



Mountain to Sea
Te Kaunihara-a-Rohe o Ngāmotu
NEW PLYMOUTH
DISTRICT COUNCIL
newplymouthnz.com

10 YEAR PLAN

New Plymouth District's Long-Term Plan

2018-2028

Every three years the Council adopts a new Long-Term Plan. A Long-Term Plan is intended to set out a detailed budget for the next three years, and then an outline for the next seven years. It provides an integrated, long-term focus for decisions and activities for the whole Council. This document provides a basis for our accountability to our community. It describes what we do, and what we are trying to achieve.



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Mayor and Chief Executive's Message

Extending the Coastal Walkway from Bell Block to Waitara, new measures to improve our water resilience and going Zero Waste by 2040 are the focus of our plan for the next decade as we continue to build a Lifestyle Capital.

We have canvassed the community's views; during our public roadshows, on the streets, at hui, through various media and have received more than 4,000 submissions, a record for regional New Zealand. You told us:

- We care about our environment and want to see investments in quality water and waste water infrastructure to protect our way of life for future generations, reducing our impact on our land, rivers and sea.
- We want to work together to invest and change our behaviour to minimise the waste we produce.
- We love our reserves and our green spaces, they are critical to our way of life and we do not want to give them up.
- Our Perpetual Investment Fund is for current and future generations and shouldn't be used for short term gains.

The themes were around a commitment to the future. They were about wanting quality investments in sustainable infrastructure for current and future generations. That recreation forms part of our core identity as New Zealanders.

You demand value for rates but also shared that for many of us in Taranaki, things do not all boil down to money. However we are acutely aware some in our community are struggling financially. So we're pleased in terms of bottom-line rates, over the next three years the average residential ratepayer will see increases of: 2018 - 5.97 per cent, 2019 - 3.98 per cent and 2020 - 3.88 per cent. While we have to make a significant step up in some of our services in the first five years, our plan then provides greater stability into the future.

It includes investment on things that impact our everyday lives constantly and some of the many projects include:

- About \$6 million for community libraries.
- About \$5 million for Let's Go to boost road safety and improve infrastructure.

- About \$5 million for economic development including \$350,000 a year to implement the *Tapuae Roa: Make Way for Taranaki Strategy and Action Plan*.
- About \$5 million to improve Inglewood drinking water quality.
- About \$2 million to provide Coastal Walkway rail safety improvements.
- About \$484,000 to support delivery of the Pukeiti to Ōākura Kaitake trail.
- About \$290,000 for improved Marfell suburb road connections.
- About \$280,000 for new public toilets at Hickford Park and Marfell playground.
- About \$200,000 to revamp the Bellringer Pavilion changing rooms in Pukekura Park.
- About \$60,000 for improvements to the East End skate park.
- Completion of the Mangorei Road car park to support the Pouakai Crossing.

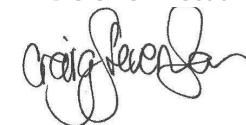
We sparked a real conversation, one that tapped into the essence of what it means to live here. A conversation that engaged our mainstream to participate and clearly tell us what our people really care about. Vigorous debate is healthy and together we make better decisions. Please do not stop the conversation now because if we really want to move this community forward, we need to keep talking.



NEIL HOLDOM
New Plymouth Mayor



CRAIG STEVENSON
NPDC Chief Executive



Who We Are

OUR COUNCIL



MAYOR NEIL HOLDOM
New Plymouth District



RICHARD JORDAN
Deputy Mayor



SHAUN BIESIEK



GORDON BROWN



MURRAY CHONG



HARRY DUYNHOVEN



RICHARD HANDLEY



STACEY HITCHCOCK



COLIN JOHNSTON



JOHN MCLEOD



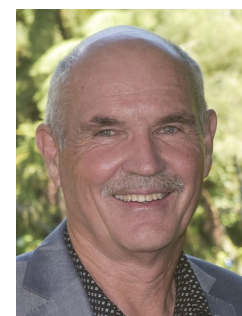
ALAN MELODY



MIKE MERRICK



MARIE PEARCE



ROY WEAVER



JOHN WILLIAMS

OUR COMMUNITY BOARD MEMBERS

Clifton Community Board

Ken Bedford (Chairperson)
John McLean
Warren Petersen
Pam Street

Kaitake Community Board

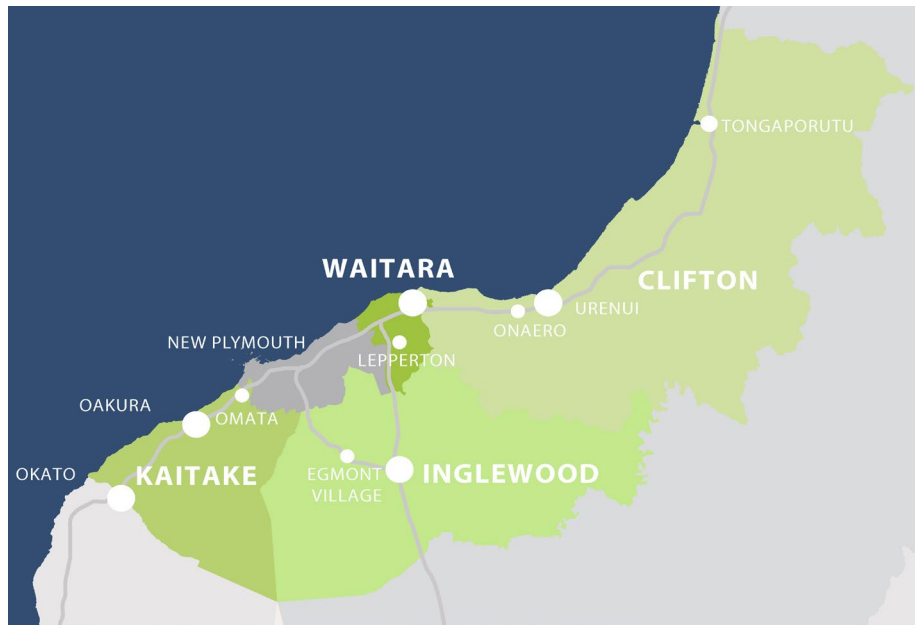
Doug Hislop (Chairperson)
Graham Chard
Paul Coxhead
Mike Pillette

Inglewood Community Board

Karen Moratti (Chairperson)
Jenny Bunn
Mel Cook
Kevin Rowan

Waitara Community Board

Andrew Larsen (Chairperson)
Trevor Dodunski
Jonathan Marshall
Joe Rauner



OUR EXECUTIVE TEAM

The Council's executive and staff implement Council decisions and manage the district's day-to-day operations.



CRAIG STEVENSON
Chief Executive



JACQUELINE BAKER
External Relations and
Communications Manager



ALAN BIRD
Chief Financial Officer



LIAM HODGETTS
Group Manager Strategy



ANDREA SMITH
Group Manager
Organisational
Development



KELVIN WRIGHT
Chief Operating Officer

OUR STRATEGIC FRAMEWORK | BUILDING A LIFESTYLE CAPITAL

He Whakatūtū Haupū Rawa Hei Āhua Noho



Putting people first
Aroha ki te Tangata



Caring for our place
*Manaaki whenua, manaaki tangata,
haere whakamua*



Supporting a prosperous community
Awhi mai, Awhi atu, tātou katoa

30 -Year District Blueprint **Key Directions** *Ngā Aronga Matua*



COMMUNITIES
Ngā Hapori Whānui



ENVIRONMENT
Te Taiao



GROWTH
Te Whakatipuranga



TALENT
*He Tangata
Pūmanawa*



CITIZENS
Ngā Kirirarau



DESTINATION
Te Wāhi Mutunga



CENTRAL CITY
Te Pokapū Tāone



INDUSTRY
Te Rāngai Ahumahi

10-Year Investment Programme

Where we are heading as a community

The New Plymouth District will change considerably over the next 10 years. Our population is growing. We have seen sustained growth over the last 10 years of 800 to 1,000 people per year and Central Government has recognised the district as one of 13 high growth councils in the country. By 2028 we expect to have another 9,000 people calling our district home. This will require around 3,700 new dwellings. At the same time, our population is ageing, with around one-quarter of residents 65 years or older by 2028, up from 18 per cent today.

We have seen an significant growth in tourism over the last three years registering growth year on year that is higher than the national average. While there is uncertainty around the future of the oil and gas sector, we expect tourism to continue to grow by almost five per cent more guest nights each year. As a result we expect that our economy will grow broadly in line with the national average, although with year-to-year variations.

Climate change, and the hazards and weather extremes that come with it, will continue to pose challenges for our communities and the infrastructure that supports them. Resilience planning and infrastructure investment over the next 10 years will provide us with the opportunity to lay the foundations for our future responses to climate change related events.

The Council's vision for this Long-Term Plan (LTP) 2018-2028 is for the Council, together with the community, to be Building a Lifestyle Capital/He Whakatūtū Haupū Rawa Hei Āhua Noho. This vision and its associated community outcomes, support our 30-year vision encapsulated in the District Blueprint.

In order to drive this vision into everything we do, we've adopted three community outcomes.





People/ He Tangata

Putting people first
Aroha ki te Tangata

We're here to support our community and put them first. We're people friendly, focussed on excellent customer service and having real time conversations. People are our priority.

The following activities strongly contribute to *People/He Tangata*:

- Stormwater Management through protecting people's lives and property.
- Flood Protection and Control Works through protecting people's lives and property.
- Emergency Management and Business Continuity through protecting people's lives and property.
- Community Partnerships through building a strong and connected community.
- Govett-Brewster Art Gallery/Len Lye Centre through having a contemporary art museum that is a major tourist attraction and provider of diverse and rich cultural experiences for our community.
- Puke Ariki and Community Libraries through building knowledge and learning opportunities in our city, villages and towns.
- Venues and Events through providing a range of leisure and recreation opportunities, as well as community events and venues.
- Customer and Regulatory Solutions through our customer service channels, protecting communities by managing our local laws and regulations from social harms such as alcohol and gambling, and protecting people through other regulatory functions.

- Governance through providing our democratic system of governance.

The following activities also make an important contribution to People/He Tangata:

- Parks and Open Spaces.
- Transportation.
- Waste Management and Minimisation.
- Water Supply.
- Wastewater Treatment.
- Management of Investments and Funding.

In order to put people first, we have some key investments.

We are investing into our emergency management capabilities. This follows a review of the Taranaki civil defence structure. We are building our capacity to respond to significant local events, including building capacity within our local communities.

We are also investing in our community partnerships. This includes increased investment in funding community organisations and investing in a new youth engagement service.

We are investing in upgrades to stormwater in Waitara and the Mangaotuku catchment. This budget will be used to invest in a range of solutions, specific to each street that currently has problems. These may not be traditional kerb and channelling approaches to stormwater, as these might not provide the best solution for each street. We are also undertaking investigations throughout the rest of our urban areas to highlight where else further investment may be needed.

We have a wide range of investments to be people-friendly, such as new toilets at Hickford Park and Marfell playground, safety improvements along the Coastal Walkway's railway crossings and to upgrade the Ōākura Water Treatment Plant.

We are going to develop a new district library strategy with investment in its infrastructure that will keep them modern and fit for purpose in the 21st century.



Place/Tiakina

Caring for our place
 Manaaki whenua, manaaki
 tangata, haere whakamua

Our place is a beautiful natural landscape and we want to protect it for future generations. We value biodiversity and have a strong focus on sustainability. Our people love to be active and enjoy an outdoors lifestyle.

The following activities strongly contribute to Place/Tiakina:

- Parks and Open Space through managing natural areas in parks and reserves.
- Wastewater Treatment through ensuring the proper and safe disposal of wastewater.
- Waste Management and Minimisation through kerbside collection, promotion of recycling and the proper and safe disposal of waste.

The following activities also make an important contribution to Place/Tiakina:

- Stormwater Management.
- Flood Protection and Control Works.
- Water Supply.
- Venues and Events.
- Customer and Regulatory Solutions.
- Management of Investments and Funding.

We are investing in a range of initiatives to care for our place.

We will continue to invest in our natural landscape through our parks budgets. This includes increased investments in parks throughout the district, as well as more investment into Pukekura Park.

We are investing in improving our wastewater network to minimise negative environmental effects. This includes improving our pump station overflow protections and eliminating our emergency use of the Waitara marine outfall.

One of our major investments in this LTP is towards our Zero Waste goal. We will significantly improve our kerbside collection service by providing a weekly food waste collection and replacing rubbish bags with bins. We will also invest in a new resource recovery facility, a commercial/industrial recovery facility, upgrades to transfer stations, and new community leadership programmes.

We are also focused on sustainability on our water network. This includes installing water meters across all properties in year's four to six of the Plan. This is expected to reduce peak water consumption by around 25 per cent.

Another one of our major projects will be extending the Coastal Walkway to Waitara. We've set aside \$8.5m to complete this work, and will need to work with the community (particularly Puketapu hapū and land owners) on the route. We will also beginning planning and acquiring land to develop the Taranaki Traverse "Maunga to Surf" route along the Waiwhakaiho River. We are also investing in walking and cycling improvements (including footpath upgrades) throughout the district, as well as improvements to parks across the district.



Prosperity/Āwhina

Supporting a prosperous
community
Awhi mai, Awhi atu,
tātou katoa

We support a vibrant economy. We invest in resilient infrastructure, amenities and services, to support industry and development. It's easy to do business here.

The following activities strongly contribute to Prosperity/Āwhina:

- Transportation through providing the infrastructure for people and goods to move throughout the district.
- Water Supply through the provision of water for residents and businesses.
- Venues and Events through providing high quality venues for entertainment and other activities.
- Customer and Regulatory Solutions through resource and building consent processes and regulation.
- Economic Development through supporting businesses to grow.

The following activities also make an important contribution to Prosperity/Āwhina:

- Parks and Open Spaces.
- Stormwater Management.
- Flood Protection and Control Works.
- Waste Management and Minimisation.
- Wastewater Treatment.
- Emergency Management and Business Continuance.
- Govett-Brewster Art Gallery/Len Lye Centre.
- Puke Ariki and Community Libraries.
- Management of Investments and Funding.

To support a prosperous community we will invest in both our economic development service and infrastructure and services that businesses rely on.

We have adopted the *Tapuae Roa: Make Way for Taranaki Strategy and Action Plan* as our economic development strategy. We are investing additional funding to support and deliver this important work.

The Council is also improving the visitor experience at the Festival of Lights and the Govett-Brewster Art Gallery/Len Lye Centre. Both of these cultural and tourist icons provide significant economic return as well as contributing to our lifestyle and making our community a great place to live.

New Plymouth CBD is our economic hub, but it is facing increased competition and requires investment to ensure it is a vibrant, attractive place to work and shop. We are providing annual support for more events in the CBD and we have earmarked \$2.3m in capital expenditure for CBD improvements over years four to 10, with planning work over the next three years.

This Plan includes a major programme to improve the resilience of our water and wastewater infrastructure. This programme includes both upgrades to our network as well as improvements to our maintenance regime. This includes duplicating large pipes, additional water reservoirs, improvements to pump stations and more back-up spare parts.

We're also beginning to respond to climate change through a range of activities. This includes replacing stormwater pipes with increased pipe sizes on renewal and encouraging 'water sensitive design' in new subdivisions.

This Plan encourages growth in those areas where there is existing infrastructure, or where it is relatively easy and inexpensive to extend that infrastructure and provide services. As a result, our priority is to ensure the capacity of the district's network wide infrastructure is maximised and utilised through promoting infill and green field development.

Over the next 10 years we have included \$207m of capital expenditure on our infrastructure and reserves to ensure we have enough serviced land available for residential and commercial development. Most of this expenditure (52 per cent) is to be recovered through development contributions with the remaining to be recovered through other funding sources.

30-Year District Blueprint

This 10-year investment programme reflects how this Council intends to support the 30-year vision for the future of New Plymouth District. This 30-year vision is set through the District Blueprint, a spatial plan to outline and direct the Council whilst acknowledging that each term of the Council will have its own different emphasis and vision. The Blueprint has eight key directions.



COMMUNITIES/ Ngā Hapori Whānui
Strengthen and connect local communities

New Plymouth District is made up of many communities and neighbourhood centres. Strengthening and connecting local communities ensures that they become successful, safe and liveable environments for residents. The Council's role is to support community, business and industry initiatives by providing high-quality public infrastructure and a pragmatic regulatory response that helps our community achieve their goals.



ENVIRONMENT/ Te Taiao
Enhance the natural environment with biodiversity links and clear waterways

The district is home to a unique natural environment with significant areas of indigenous vegetation, and rivers and waterways that flow from the mountain to the sea. Enhanced biodiversity will not only be positive for the natural environment and clean water but will also have significant cultural and economic spin-offs. Biodiversity outcomes will be achieved through collaborating with landowners and agencies – a multi-agency approach is required to achieve the desired environmental outcomes.



GROWTH/ Te Whakatipuranga
Cohesive growth that strengthens the city and smaller settlements

Our district is growing and we need to consider how we provide for growth into the future. As a result of the anticipated population growth, new growth areas will be required in the city and towns to provide for additional dwellings during the next 30 years. Determining the appropriate locations for growth will contribute to all the community outcomes. The Council needs to be clear on how and where it will accommodate growth into the future, through providing adequate land supply and planning for network infrastructure in appropriate locations.



TALENT/ He Tangata Pūmanawa
Attract entrepreneurs, talented workers and visitors

The New Plymouth District economy is strong, supported by agricultural economies, oil and gas and small business. There is a need to focus on growing a more diverse economy based on our ability to attract and retain talented workers, entrepreneurs and visitors. The Council has a role in ensuring that the highly-regarded Taranaki lifestyle is maintained, supported by our unique landscape, recreation opportunities, rich culture and history.



CITIZENS/ Ngā Kirirarau
Enable engaged and resilient citizens

Engaging and enabling citizens will help to build community resilience. Encouraging community participation in events that are run in our parks and places will promote community connectedness and overall well-being. It is the Council's role to build strong strategic partnerships and encourage public and community sector collaboration, leading to more sustainable social, economic and environmental outcomes.



DESTINATION/ Te Wāhi Mutunga
Become a world class destination

Our natural assets – our parks, rivers, coast and Maunga Taranaki – are what make the district a unique and special place to live and visit. A 'flagship' initiative to lead this direction is the Taranaki Traverse – a world-class recreational, environmental and cultural tourism experience. This is a long-term initiative that will require time, focus and a collaborative, multi-agency approach.



CENTRAL CITY/ Te Pokapū Tāone
Champion a thriving Central City for all

The central city of New Plymouth is the social, cultural and business hub for the district and the wider region. However, retail in the central city is facing a challenging transition in the face of new format retail experiences and online retail sales. The central area will need to deliver a diversity of speciality retail, entertainment, cultural and social experiences. The Council has a role in working with business and other stakeholders to develop a strategic approach to drive the success of the central business area.



INDUSTRY/ Te Rāngai Ahumahi
Strengthen the rural economy, industry, the port and the airport

Our economy has a strong agricultural base and a nationally significant oil and gas sector. It also has a fast-growing poultry sector with significant expansion likely in the short term. Protecting and strengthening these industries will be important for ongoing economic growth and the subsequent benefits for the community. The Council's role is through its funding of economic development initiatives (Venture Taranaki Trust) to help drive economic activity in the region. The Council can also support industry through appropriate infrastructure provision and a pragmatic solutions-focused District Plan and regulatory framework.

How the Community Shaped this Plan

The Council has been building this LTP for over 18 months. The Top Ten Focus Area conversations occurred from April to August 2017 with 3,800 surveys completed. These helped inform the development of the proposed LTP. Consultation on the proposed LTP received 4,114 submissions from 6 April through to 9 May, as well as a further 130 submissions on the concurrent consultation on the financial policies. One hundred and forty-eight people presented in person to the Council over three days from 28 to 30 May. The Council deliberated and made the following decisions on 6 June:

- Improve the resilience of our water infrastructure by investing \$27.3m in capital expenditure and \$17.2m in operating expenditure.
- Fund the Council's Waste Management and Minimisation Plan towards Zero Waste by investing \$21.2m.
- Provide funding of \$4.5m to extend the Coastal Walkway to Waitara.
- Improve rail crossing safety across the Coastal Walkway.
- Provide new funding for a public toilet and a road connection in the suburb of Marfell.
- Provide new funding for pathway connections to parks in Inglewood.

They also decided to:

- Remove the proposal to develop and sell Peringa Park Recreation Reserve to partially fund flagship projects.
- Remove the TSB Stadium redevelopment and the option to redevelop the Todd Energy Aquatic Centre.
- Reduce the additional investment proposed for the Govett-Brewster Art Gallery/Len Lye Centre.

The Council also proposed to make changes to the distribution of rates within the community. They continued with the proposal to increase the proportion of rates paid by small holding property owners. However, they reduced the size of the increase and the annual increase over a three year transition.

The Council will continue to seek the community's views in the coming years on the approved projects.