

# Waitaki District Council Report

**From** Assets Group Manager

**Date** 19 February 2019

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## Oamaru HarbOUR Space Masterplan

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### Recommendations

That Council:

1. Approves the Oamaru Harbour Space Masterplan Establishment Report.
2. *(choose an option)*
  - a. Proceeds with a Masterplan for the HarbOUR Space with a dual round of Community Consultation and approves an additional budget of \$180,000 to be funded from the Oamaru Harbour Endowment fund.OR
  - b. Proceeds with a Masterplan for the HarbOUR Space with a single round of Community Consultation and approves an additional budget of \$150,000 to be funded from the Oamaru Harbour Endowment fund.OR
  - c. Updates the existing 2011 Strategy and presents the updated document to the Community for feedback and approves an additional budget of \$70,000 to be funded from the Oamaru Harbour Endowment fund.

### Objective of the Decision

To determine whether Council wishes to create a Masterplan for the Oamaru HarbOUR Space or update the existing strategy, and to set an additional budget for the work. To consider and approve the draft Establishment Report.

This report should be read in conjunction with the attached draft Establishment Report.

### Summary of Decision Making Criteria

	No/Moderate/Key		No/Moderate/Key
Policy/Plan	No	Environmental Considerations	No
Legal	No	Cultural Considerations	Key
Significance	No	Social Considerations	Key
Financial Criteria	Key	Economic Considerations	Key
Community Views	Key	Community Board Views	No
Consultation	Key	Publicity and Communication	Moderate

### Background

Council allocated \$50,000 for the creation of a Harbour Strategy in the first year of the Long Term Plan. However, the strategy project has morphed quite significantly from what was originally envisaged (ie updating the 2011 document and presenting the updated document to the community for comment), to a full pre-engagement and then consideration of a proper Masterplan for the Harbour and surrounding area of influence.

In November 2018, the community engagement process was carried out and it has enabled the community to provide feedback on what people have found special about the Oamaru Harbour Area and what they see as its future.

There was a significant response to the survey, consisting of nearly 900 survey responses<sup>[MS1]</sup> as well as a 15,000 Facebook reach and 180 people attending the initial launch meeting.

A draft Establishment Report has been written which outlines what progress has been made so far and some options for the recommended way forward. The draft Establishment Report is attached to this report and will be uploaded to the website once Council approves it.

This has meant that the original budget of \$50,000 is no longer adequate for the significant change in scope. Indeed, the majority of the budget allocated to the strategy has been used on the initial engagement process.

The budget breakdown for the work attributed to the project is:

Pre-engagement works:	\$8,000
Engagement phase:	\$19,000
Reporting and recommendations:	\$16,000
Total:	\$43,000

This leaves \$7,000 in the original budget. There has also been a significant commitment of staff time spent on the strategy, including \$25,000 of backfill work, due to unavailability of staff.

The draft Establishment Report presents two options for the creation of a Masterplan and a detailed breakdown of the costs is attached to this report. The options have been tailored to have a Masterplan document to be presented to Council approval at its additional meeting on 25 June 2019. The costs range from \$150,000 to \$180,000 depending on the level of community consultation during the Masterplan process. The draft Establishment Report outlines the options in more detail.

The costs of these options are significant and are due to the level of expert technical specialist advice needed to put together a long-term Masterplan that will serve the area for a long time. There is lots of information available on Masterplan processes on the internet (refer to Cromwell, Wynyard Quarter and Queenstown). There is a significant upfront cost to the work, but the Masterplan process does provide clear guidance on what goes where in the future.

Updating the 2011 strategy is also an option. It is estimated it would cost \$70,000 to update that document. This includes \$30,000 for identifying projects, scoping them and estimating costs, and developing a programme with the Harbour Area Committee. Another \$30,000 would be for updating the plan and consulting with the community, and a final \$10,000 to finalise the plan.

## Summary of Options Considered

### Option 1 – Proceed with a Masterplan process with a dual round of Community Consultation

The intent is to work efficiently through the process to develop and finalise a Masterplan, supported by a spatial plan, in order to keep pace with the District Plan review and build momentum. Once in place, it will guide decision-making and implementation programmes for the future of the Oamaru Harbour Space.

As each intervention has the potential to influence and impact on others, an integrated method is being proposed that aims to achieve the following:

- Show how differing components interact and can be sequenced for implementation.
- Involve investors, partners, stakeholders and the community [\[and\[MS2\]\]](#) to test the options and flesh out the preferred way forward.
- Provide a framework that manages tensions, tests and selects options, which results in a plan that delivers on the project's objectives.

There is a wide and complex range of issues at play, which exist on a scale of control, influence and interest. Some issues can be controlled by the Council and its partners as part of this Masterplan, others can be influenced and supported by this, or will be of interest but ultimately cannot be shaped by the Masterplan process, as it currently stands.

The content of the integrated components is described in the draft Establishment Report.

This option sees the community engaged twice in the process. Firstly, the community will be consulted when the project team has identified a shortlist of options for the future of the harbour. This will be put out for public consultation, with the most popular option providing significant guidance on the preferred way forward.

Once the preferred option has been established, the community will be consulted for a second time, ensuring any final tweaks and community ideas/concerns are heard and incorporated into the Masterplan where possible.

The additional budget required is estimated to be \$180,000 (a breakdown is attached).

### **Option 2 – Proceed with a Masterplan process with a single round of Community Consultation**

This option is as for option 1, but there is less community engagement than the previous option.

The project team will carry out an optioneering process internally, with approval to be obtained by the Harbour Area Committee without wider public input. Once the preferred option has been identified, this will be shared with the community for consultation, with any final amendments incorporated from community ideas and/ or concerns where possible.

The additional budget required is estimated to be \$150,000 (a breakdown is attached).

### **Option 3 – Update the 2011 Harbour Strategy**

This option considers all the feedback from the consultation and creates a work plan from the ideas presented. The existing strategy would be updated with the new work plan. This would mean that no spatial framework is created and would provide less input into the District Plan process. This plan would unlikely to be as long-lasting as a Masterplan and would need to be updated regularly.

The additional budget required is estimated to be \$70,000.

### **Add on Option 4 – Seek feedback from the Community as part of the Annual Plan process**

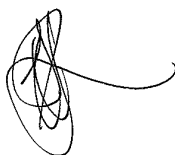
The scope of this project has changed significantly from its original scope. The community has shown support for a full Masterplan through the pre-engagement process, but the costs of a Masterplan have only been established recently. An option is to seek feedback on the level of a Masterplan through the Annual Plan process. This option is recommended should Council feel uncertainty about the level of community commitment to the change of scope to the project.

This would delay the Masterplan work for some months.

### **Conclusion**

Officers have not put forward a recommended option. However, having considered the options summarised above, the following conclusions have been reached:

1. A Masterplan does provide more certainty moving into the future and is a long-term document that also provides a spatial plan.
2. More certainty does mean that there should be significantly less time required to respond to ideas, saving both the community and Council time and money moving forward.
3. The community appears to support a full Masterplan, but the costs of developing one have not been known until now.



Neil Jorgensen  
**Assets Group Manager**

### **Attachments**

Additional decision-making considerations  
Technical resources and recommended procurement  
Draft Establishment report (circulated as a separate PDF to the Final Agenda Papers)

**Additional Decision-Making Considerations**

The following matters have been considered in making the decisions.

**Outcomes**

We enable opportunities for new and existing business

We provide and enable services and facilities so people want to move here and stay here

We understand the diverse needs of our Community

Waitaki's distinctive environment is valued and protected

**Publicity and Communication Considerations**

It is recommended that the decision is circulated through normal media channels and that the finalised Establishment Report is made available on Council's website.