION

Council Priority

CONTINUED FOCUS ON RURAL ACCESSIBILITY

Transport and Land Use

Improving our strategic links and integrating transport investment with land subdivision and land use change is a particular focus in key future planned residential and industrial growth nodes.



The development of a regional network operating plan will provide the umbrella long-term planning framework for the region and feed into the Regional Transport Plan. At a local level, corridor management plans (in particular, Pakowhai Rd, Karamū Rd, Middle Rd, Havelock Rd and Te Mata Peak corridor provide the strategic direction for these routes).

Regional Networks

State Highway connections play a very important role in supporting our regional and interregional economy. The connections between Napier and Hastings, Taupō, Wairoa and Manawatū are of particular importance. The outcomes of regional transport models, studies and operating plans will inform the long term approach. Key matters requiring advocacy looking forward relate to:



- Four laning of the HB Expressway
- Mohaka Bridge on State Highway 5
- Passing lanes/opportunities on State Highway 2 to Wairoa
- Traffic and pedestrian safety on State Highway 51 to Clive

Note: The above needs to be considered in the context of sustainable transportation and advances in technology as it applies to transportation.



% OF RURAL NETWORK THAT'S INACCESSIBLE

reduces to

0.4%
(6KM)

FROM BASELINE OF 12.2%



% OF NETWORK THAT'S HPMV CAPABLE

increases to

21.5%
(353KM)

FROM BASELINE OF 11.1%



JOURNEYS AFFECTED DUE TO UNPLANNED ROAD CLOSURES NOT MORE THAN

400,000

PER ANNUM



Strategic parking

Central city parking needs to support the aims for our city centres. The strategic approach to parking is to focus on providing parking solutions to meet the demand, making movement through the CBD efficient, with minimal use of vehicles and minimal carbon emissions.

Maintaining public safety, encouraging traffic turnover in areas of high occupancy and managing the parking solution to an occupancy level not exceeding 85% are key areas of focus. Continually monitoring and keeping up with parking solution technology (such as the recent pay by plate initiative) is critical to achieving our objectives.

Trends and challenges we need to adapt to moving forward include the new demands (i.e. electric stations) that come with an anticipated increase to 50% of vehicles being electric in the next decade; new form of movement such as the emergence of micro mobility (i.e. electric scooters); the potential shift away from street infrastructure for parking to mobile phone technology solutions.

Havelock North is critically land constrained from a parking acquisition perspective. The strategy is to fit in with other developments occurring in the village and to leverage parking opportunities from these.

Looking forward — The Council will be considering the broader future considerations in terms of movement and accessibility via the development of a Parking Management Plan, including community aspirations for getting around the city, ageing population and mobility, the role of public transport and sustainable choices amongst other things.



REMAINING AGILE TO
NEW MODES AND
TECHNOLOGY
(SCOOTERS, ELECTRIC)



DEVELOPING OUR
SUSTAINABLE TRANSPORT
ALTERNATIVES



PARKING
OCCUPANCY DOES
NOT EXCEED

85%



Partners and priorities



Our partners are important, and success depends on collaborative effort on focused priorities. Key strategic partnerships include:

Business Hawke's Bay

which is responsible for programme management of Matariki Hawke's Bay Regional Development Strategy (HBREDS) and action plan for economic and social growth. Other key result areas focus on:

- Greater business diversity and sector development, particularly around Agribusiness, Technology and Food & Beverage businesses
- Attraction of investment, people and skills, and business
- Leveraging the 'Great Things Grow Here' economic development brand platform.

Hawke's Bay Chamber of Commerce

a membership based organisation delivering activities for business members. A partnership with Hastings District Council and EIT delivers the Young Enterprise Scheme, an experiential business programme developed for schools targeted at years 12/13.

Local Authorities supporting regional collaboration. Particular emphasis being placed on:

- **Hawke's Bay Regional Council** – leading work on the Regional Water Strategy, which will need to address the way forward beyond the TANK plan change to ensure there is enough quality water to sustain our people, prosperity and the environment. Progressing the Clifton to Tangoio Coastal Hazard Strategy and its flow on effects to the management of identified risks and future district development is another key focus area supporting HPUD's implementation. Overall responsibility for planning and coordinating regional transport through the Regional Transport Committee, including contributions from Port of Napier, Iwi, AA, DHB and Kiwi Rail. HBRC provide bus services, road safety education and regional cycling in Hawke's Bay.
- **Napier City Council** – Key areas of collaboration continue in respect of the implementation of the Heretaunga Plains Urban Development Strategy (HPUD's) and more recently in respect of the findings of the Regional Industrial Strategy. Napier City Council is a key partner in the Regional Skills Attraction Strategy and 'Great Things Grow Here' initiatives. The 'Think Hawke's Bay Forum' provides for collaborative effort between the regions Council's and HB Airport and Napier Port.
- **Wairoa District Council and Central Hawke's Bay District Council** – Our neighbours are part of the total delivery of the "gate to market" solutions for our primary produce. Effective regional transport links and integration of the network are key collaborative linkages, along with support for the Regional Skills Attraction Strategy and 'Great Things Grow Here' initiatives. The 'Think Hawke's Bay Forum' provides for collaborative effort between the region's Councils and HB Airport and Napier Port.
- **Iwi Entities** – Future success depends on strong partnership with our Treaty Partners as well as Ngāti Kahungunu, Te Taiwhenua o Heretaunga and others.
- **Crown Agencies** – Working on emerging opportunities and areas of collaboration particularly: Kāinga Ora, Ministry of Housing and MBIE.





EIT

is the regional vocational training centre. Recently became the centre of vocational excellence cove for food and fibre.

Tourism Hawke's Bay

is the key organisation responsible for promoting Hawke's Bay, Hastings District out of the region. The Tourism Hawke's Bay website serves as the one stop shop for the visithastings.co.nz URL and the content is fed by the i-SITES and the marketing communications team. Council works with Tourism Hawke's Bay in terms of partnering on funding for regional events, e.g. Hawke's Bay Marathon.

New Zealand Transport Agency

is responsible for state highways, including the Hawke's Bay Expressway, as well as driver and vehicle licensing. They provide subsidies for transport projects through the National Land Transport Plan.

New Zealand Police

are responsible for road policing, enforcement, road safety education and crash reports.



Strategic Integration



Under a broader community wellbeing approach integration of the Sufficient and Supportive Economy outcome with the following outcomes will be important. This will be achieved by working together with the Great Communities and Eco District Subcommittees:

Healthy environment and people

- Innovation and new practices need to be encouraged to move toward a low carbon and low waste economy. The transport impacts can be managed through infrastructure improvements and demand management. The LED streetlight conversion programme, along with using recycling in road construction are two current initiatives. A focus for future improvement needs to be around managing stormwater and run-off.
- Clearly defined opportunities and standards for economic development and expansion will avoid sprawl onto productive land, avoid compromising waterway health and inform choices in regard to future water allocation.

Vibrant, safe, connected and inclusive place

- Investing in Hastings to make it a place where talent wants to live will assist in attracting the skilled labour force that will be required.
- Developing people locally, particularly our youth, will assist with meeting our labour market needs and enable people to have rewarding and productive lives. (See Great Communities Strategic Overview)
- Working with mana whenua to explore Iwi investment relationships and whānau development opportunities will be beneficial for the community as a whole.
- Providing a range of walking, cycling and micro-mobility choices promotes accessibility to all parts of our community. Embracing innovation in roading infrastructure by exploring new technologies such as “Smart Cities” will assist with better connected and integrated urban areas. Safety and accessibility of popular motorcycle routes, footpaths and cycleways for vulnerable users along with active enforcement of education and road safety are other priorities.
- We need to continue working toward creating a community which is underpinned by a reputation as a safe place to live, work and play if we are to attract and retain the talent we need.



Plans and supporting strategies



Plans and supporting strategies to deliver on the District Development Strategy:

- **Regional Economic Development Strategy** (Matariki Reds) was created by iwi, local authorities, business and central government and its purposes are to support the creation of jobs, to raise incomes in Hawke's Bay and to improve the overall economic performance and competitiveness of the region.
- **Heretaunga Plains Urban Development Strategy (HPUD's)** sets out the approach to assist the local authorities to plan and manage growth on the Heretaunga Plains. The strategy quantifies the level of growth over a 30 year period from 2015 and how that growth is to be effectively managed through regulatory and infrastructure plans.
- **Hastings Urban Issues and Urban Design Strategy** sets out the framework to coordinate future streams of work as they respond to both current and future urban issues requiring place-based solutions.
- **Medium Density Housing Strategy** outlines the approach to achieving the residential density targets as detailed within the Heretaunga Plains Urban Development Strategy.



- **Regional Industrial Land Strategy** sets out the area of land and infrastructure required to facilitate sustainable industrial development across Napier and Hastings, as well as setting out the types of industry which are best suited to each existing and future industrial area; having regard to environmental and economic drivers.
- **Hastings City Centre Strategy** and **Vibrancy Plan** outlines the range of interventions to meet the overall goal of “A compact, legible, vibrant, fun, accessible and connected people centre”.
- **Clifton to Tangoio Coastal Hazard Strategy** provides a framework for assessing coastal hazards risks and identifies options for the management of those risks.
- **Regional Land Transport Plan** sets out the transport priorities for the region and links with the Government Policy Statement on Land Transport and into the funding body (National Land Transport Fund administered by NZTA).
- **Walking and Cycling Strategy** sets out the way philosophy and our sustainable transport objectives along with the remaining investments and enhancement projects required for the network.
- **Bridges Strategy** outlines the approach and priority bridges for strengthening to respond to both HPMV and VDAM requirements.
- **30 Year Infrastructure Strategy** details the specific growth infrastructure needs, timing of investments and development locations within Hastings District.
- **Flaxmere Town Centre Urban Design Framework** provides a land use planning framework, guiding decisions on urban form, land use and community projects in and around the Flaxmere Village Centre.
- **Havelock North Village Centre Framework** guides planning and growth of the village centre in a way that is consistent with sustainable development.
- **Corridor Management Plans (CMP's)** – set out the strategic direction and potential investments on key routes.





Summary of success measures



Council will monitor a set of measures to gauge whether progress is being made against the strategy outcomes:



- Available capacity of 20% for industrial growth
- Number of filled jobs increases by 1.5% annually (Think HB)
- Increase in business users by 10% annually 'Great Things Grow Here'
- Export tonnage at Napier Port increases 2% annually
- Filled jobs increases by 1.5% annually
- 10% increase in visa applications for Hawke's Bay
- Fully subscribed programme, with increasing number of FTE staff (Productivity Programme)
- 60,000 I-site visitors per annum
- 100,000 visitors to Splash Planet per annum (over 45% from outside region)



- A minimum of 20 hectares vacant greenfield land
- Extra 4,048 households by 2045 (infill, site redevelopment, and brownfields)
- Number of household units created by consent within the central commercial zone
- Decreasing number of households on public housing register
- Number of contents/plan changes granted outside of the Heretaunga Plains Urban Development Strategy framework



- Reduce percentage of rural network roads that are inaccessible to 0.4% (6km) from baseline of 12.2%
- Increase percentage of network that's HPMV capable increases to 21.5% (353km) from baseline of 11.1%
- Journeys affected due to unplanned road closures not more than 400,000 per annum
- Parking occupancy does not exceed 85%



HASTINGS DISTRICT COUNCIL
207 Lyndon Road East, Hastings 4122
Private Bag 9002, Hastings 4156

www.hastingsdc.govt.nz

TE KAUNIHERA Ā ROHE O HERETAUNGA

4091021