

# Waitaki District Council Oamaru Harbour Plan

## Process Report

July 2019



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Oamaru Harbour Plan Process Report

**Prepared for:**

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**Quality Assurance Statement**

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## Executive Summary



### Background

The Oamaru Harbour has played a significant role in the history of Oamaru, it has shaped commerce and the development of the town since the 1880s.

In more recent times it has begun the transformation into a popular destination for residents, families and visitors. This has largely been done under the direction established in the 2011 Oamaru Harbour Development Strategy, which aimed for Oamaru Harbour to be one of the best little harbours in the country.

Due to the success of the reinvigoration of Oamaru Harbour in recent years, thanks in a large part to the 2011 Strategy, a number of development proposals were received by WDC – some of which caused a degree of conversation and conflict of opinion in the local community.

What has become apparent is that any lasting development in this area needs to have a clear direction, supported by the community, which shapes the future and guides any changes.

### Process

This document seeks to set out the process the Masterplan has followed to date from its inception. It outlines the key decision points and project milestones, as well as listing the key masterplan articles that have shaped the direction of the project thus far.

It is intended to act as a summary of the process followed to date, ensuring readers can easily pick up and understand how the project has been shaped and progressed.

It is also intended to be a living document and will be updated as the Masterplanning process continues to evolve.

# 1 Process Summary

The following is a summary of the process followed in the development of the Harbour Plan today, and a description of the material delivered.

## **Step one – Early Engagement (Nov/Dec 2018)**

Carry out early engagement process around the future of the Harbour, analyse and report back on results.

### **Outcomes**

- Engagement document
- Engagement results

## **Step two – Project establishment (19 February 2019)**

Development of Establishment Report

### **Outcomes**

- Approval to proceed from Council
- Project governance diagram
- Project process
- Project structure
- Stakeholder matrix

## **Step three – ILM and options workshops (1-2 April 2019)**

Workshops with key stakeholders and informed participants

### **Outcomes**

- Investment Logic Map
- Harbour issues list (Appendix 1)

## **Step four – Longlist development (April/May 2019)**

Development of a longlist of options for the harbour, on a scale of low to high ambition, investment and improvement.

### **Outcomes**

- Options matrix
- Spatial key moves (LandLAB)

## **Step five – Optioneering workshop (May 27 2019)**

Workshop held with Harbour Area Committee to agree on the shortlist of options to be further analysed.

### **Outcomes**

- Set shortlist of options from initial longlist (Shortlist option 1, 2 & 3)
- Set agreed levels of improvements for Marine Structures
- Set baseline for public realm improvements to be included in structures
- Change of scope – HAC directed Project Team to engage with the public on options, as opposed to a preferred option

### **Step six – Draft Engagement Document (26 June 2019)**

Develop Draft Engagement document for endorsement by HAC covering background, process this far, objectives and options.

#### **Outcome**

- Draft Engagement document
- High level costs
- Concept drawings and maps (LandLAB)

### **Step seven – Harbour Area Committee Meeting (2 July 2019)**

Ordinary HAC meeting held, endorsement sought to proceed with public engagement approach and seek approval from Full Council. Public invited to attend and public forum agreed.

#### **Outcome**

- Significant push back from public attendees about level of investment in the proposed options
- HAC instructed Project Team to revise approach and report back at workshop on 25 July

### **Step eight – Move to a zone based approach (5 July 2019)**

Following the HAC meeting on 2 July, members of the project team met for a workshop to understand a new way forward that would be acceptable to the HAC.

#### **Outcomes**

- Project shifted to a detailed zone/design based approach
- Harbour divided up into seven key areas or zones:
  - Southern Harbour
  - Sumpter / Breakwater
  - Waterfront zone
  - Harbour Plaza
  - Holmes Wharf
  - Dredging
  - Town Centre
- Each zone was to have a current state and proposed state map drawn up, along with an information page explaining the plan for each separate part.
- This approach is to be shared with the HAC at a public workshop on 25 July.



## 2 Step One – Early Engagement (Nov/Dec 2018)

Throughout November 2018 WDC carried out a community engagement process to help identify what people find special about the Harbour Area and where they see as its future.

The survey asked three key questions:

1. What do you like the most about the Oamaru Harbour Area?
2. What would you most like to see changed at the Oamaru Harbour Area?
3. Looking ahead, in 30 years what do you want the Oamaru Harbour area to look like and how do you think it should function?

The engagement process had a significant response - all up Council received 887 survey responses, over 50 written and emailed contributions, and over 140 post it comments.<sup>1</sup>

On top of this, a public information session was held with over 180 people attending, as well as three public drop-in sessions throughout November, and visits to schools and retirement homes.

### OVER THIS ONE MONTH ENGAGEMENT PERIOD WE HAD:



Figure 1: Engagement Summary, WDC

A full summary of the engagement results is available on the WDC website at <https://www.waitaki.govt.nz/our-council/consultation/Documents/Future%20of%20the%20Oamaru%20Harbour%20area/HarbOUR%20Space%20survey1%20results%20summary.pdf>

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<sup>1</sup> <https://www.waitaki.govt.nz/our-council/consultation/Documents/Future%20of%20the%20Oamaru%20Harbour%20area/HarbOUR%20Space%20survey1%20results%20summary.pdf>

## Results

Some themes are universal among all demographics, while others are divided along with specific demographics groupings.

For example, almost all demographics found the Harbour's tranquillity and charm the thing they liked the most about the area at present.

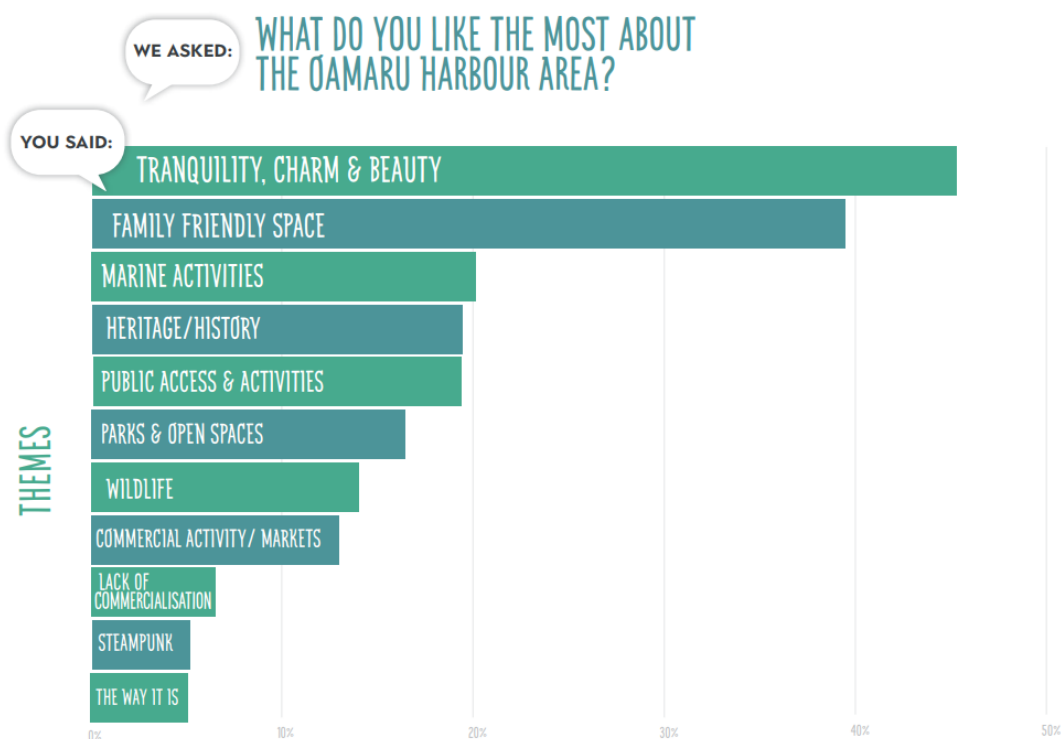
When looking at what people would most like to see changed at the Harbour there was a wide range of responses. While most demographics wanted to see more amenities and activities, generally younger respondents also wanted to see increased commercial activity, while older respondents wanted to see it left the way it is.

Further, looking at what people would like to see in 30 years' time, there was a clear split between the under 50s and over 50s, with the younger demographic wanting to see it maintained and improved as a community asset, while the over 50s preferred that the area was left the way it is.

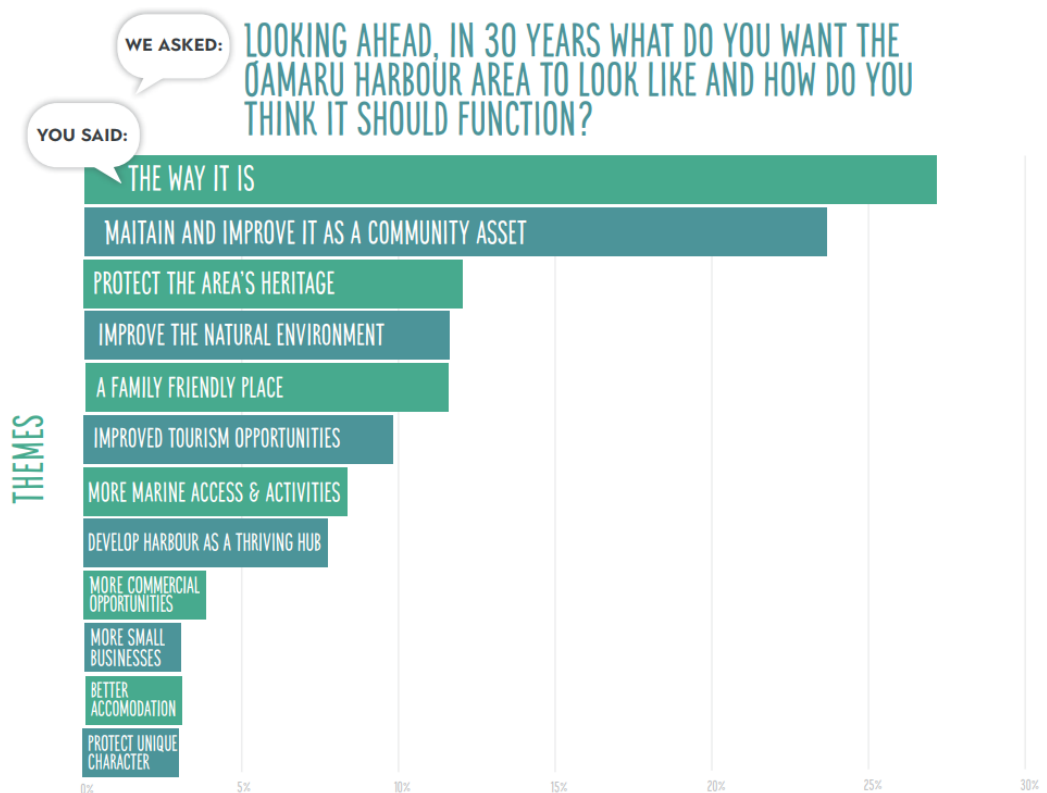
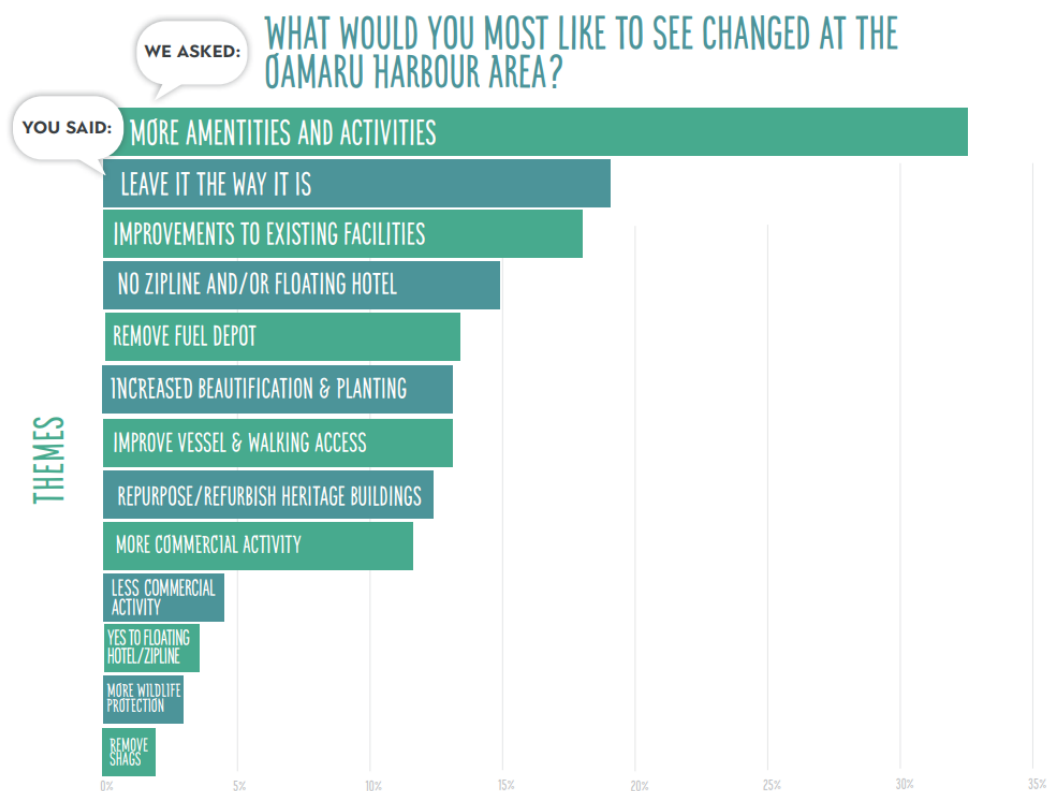
The demographic split can be seen across gender, location, age and a combination of all three. It can all be explored using an online tool available at [http://bit.ly/Oamaru\\_Engagement](http://bit.ly/Oamaru_Engagement).

The overwhelming message, both from the initial community engagement and workshops with user groups is that the Harbour is a special place and has a charm that people would like to see protected. What this means differs widely among respondents with some seeking no change to the status quo and others looking to see an increase in commercial activities and vibrancy in the Harbour. Some people cherish the wildlife such as the penguins, while others want to see the shags removed from Sumpter Wharf.

What's clear is there is a large degree of tension within the community over the future of the wharf.







### 3 Step Two – Project Establishment (19 February 2019)

At a full council meeting on 19 February, Councillors voted on the next stages of the Oamaru Harbour Masterplan project, following the framework set down in an Establishment Report.

The development of the Establishment Report progressed through a number of iterations in discussion with Waitaki District Council's elected members.

Initially a project outlining five distinct workstreams was proposed, with a budget of \$410,000. This included detailed streams of work that included:

1. Land use and spatial framework
2. Accessibility and connectivity
3. Heritage and environment
4. McKeown's Fuel Depot
5. Marine use and structures

After discussion with Council, the scope and budget were reduced for the project, with the agreed project budget set at \$150,000 and a structure comprising made up of one workstream that included three masterplan components, namely:

1. Land use and spatial framework
2. Transport, accessibility and connectivity
3. Heritage and environment

The agreed plan made allowance for one round of public engagement, which would be carried out around the preferred option for the Harbour Masterplan once agreed by the HAC.

The masterplan was to be developed using the NZ Treasury Better Business Case framework which ensures a thorough process.

The initial Masterplan approach was to deliver a spatial plan, indicating what should go where and how each element should interact with the others. This will deliver an easy to understand plan that will allow community buy in.

The Oamaru Harbour Space Masterplan would take a holistic view of the harbour and surrounding area and consider a range of options to ensure it remains a key community asset, both now and into the future. It would look at ways to protect what people see as special, while allowing for future suitable development and commercial use.

#### Project objectives

1. **We understand the importance the community's views and ensure they remain engaged throughout the process.**
2. **Integration of related strategies, plans and projects to enable a sequencing of priorities.**
3. **We know what the future holds for the Oamaru Harbour Space and its surrounding areas.**
4. **Identify key land uses, activities and improvements through a spatial plan.**
5. **Development of a plan that acts as a funnel for development initiatives.**

The Masterplan will act as a guiding document for future changes and development – including a set of principles that help filter ideas and proposals to ensure Oamaru continues to have one of the best little harbours in the country.

Once the draft Masterplan is ready, the public would be asked to provide feedback on a draft preferred masterplan.

The full establishment report is available at: <https://www.waitaki.govt.nz/our-council/consultation/Documents/Future%20of%20the%20Oamaru%20Harbour%20area/Oamaru%20HarbOUR%20Space%20Masterplan%20draft%20Establishment%20Report.pdf>

## Key elements

### Geographical scope

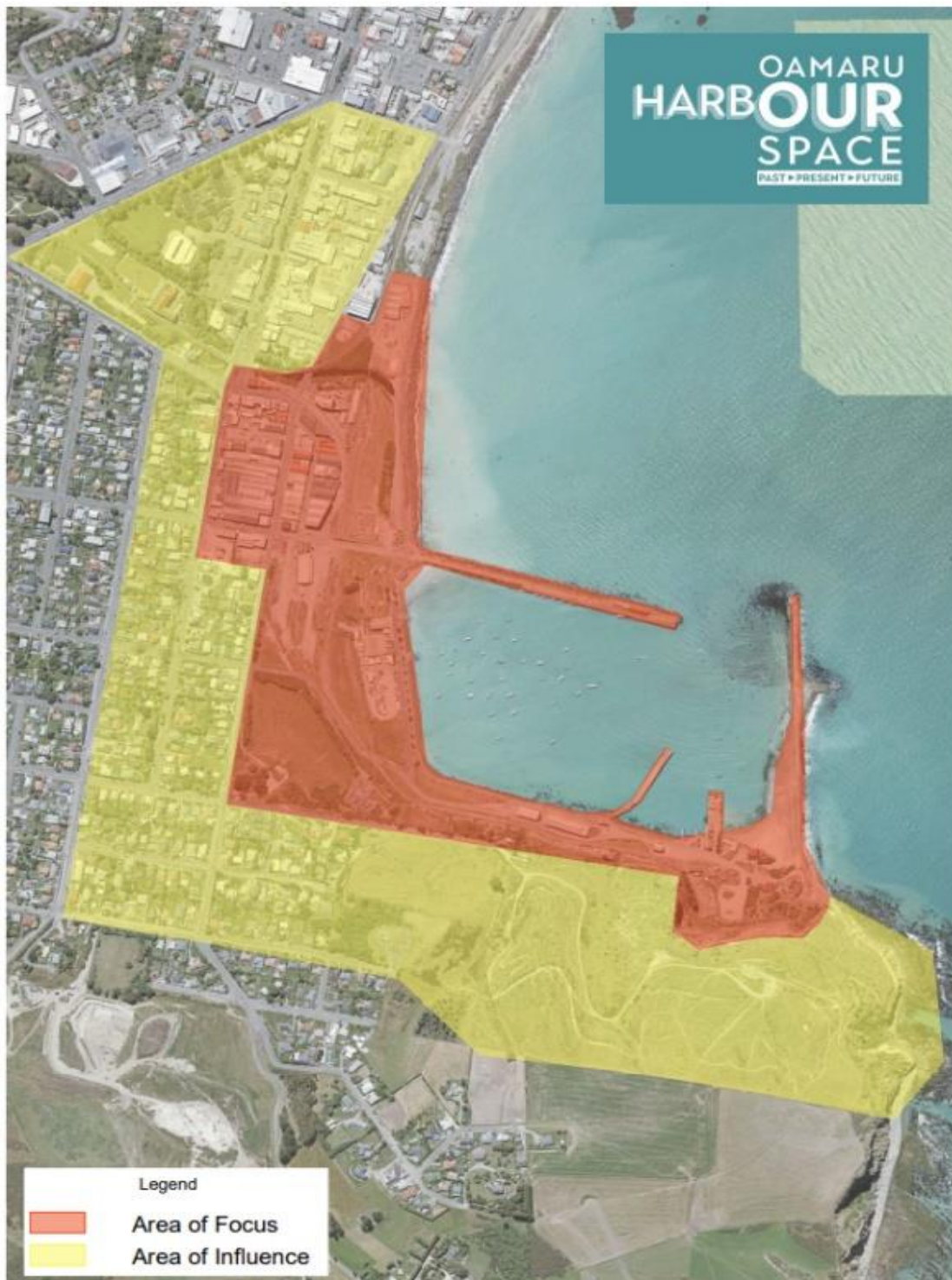


Figure 3: Geographic Scope of Masterplan

## Masterplan description

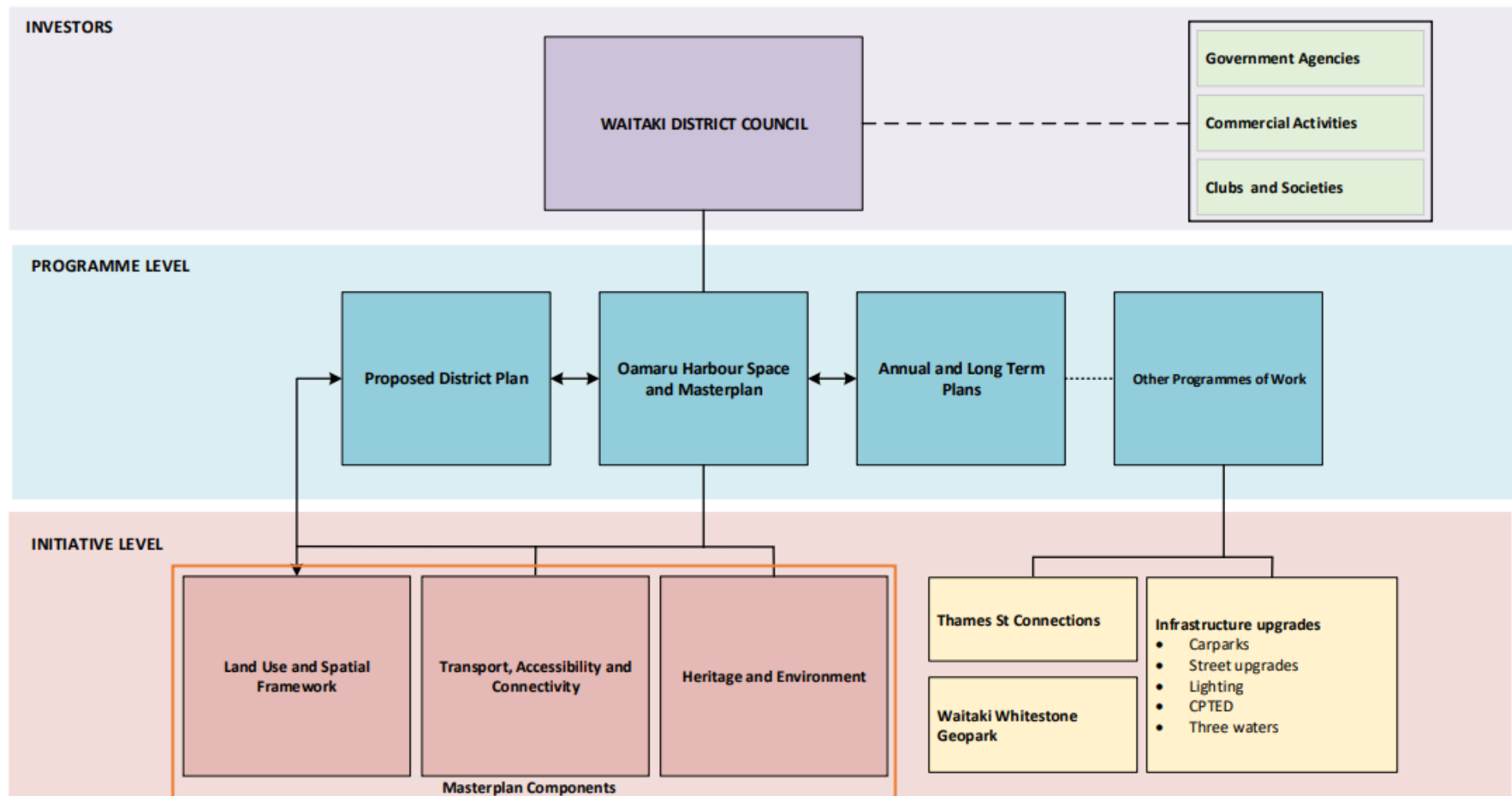


Figure 4: Masterplan structure

## Process and schedule

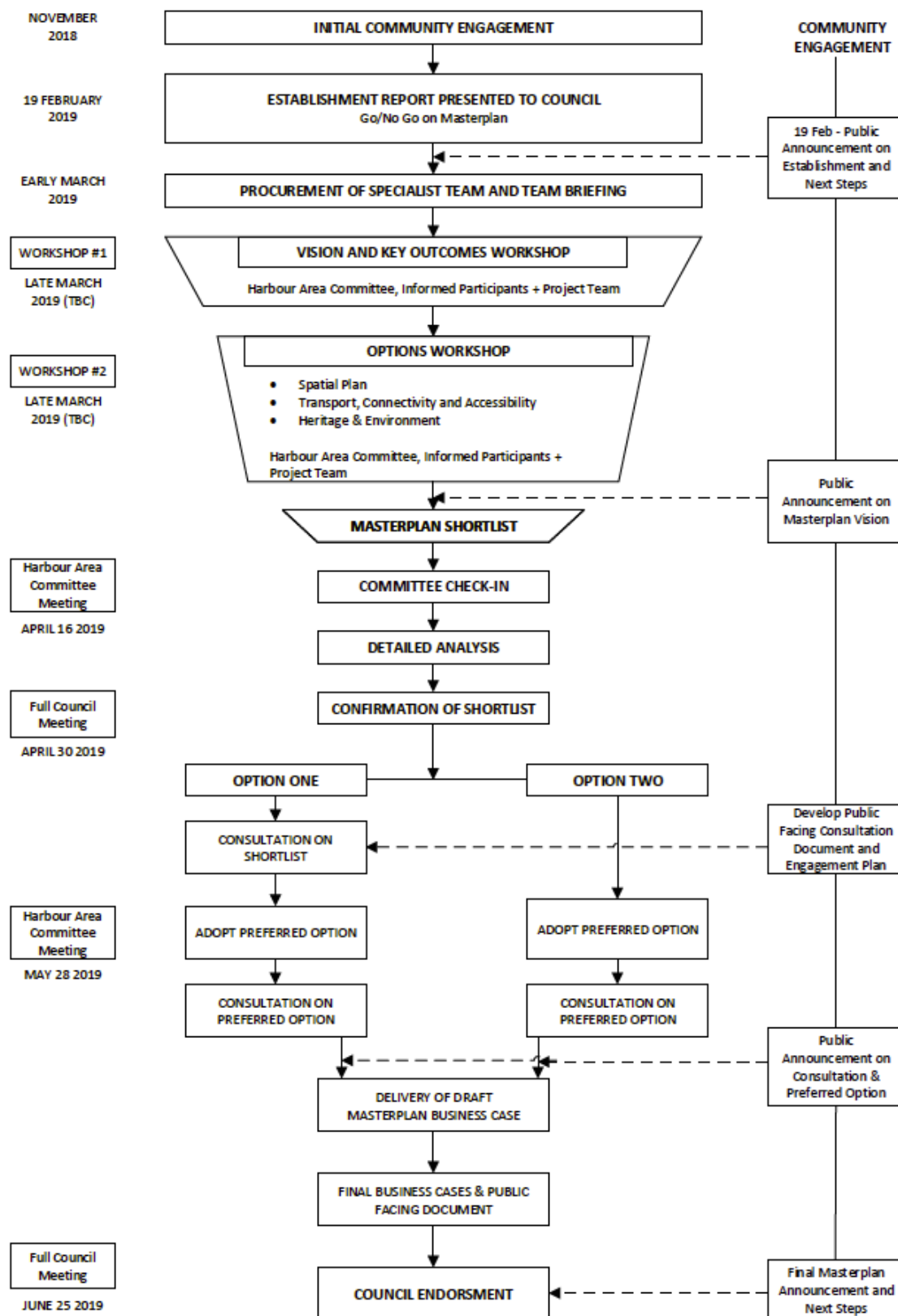


Figure 5: Proposed Process and Schedule

## Governance Structure

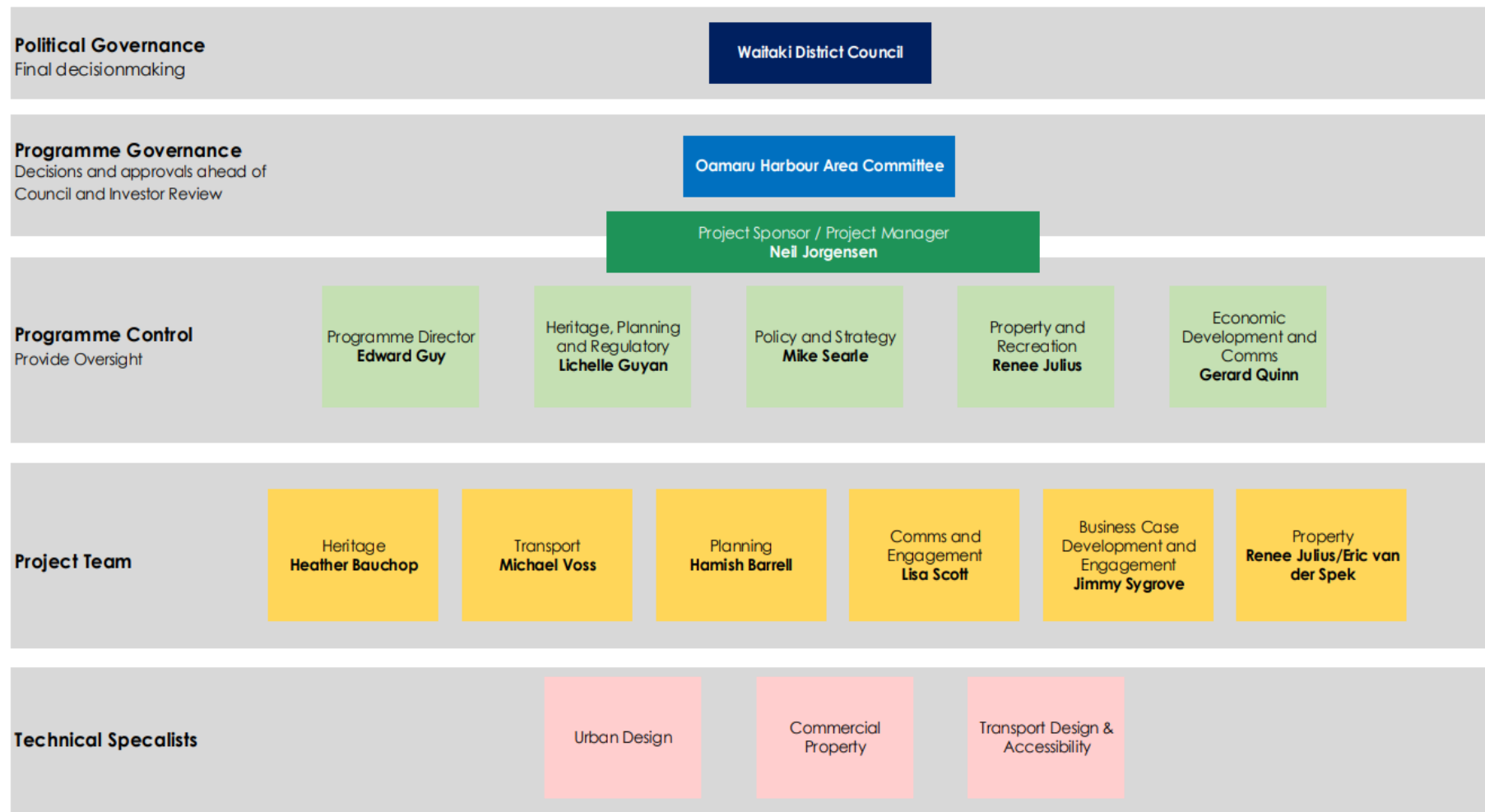


Figure 6: Oamaru Harbour Space Masterplan Governance Structure



## Stakeholder Matrix



Figure 7: Oamaru Harbour Stakeholder Matrix

## 4 Step Three - Investment Logic Mapping and Issues Workshop (1-2 April 2019)

Work to develop a masterplan for the Oamaru Harbour began on April 1st with a series of workshops and meetings attended by the Harbour Area Committee, the Masterplan Project Team and a wide range of Harbour users and interested stakeholders and experts (list of attendees is available in Appendix 2).

The workshop group discussed the key problems facing the Harbour, the benefits that would be achieved if those problems were addressed and looked at a range of possible options.

The guiding statement for the work thus far is 'delivering benefits for all while protecting and enhancing what makes the Harbour area special.' A final vision for the Harbour that underpins the Masterplan will be refined as part of the process.

The workshops involved robust, constructive discussion facilitated by Rationale's Edward Guy to define the problems facing the Harbour.

These were eventually refined from a list of 34 separate issues identified by workshop attendees (available in Appendix 1) to four key themes, which are:

- 1. The Heritage features all require investment now and into the future, which is beyond our current planning and financial means, leading to further decline and potential loss. (20%)**
- 2. A lack of shared vision is leading to ad-hoc decisions, causing uncertainty and community tension, meaning we are missing opportunities to remedy the key issues. (40%)**
- 3. Incomplete projects, disjointed elements, a lack of obvious connection to our town centre and the surrounding area, causes confusion, diminishing people's experience. (20%)**
- 4. Coastal processes, climate change, new wildlife habitats, poor visual amenity from built form, all provide mounting environmental pressure and investment uncertainty. (20%)**

Following the problems, four benefit statements were identified, these formed the Harbour's Investment Objectives.

- 1. Enhancing the Harbour in sympathy with the town's heritage, creating a unique experience that residents are proud of, attracting visitors. (20%)**
- 2. Confidence - attracting increased investment in the Harbour area (area of focus). (40%)**
- 3. Keep adding to the harbour area's vitality in a planned way that complements & benefits the town centre where possible. (20%)**
- 4. Protecting wildlife and improving environmental outcomes, helping people enjoy and understand both. (20%)**

## Oamaru Harbour

Delivering benefits for all while protecting and enhancing what makes the harbour area special.

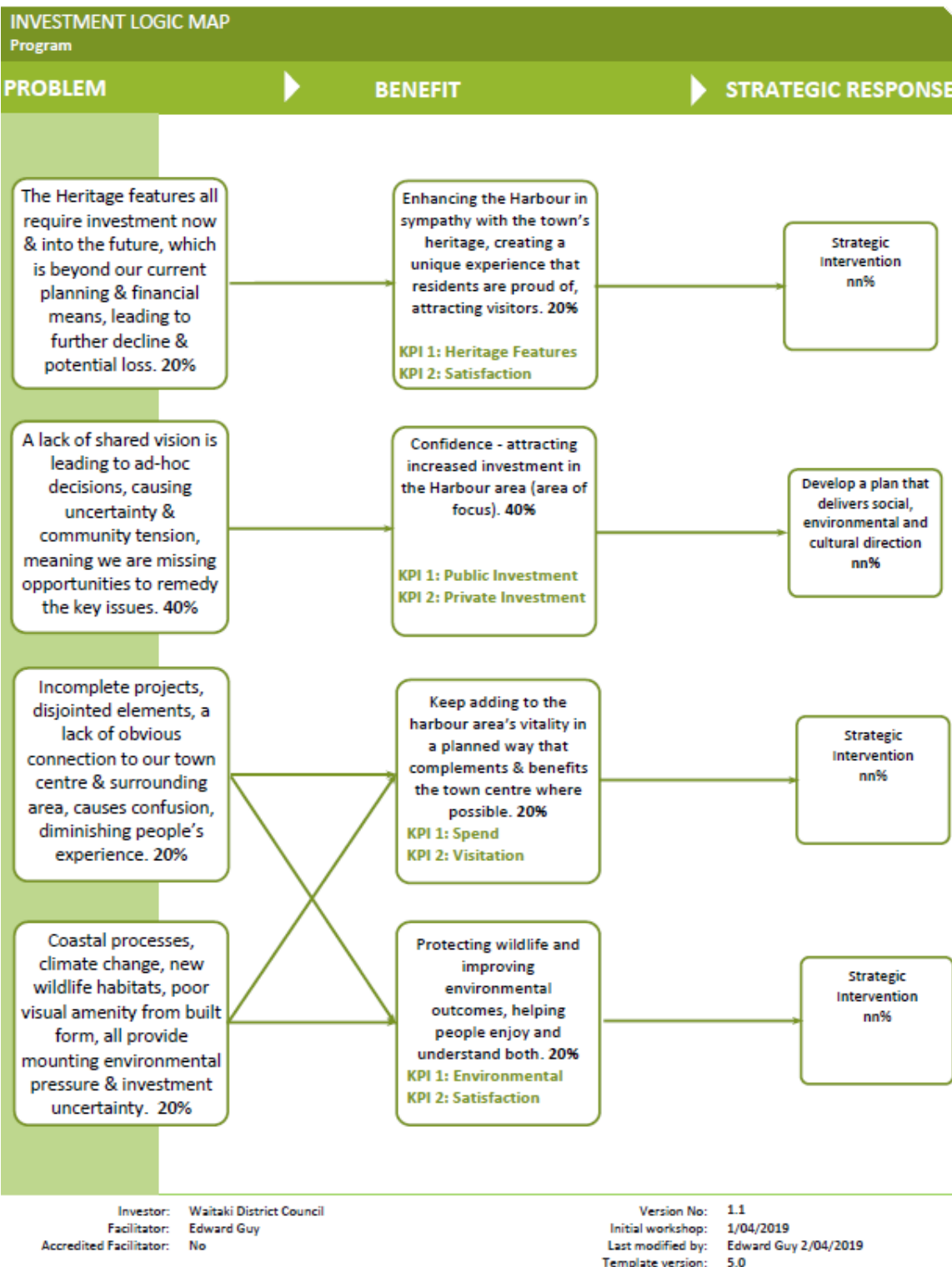


Figure 8: Oamaru Harbour ILM

## Investment objectives, existing arrangements and business needs

<b>Investment Objective One</b>	<b>Enhancing the Harbour in sympathy with the town's heritage, creating a unique experience that residents are proud of, attracting visitors.</b>
<b>Existing Arrangements</b>	Investment over the past decade has seen the Harbour Area develop into a destination that is cherished by locals and visitors alike. However due in part to the success of improvements to the area there has been conflict within the community regarding a number of development proposals that may not be in keeping with the area's look and feel. The community is not anti-development but would like to see the harbour develop in a way that is in keeping with the town's unique heritage. At the same time, the main structures that make up the Harbour are in need of repair, and current budgets are not sufficient to maintain, let alone improve them – placing the whole harbour at risk.
<b>Business Needs</b>	The Harbour requires investment, both to ensure that its main structures can be maintained or improved and to continue to enhance the area as a destination that both locals and visitors can be proud of. To do so the Harbour area needs to generate a source of income – what this looks like is yet to be determined, but it needs to ensure the things that make the harbour special are retained, while understanding that change is inevitable.
<b>Investment Objective Two</b>	<b>Confidence – attracting increased investment in the Harbour Area.</b>
<b>Existing Arrangements</b>	There is no clear long-term vision for the Harbour that can provide both guidance for the community and confidence for investors. This lack of a long-term direction for the Harbour Area has led to disagreements around its purpose. There are many varied expectations and desires for the Harbour, many of which exist in conflict with one another. While the 2011 Harbour Development Strategy provides a to-do list of development initiatives, it doesn't set out a clear long-term plan for the Harbour and surrounding Area, nor does it look to link the Harbour and the Town Centre in a mutually beneficial way.
<b>Business Needs</b>	The Harbour Area Masterplan looks to provide clear direction for all stakeholders for the next 30 years and beyond, charting the course for the Harbour Area in a transparent and easy to understand way. By providing a clear outline for development, it aims to provide confidence to the community, business and decision makers, and act as a funnel to help filter through development proposals using design principles.
<b>Investment Objective Three</b>	<b>Keep adding to the Harbour Area's vitality in a planned way that complements and benefits the town centre where possible.</b>
<b>Existing Arrangements</b>	At present there is not an obvious link between The Harbour Area and Oamaru Town Centre. This represents a lost opportunity for businesses in both areas as

	the two parts would be a more appealing destination if presented as a whole. Currently businesses on Thames Street are struggling and a number of stores have recently closed down.
<b>Business Needs</b>	Clear and legible connections between the two areas, including walkways, wayfinding and vehicle access need to be utilised. The Harbour Area needs to develop in such a way that complements and improves footfall and economic activity in the Town Centre.
<b>Investment Objective Four</b>	<b>Protecting wildlife and improving environmental outcomes, helping people enjoy and understand both.</b>
<b>Existing Arrangements</b>	The Harbour Area is home to a range of coastal wildlife including little blue penguins, fur seals, Otago shags, and occasional visits by leopard seals and various other marine animals. This wildlife is a major drawcard bringing many people to the Harbour Area to observe it at close quarters. At the same time the Harbour is subject to significant environmental forces that mean the structures that make up the Harbour require constant investment. Contamination risks also exist as a result of the Harbour's history as a commercial port. The effects of climate change are expected to exacerbate the coastal processes at work on the Harbour and impact sea levels.
<b>Business Needs</b>	Any plan for the Harbour needs to take into account the importance of the natural environment and the wildlife that inhabit the Harbour and wider Oamaru coastline. Ensuring the environmental and built form aspects of the Harbour are protected, identified and explained so they can be celebrated by locals and visitors alike is a key part of the continuing story of the Harbour.

## 5 Step four – Longlist development (April/May 2019)

Following the ILM and Issues workshop the project team began work to identify a longlist of possible interventions in the Harbour Area, ranging from a 'do nothing' approach, right through to a 'do too much' option which identified a level of investment and development across the Harbour that was unachievable.

This approach allowed the Project Team to identify and understand how differing interventions could be packaged up on a scale of ambition, investment and improvement; and then analysed and assessed to form a shortlist of options for discussion with the HAC.

The Longlist can be seen on the following page.

Outcomes/Key Moves	1. Do Nothing	2. Do Minimum	3. Shortlist Option 1	4. Shortlist Option 2	5. Shortlist Option 3	6. Do maximum
Description	No investment	Improved connections & wayfinding	Public realm improvements. Low Level Land Development	Enhanced public realm	Destination development	Significant investment
Ambition	Low ambition / investment		High ambition / investment			
Key structures						
Breakwater	Continual decline of structure, eventual loss of breakwater and harbour	Maintain breakwater: protect harbour	Improved maintenance and access: for pedestrian/bike	Enlarge breakwater: protect against climate change impacts	Enlarge and extend breakwater: protect against climate change impacts	Vehicle access: for sightseeing, highly improved maintenance programme
Holmes Wharf	Loss of structure: decline of timber structure and loss of access	Ad Hoc deck maintenance: continued decline of support structure. Eventual loss of timber structure, replaced with rip-rap.	Structure Renewed.	Enhanced Use: Walking, cycling and light vehicle access to Holmes Wharf. Sheds open for enhanced commercial use. Floating pontoon.	Town Pier: Full upgrade of Holmes Wharf creating a town pier. Destination development of sheds for commercial/hospitality. Develop underwater viewing platform at Holmes Wharf	Mixed-use development: at end of pier, heavy vehicle access, destination sculpture/statue at end of wharf. Bridge to Breakwater.
Sumpter Wharf	Loss of structure: structural failure, clean-up costs	Permanent removal of access: continued prevention of access – fence or remove section of decking. Eventual loss of structure.	Managed Retreat: From sumpter wharf – consolidation of parts of structure or controlled removal.	Structural repairs: to Sumpter Wharf to extend life and protect shag colony.	Restoration of Sumpter Wharf to allow for pedestrian access and marine use (removal of shags)	Rebuild: allowing for large passenger vessels
Dredging	Loss of vessel access	Retain existing use: Current dredging programme	Increase frequency	Improved access: Enhanced dredging to improve access for larger vessels (Holmes & Normanby wharves)	Vessel access to Sumpter Wharf: Dredging around Sumpter Wharf to allow for vessel access	Full Harbour dredging: Dredge entire harbour to a depth that allows large passenger and freight vessels
Normanby Wharf	Eventual loss of access (structural condition currently unclear)	Vessel access maintained	Structural assessment and repair (if required)	Marine Servicing Enhancements at wharf to allow for improved marine servicing and marine precinct	Marine Precinct: Slipway upgrade to allow servicing of larger vessels. Development of commercial marine servicing precinct (working commercial area around slipway)	Rebuild: allowing for high spec marine servicing industry.
Public realm & places						
Arrival & Place	Status quo	Holmes Wharf signage	Defined arrival point: Improve access from waterfront into Harbour Street heritage buildings (outward looking).	Destination development: Harbour Plaza at arrival point with outdoor venue (performing arts) Improved connectivity and access to water Non-renewal of Campground lease	Commercialised / mixed use space at Harbour Plaza and surrounds Development of campground space Ability to engage with the harbour along its entirety – enhanced connectivity and access	Cultural / commercial community hub Development of performing arts and cultural centre at place of arrival – cultural / commercial community hub
Walkways	Status quo	Improved wayfinding	Basic walkway development: walkway around Harbour "Harbour Walkway" Develop heritage walkway linking Town Centre/Harbour/Cape Wanbrow (incl. gun emplacements, quarry, old lighthouse site etc) "Heritage Walkway"	Enhanced trails: Significantly widened walking / cycleway. Create Eco Walkway linking Harbour with yellow eyed penguins at Bushy Beach (either using Graves Track or Via Cape Wanbrow)	Harbour promenade and quayside: Development of harbour promenade and quayside (over and above current shoreline). Reopen and strengthen Graves Track connection. Install goods lift up quarry as access to Lookout and Cape Wanbrow features	Harbour loop walk: bridge between Breakwater and Holmes Wharf
McKeown's	Status quo	Relocate McKeown's vehicle access to enhance waterfront. McKeown's expand onto freehold land purchased from WDC.	Wait: Active management (MfE guidelines)	Environmental buffer to shield McKeown's. Detailed Business Case on removal or assisted relocation.	Relocate McKeown's: and development of site.	Removal of McKeown's and development of site
Land use and development (creating value)			Low Level Commercial development in select Business/Heritage zoned land. No residential development Residential development of Forester Heights (lower block)	Medium Commercial Development of further Business/Heritage zone (commercial/residential/mixed use) Development of reserve land along southern corner of harbour Develop upper Forester Heights (keep six sites undeveloped for lookout). Purchase McKeown's additional land around site.	High Commercial & Mixed Use: commercial / residential quayside precinct & hospitality development across Council owned land in Harbour to create vibrant destination Develop all Forester Heights sections Develop reserve land behind penguin colony. Purchase Woolsheds on Waterfront Road. Relocate lookout.	High-Density Mixed-Use Development on All Council Land High-density development on Forester Heights Residential development of Cape Wanbrow Create a 30m wide open space around entire harbour, removing all commercial structures
Land sale revenue	\$0	\$0	Sale vs. investment: \$5m	Sale vs. investment: \$6.5m	Sale vs. investment: \$12m	Sell all Council held land, allow for private development OR remove all structures and create wide open spaces across whole Harbour Area
Rental revenue	Likely to reduce: \$260,195pa but will reduce as structures and amenity degrade	\$260,195pa	Rental increase as amenity improves and footfall increases	Significant increases as more commercial land is developed	Significant increases as more commercial / residential land is developed	\$0 – no longer own land in Harbour Area OR all rental properties are removed.
Heritage	Status quo	Status quo	Art and history interpretation Improve Red Shed interpretation Heritage and art trail development Promotion of Steam and rail connection through Harbour site, increased interpretation	Heritage activation: of Red Sheds – maritime history / steam & rail connection Historic buildings & structures maintained & improved	Heritage destination development: Commercialisation and destination development of Red Sheds Ability for rail passenger carriages to use platform at Southern end of Harbour	Sale and commercial development: Sale / relocation of Red Sheds for commercial/residential purposes
Environment	Status quo	Improving stormwater quality entering the Harbour (underway)	Enhanced outcomes: Improve separation of shags from public & improve viewing Improve harbour water quality by removing contamination sources	Shag viewing intervention (platform or other) at Sumpter Wharf	Wildlife centre: Development of wildlife centre. Shags removed from Sumpter Wharf to reduce negative effects on amenity. Development of new shag pontoon.	Relocation: move northern penguin colony to allow for development of reserve.
Transport, connectivity and accessibility	Status quo	Vehicle wayfinding: improve vehicle wayfinding signage from SH1 to Harbour area Rationalise parking through parking management strategy	Enhanced connections using Itchen St to Wansbeck St (connection to town centre) Physical works at gateways. Complete existing connections to town centre Reduce speed on Wansbeck Street Improve accessibility from Harbour View Rest Home to Harbour	Enhanced infrastructure: Mid-block/on-street physical works and changes to Itchen/Harbour/Tyne St. Develop higher quality walking and cycling infrastructure connecting within and to study area (incl. connections beyond new bridge) Improved A2O end of trip facilities. Resolve transport conflicts	Significant network changes: High-quality walking and cycling network connecting within and to Harbour area from Town Centre. Significant changes to how vehicles move to, from and within study area. Close or restrict vehicle access to Esplanade. Repurpose Firth site as carpark. Develop destination carpark at Penguin Colony	Pedestrianize entire harbour



## 6 Step five – Optioneering workshop (May 27 2019)

On May 27 the Project Team held a workshop with the Harbour Area Committee to get their direction on their preferred shortlist for further analysis.

The Project Team presented the Longlist alongside a draft spatial framework and Harbour Visuals, created by Urban Design experts, LandLAB.

The HAC advised the Project Team of their preferred shortlist, which included:

1. **Set options for the structures that make up the harbour itself, namely those proposed in longlist option 4, with slight changes:**

	Harbour options
Breakwater	<b>Consolidate, armour and maintain the breakwater:</b> ensure it continues to provide protection to the Harbour in the face of the impacts of climate change (rising sea levels and increasing frequency and severity of storms).
Holmes Wharf	<b>Enhanced use:</b> Renew the structure of Holmes Wharf by replacing and repairing deteriorated piles and wharf timbers. Replace the deteriorated deck of the wharf and strengthen, allowing for light vehicle access to the sheds. Install a floating pontoon alongside a portion of the wharf to allow for enhanced recreational vessel to use the wharf. Develop the Holmes wharf sheds and open them for commercial use.
Sumpter Wharf	<b>Structural repairs:</b> Carry out structural repairs to Sumpter Wharf to extend the life of the wharf and protect the shag colony. At the same time develop a shag viewing platform at the end of the wharf, the design of which is yet to be confirmed.
Dredging	<b>Improved access:</b> Instigate an enhanced dredging programme with a higher frequency and larger dredging footprint. This will allow for continued use of a larger part of the Harbour area by larger recreational and commercial vessels – ensuring continued marine use of both Holmes and Normanby wharves.
Normanby Wharf	<b>Marine Servicing Enhancements:</b> Carry out a detailed structural assessment to better understand the state of the wharf. Once completed upgrade Normanby Wharf and the adjacent slipway to accommodate an enhanced marine servicing precinct. Install a crane rated to 30 Tonnes to allow for the servicing of larger commercial vessels.

## 2. Instructed that the shortlist should be comprised of longlist options 3-5 (see below)

	Shortlist Option 1	Shortlist Option 2	Shortlist Option 3
	Public realm improvements. Low Level Land Development	Enhanced public realm	Destination development
Arrival & Place	<b>Defined arrival point:</b> Improve access from waterfront into Harbour Street heritage buildings (outward looking).	<b>Destination development:</b> Harbour Plaza at arrival point with outdoor venue (performing arts) Improved connectivity and access to water Non-renewal of Campground lease	<b>Commercialised / mixed use space</b> at Harbour Plaza and surrounds Development of campground space Ability to engage with the harbour along its entirety – enhanced connectivity and access
Walkways	<b>Basic walkway development:</b> walkway around Harbour "Harbour Walkway" Develop heritage walkway linking Town Centre/Harbour/Cape Wanbrow (incl. gun emplacements, quarry, old lighthouse site etc) "Heritage Walkway"	<b>Enhanced trails:</b> Significantly widened walking / cycleway. Create Eco Walkway linking Harbour with yellow eyed penguins at Bushy Beach (either using Graves Track of Via Cape Wanbrow)	<b>Harbour promenade and quayside:</b> Development of harbour promenade and quayside (over and above current shoreline). Reopen and strengthen Graves Track connection. Install goods lift up quarry as access to Lookout and Cape Wanbrow features
McKeown's	<b>Wait:</b> Active management (MfE guidelines)	<b>Environmental buffer</b> to shield McKeown's. Detailed Business Case on removal or assisted relocation.	<b>Relocate McKeown's:</b> and development of site.
Land use and development (creating value)	<b>Low Level Commercial</b> development in select Business/Heritage zoned land. No residential development Residential development of Forester Heights (lower block)	<b>Medium Commercial Development</b> of further Business/Heritage zone (commercial/residential/mixed use) Development of reserve land along southern corner of harbour Develop upper Forrester Heights (keep six sites undeveloped for lookout). Purchase McKeown's additional land around site.	<b>High Commercial &amp; Mixed Use:</b> commercial / residential quayside precinct & hospitality development across Council owned land in Harbour to create vibrant destination Develop all Forester Heights sections Develop reserve land behind penguin colony. Purchase Woolsheds on Waterfront Road. Relocate lookout.
Land sale revenue	Sale vs. investment: <b>\$5m</b>	Sale vs. investment: <b>\$6.5m</b>	Sale vs. investment: <b>\$12m</b>
Rental revenue	<b>Rental increase</b> as amenity improves and footfall increases	<b>Significant increases</b> as more commercial land is developed	<b>Significant increases</b> as more commercial / residential land is developed
Heritage	<b>Art and history interpretation</b> Improve Red Shed interpretation Heritage and art trail development Promotion of Steam and rail connection through Harbour site, increased interpretation	<b>Heritage activation:</b> of Red Sheds – maritime history / steam & rail connection Historic buildings & structures maintained & improved	<b>Heritage destination development:</b> Commercialisation and destination development of Red Sheds Ability for rail passenger carriages to use platform at Southern end of Harbour
Environment	<b>Enhanced outcomes:</b> Improve separation of shags from public & improve viewing Improve harbour water quality by removing contamination sources	<b>Shag viewing intervention</b> (platform or other) at Sumpter Wharf	<b>Wildlife centre:</b> Development of wildlife centre. Shags removed from Sumpter Wharf to reduce negative effects on amenity. Development of new shag pontoon
Transport, connectivity and accessibility	<b>Enhanced connections</b> using Itchen St to Wansbeck St (connection to town centre) Physical works at gateways. Complete existing connections to town centre Reduce speed on Wansbeck Street Improve accessibility from Harbour View Rest Home to Harbour	<b>Enhanced infrastructure:</b> Mid-block/on-street physical works and changes to Itchen/Harbour/Tyne St. Develop higher quality walking and cycling infrastructure connecting within and to study area (incl. connections beyond new bridge) Improved A2O end of trip facilities. Resolve transport conflicts	<b>Significant network changes:</b> High-quality walking and cycling network connecting within and to Harbour area from Town Centre. Significant changes to how vehicles move to, from and within study area. Close or restrict vehicle access to Esplanade. Repurpose Firth site as carpark. Develop destination carpark at Penguin Colony

**3. Instructed the Project Team to prepare a Harbour Options engagement document in order to engage with the community on the three options for the harbour.**

**Note:** This represented a change in scope for the project, with the original programme signalling the public engagement phase would launch once a preferred option had been identified.

## 7 Step six – Draft Engagement Document (26 June 2019)

Following the HAC workshop, the Project Team developed a Draft Engagement document for endorsement by HAC covering background, process this far, objectives and options.

This document was to be submitted to the HAC for approval before being subsequently submitted the Full Council before launching an engagement process around the options.

The engagement document was to include high level costs, design elements and information to help guide the community through the optioneering process.

This was submitted in draft form on 26 June as part of the agenda for the HAC meeting on 2 July. This meeting agenda was a publicly available document.

The draft document is available here: <https://www.waitaki.govt.nz/our-council/consultation/Documents/Future%20of%20the%20Oamaru%20Harbour%20area/Draft%20Oamaru%20Harbour%20Master%20Plan.pdf>

Alongside the development of this document, the Project Team was asked to create a high-level cost estimate for each option – these are shown below.

**It is important to note that these figures are all very high levels and have not been refined as part of the business case process at this stage. They should be used as a guide only.**

MARINE STRUCTURES	
- Enlarge, to protect against climate change impacts	\$2,700k
- Enhanced use (lighting, furniture, walking, cycling, and light vehicle access). Sheds open of enhanced commercial use. Floating pontoon	\$3,563k
- Structural repairs to extend life and protect shag colony	\$1,700k
- To improve access for larger vessels (Holmes & Normanby Wharves)	\$500k
- Marine servicing enhancements (30T crane) to allow for improved marine servicing and marine precinct	\$100k
- Continued minor public realm improvements	\$300k
<b>TOTAL MARINE STRUCTURES:</b>	<b>\$8.86M</b>

## MASTERPLAN OPTIONS

		MASTERPLAN OPTIONS		
		Option 1 - Harbour Plaza and vibrant spaces	Option 2 - Harbour Promenade and village + Option 1	Option 3 - Harbour destination development + Options 1 & 2
PUBLIC REALM & AMENITY	• Community Spaces	- New Urban Plaza and shared space (including Wansbeck St), surface treatments (concrete & stone), lighting, street furniture, trees \$4,500k	- Shared path for length of Harbour - from River (north) to penguin colony (south) \$2,500k	- Realign Access Road - Re-align existing access road around the existing Yacht Club to improve legibility and access. \$100k
	• Walkways & Trails	- Woolstore/Rail line upgrade - Streetscape Upgrade Railway track through to Urban Plaza. New concrete paving. Lighting, StreetFurniture, Street Trees \$838k	- Itchen Street Improvements - Streetscape Upgrade, stone paving & concrete. Lighting, Street Furniture, Street Trees \$2,750k	- Playground enhancements \$125k
	• Destination Development	- Swim platform at Friendly Bay \$50k	- New Roads within Harbour Village - Streetscape Upgrade, stone paving & concrete. Lighting, Street Furniture, Street Trees \$2,500k	- Reopen and strengthen Graves Track connection \$1,000k
		- Harbour Street extension between new urban plaza and entry road. 50% stone paving 50% insitu concrete. Lighting, Street Furniture, Street Trees \$500k	- Esplanade Enhancements - Amenity upgrade to existing Esplanade, stone paving & concrete. Lighting, Street Furniture, Street Trees \$500k	- Install goods lift up quarry as access to lookout and Cape Wanbrow
HERITAGE		- Holmes Wharf end lookout and destination - lighting, architectural elemnt and seating etc. \$200k		
		- Walking and cycling enhancements - Itchen, Wansbeck and Tyne \$250k		
		<b>TOTAL PUBLIC REALM &amp; AMENITY:</b> \$6.34M	<b>\$14.59M</b>	<b>\$15.81M</b>
		- Holmes Wharf interpretive information - signage and story regarding heritage \$10k	- Develop site specific information and interactive interpretation (eg Red Sheds, Sumpter Wharf). \$200k	- Develop site specific information and interactive interpretation for all heritage features. \$100k
ENVIRONMENT		- Sumpter Wharf interpretive information - signage and story regarding heritage and shags/seabirds \$40k	- Develop Art and Heritage trail linking Heritage Precint and Harbour. \$50k	- Develop Art and Heritage trail linking Town Centre, Heritag Quarter and Harbour. \$200k
			- Promotion of steam and rail connection through Harbour site, increased interpretation \$20k	- Promotion of steam and rail connection through Harbour site, increased interpretation. Ability for rail passenger carriages to use platform at southern end of Harbour \$400k
		<b>TOTAL HERITAGE :</b> \$0.05M	<b>\$0.32M</b>	<b>\$1.52M</b>
		- Improve separation of shags from public and improve viewing, interpretive sigange \$30k	- Shag colony viewing platform (or other) at Sumpter Wharf \$60k	- Relocate shags from Sumpter Wharf to a new structure, to reduce negative effects on amenity \$200k
CONNECTIVITY		- Improved wildlife educational signage \$20k	- Improved viewing opportunities for other wildlife \$50k	- Development of wildlife centre. \$1,000k
		- Environmental sceening and tactical planting to increase amenity \$100k	- Soft Lanscaping and planting along waterfront promenade \$100k	
		<b>TOTAL ENVIRONMENT:</b> \$0.15M	<b>\$0.36M</b>	<b>\$1.56M</b>
	• Connections to Town Centre	- Physical works at gateways (x2) \$300k	- Physical works at gateways (x2) \$300k	- Physical works at gateways (x3)(Waterfront Road/ Tyne St becomes key v ehicle access point) \$450k
		- Wayfinding signage (v ehicle and pedestrian) \$200k	- Improved A2O end of trip facilities \$200k	
			- Completion of secondary pedestrian route to harbour (from \$200k	
	• Roading Changes	- Minor works to support masterplan - road markings, pedestrian crossing upgrades \$150k	- Mid-block/on street physical works on Lower Thames and Itchen Street - slow speed environment, wider footpaths, cycle facilities (connectivity to town centre) \$400k	- Mid-block/on street physical works on Lower Thames and Itchen Street - higher investment, possible shared space/use of e.g. paving etc (connectivity to town centre) \$1,000k
		- Resolve conflicts at Itchen/Harbour/Tyne St \$500k		- New Penguin Colony Carpark with improv ed lanscaping, lighting and signage \$1,000k
	• Parking	- Parking management strategy and subsequent changes to restrictions, identification of peak overflow sites etc \$50k	- Parking management strategy, implementation of recommendations including likely additional car park (no land purchase included) \$150k	
		<b>TOTAL CONNECTIVITY:</b> \$1.20M	<b>\$2.45M</b>	<b>\$4.90M</b>
Total for Masterplan Option		\$7.74M	\$17.72M	\$23.79M
Total for Marine Structures		\$8.86M	\$8.86M	\$8.86M
<b>Total Capex</b>		<b>\$16.60M</b>	<b>\$26.58M</b>	<b>\$32.66M</b>

## 8 Step seven – Harbour Area Committee Meeting (2 July 2019)

On 2 July an ordinary meeting of the HAC was held, one of the main items on the agenda was the draft engagement document.

The project team were seeking HAC feedback and endorsement of the shortlist approach, before seeking approval from full council at an extraordinary meeting on 16 July.

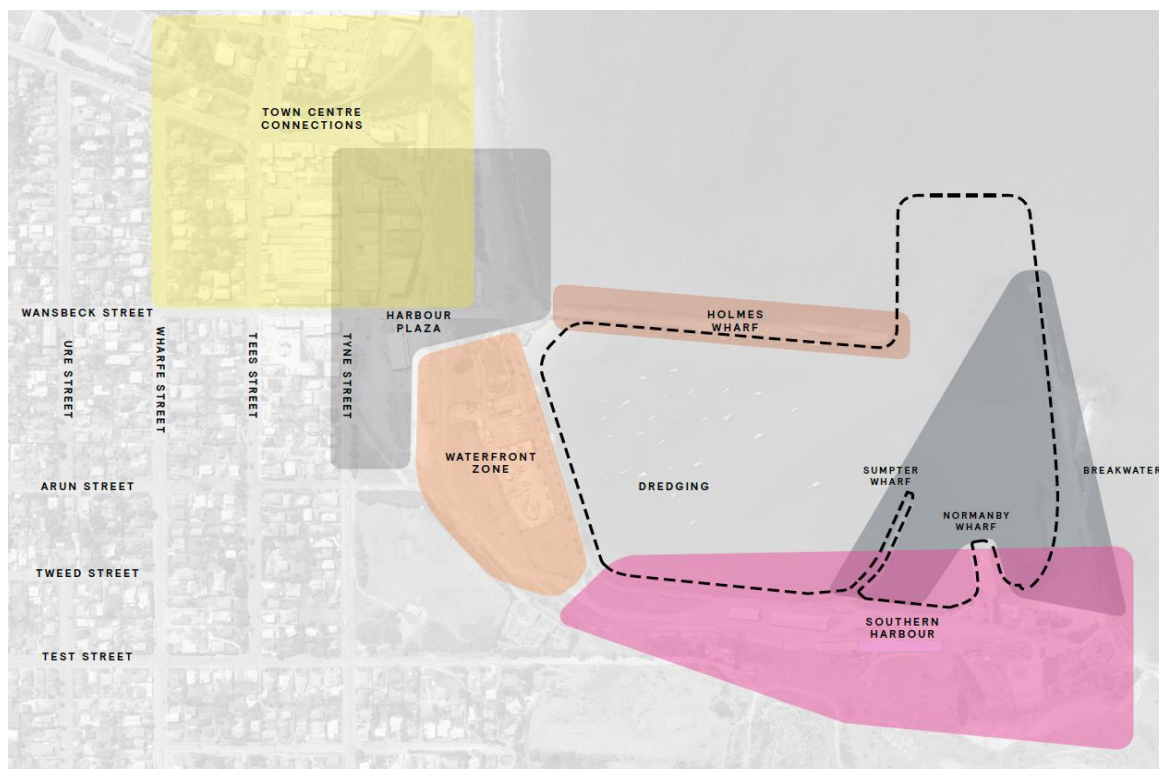
A number of people requested to speak at the meeting, and the decision was made to allow a public forum at the meeting. Those who spoke appeared to be concerned about the potential for development of the harbour, particularly that suggested in shortlist options two and three.

As a result, the HAC requested the Project Team revise their approach and report back at a public workshop on 25 July.

## 9 Step eight – Move to a zone/design based approach (5 July 2019)

Direction from the HAC saw the project shift to a detailed precinct/design based approach, with the Harbour divided up into seven precincts or zones, with detailed design outlining a range of interventions for each zone.

- Southern Harbour
- Sumpter / Breakwater
- Waterfront Zone
- Harbour Plaza
- Holmes Wharf
- Dredging
- Town Centre



Each precinct is to be further detailed in a map, produced by LandLAB, which will show the planned interventions at a detailed level. Alongside each zone map will be an explanation of the suggested approach, interventions and overall plans for the area.

If approved by the HAC these will form the foundation of a revised engagement package, with the public asked to provide feedback on the overall plans for each area, as well as provide direction on a number of key moves suggested by the Project Team.

## 10 Next steps

The next steps for the project are to be discussed with the HAC at a public workshop on 25 July. The purpose of this workshop is to gain committee approval for the following:

- The zone based approach
- The proposed details of each zone
- The questions that the committee wants to ask the community
- Agreement on the timeframes and structure of the public engagement phase of the project.

Following the workshop it is expected that a public engagement document will be drafted before being approved by the HAC. Once approved, the WDC will look to begin a public engagement process around the draft harbour plan.

Feedback from this process will be used to inform the Harbour plan, make changes and refine the final plan, before it is submitted to Council for approval.



## Appendix 1: ILM Issues

Item	Issues
1.	The land is freehold in Council ownership.
2.	The rules do not provide much protection and create uncertainty for decision makers, the community and businesses
3.	Recreational groups don't have much certainty
4.	The harbour has multiple uses – some formal, some informal.
5.	People are concerned that change will impact on values of the harbour.
6.	Perceived secrecy around Council decision making
7.	Certainty of use and certainty of space.
8.	There are a number of heritage features, some are in poor condition; however, without certainty of their future, ownership and accountability
9.	Not finishing stuff – creates a disjointed environment that lacks legibility and cohesion e.g. Thames St
10.	Harbour entrance requires investment and regular dredging
11.	Regional Council do not want to invest
12.	We don't have the money to invest in ALL the harbour's needs.
13.	Current commercial returns don't fund our required investment.
14.	Return on Investment
15.	Oamaru Harbour used to have its own commercial use that funded its existence.
16.	Commercial proposals were inconsistent with expectations.
17.	Opinions are polarised.
18.	Tourism is growing and we like the income, but we don't want to lose our authenticity.
19.	Change is hard for the people of Oamaru.
20.	The built form doesn't have much heritage value with the exception of the red sheds.
21.	Cultural heritage is important <u>not visible</u> , not celebrated.
22.	50/50 of the community are not engaged with heritage.
23.	A lack of interpretation around the Harbour
24.	Shags – not seen as important – they are not well understood.

25.	If we want to do something with Sumpter Wharf Shags might be an issue.
26.	DOC has protected the shags; the tourists like them.
27.	Lack of cohesion between agencies
28.	A loss of human habitat has occurred because wildlife has moved in.
29.	There are transport conflicts during busy times.
30.	The harbour is a bit untidy – dusty, stormwater and mud.
31.	There is a contaminated site – Fuel Depot
32.	Climate change, coastal hazards, stormwater.
33.	How do people get around? Currently feels disjointed. There is an opportunity to join up all the pieces.
34.	Where are all the young people to help with decision making

## Appendix 2: ILM Workshop Attendees

Original Harbour Area Committee	Gary Kircher	WDC Mayor
	Colin Wollstein	WDC Councillor
	Guy Percival	WDC Councillor
	Jeremy Holding	WDC Councillor
	Jim Hopkins	WDC Councillor
	Melanie Tavendale	WDC Deputy Mayor
New additions to Harbour Area Committee	Kevin Murdoch	North Otago Yacht & Powerboat Club
	Graeme Clark	Oamaru Whitestone Civic Trust
	Philippa Agnew	Oamaru Blue Penguin Colony
	George Kelcher	Chamber of Commerce
Informed Participants	Bruce Comfort	Heritage Expert
	Caitriona Prunty	Friends of the Harbour
	Steve Rushbrook	Otago Regional Council Harbour Master
	Ken McKeown	McKeown Group
	Murray Linwood	Oamaru Multisport Club
	Harry Andrew	Oamaru Steam & Rail
	Ellyse Gore	Otago Regional Council Natural Hazards Analyst
	Lisa Smith	Tourism Waitaki
	James Glucksman	Waitaki Tourism Association
	Gerard Quinn	WDC Economic Dev Manager
	Heather Bauchop	WDC Heritage Advisor
Facilitators, Observers, Project Team	Edward Guy	Programme Director, Rationale
	Jimmy Sygrove	Business Case and Engagement, Rationale
	Henry Crothers	Urban Design, Landlab
	Morgan Jones	Commercial Property, Veros
	Courtney Groundwater	Transport Design & Accessibility Abley
	Neil Jorgensen	Project Sponsor, WDC Project Team
	Lichelle Guyan	Planning & Regulatory, WDC Project Team
	Mike Searle	Policy & Strategy, WDC Project Team
	Renee Julius	Property & Recreation, WDC Project Team
	Michael Voss	Transport, WDC Project Team
	Hamish Barrell	Planning, WDC Project Team
	Erik van der Spek	Property, WDC Project Team
	Caitlin McEvoy	Project Support, WDC Project Team