



# **Matamata-Piako District Growth Strategy**

**Adopted 16 September, 2009**



## List of Contents:

<b>FOREWARD</b>	<b>7</b>
<b>EXECUTIVE SUMMARY</b>	<b>8</b>
<b>I. THE GROWTH STRATEGY – A JOURNEY INTO THE FUTURE</b>	<b>12</b>
1.0 WHAT IS THE GROWTH STRATEGY	12
2.0 WHY A GROWTH STRATEGY	12
3.0 WHAT WILL THE GROWTH STRATEGY BE USED FOR	13
4.0 LINKAGES WITH POLICY FRAMEWORK	14
4.1 NATIONAL LEVEL	15
4.2 REGIONAL AND SUB-REGIONAL LEVEL	16
4.3 DISTRICT LEVEL	17
4.4 INTEGRATION WITH THE POLICY FRAMEWORK	18
<b>II. THE DISTRICT TODAY</b>	<b>19</b>
1.0 REGIONAL CONTEXT	19
2.0 POPULATION	19
2.1 SIZE	19
2.2 HOUSEHOLDS	21
2.3 ETHNICITY	22
2.4 AGE STRUCTURE	22
2.5 EDUCATION	23
2.6 EMPLOYMENT	23
2.7 INCOME	23
2.8 FAMILY COMPOSITION	23
2.9 HOME OWNERSHIP	24
2.10 POPULATION GROWTH	24
3.0 ECONOMY	24
3.1 OVERVIEW	24
3.2 MOST VALUABLE SECTORS	25
3.3 EMPLOYMENT	25
4.0 ENVIRONMENT	26
4.1 WATER	26
4.2 LAND	26
4.3 AIR	30
5.0 LAND-USE	31
5.1 SETTLEMENT PATTERN	31
5.2 RURAL LAND-USES	32
5.3 URBAN LAND-USES	32

<b>6.0</b>	<b>UTILITY SERVICES</b>	<b>33</b>
6.1	OVERVIEW	33
6.2	WATER SUPPLY	33
6.3	SOLID WASTE	35
6.4	STORMWATER	35
6.5	WASTEWATER	36
6.6	ELECTRICITY	37
6.7	TELECOMMUNICATIONS	38
6.8	RETILUCATED GAS	38
6.9	SOCIAL INFRASTRUCTURE	38
6.10	ROAD TRANSPORT	40
6.11	PUBLIC TRANSPORT	42
6.12	RAIL TRANSPORT	42
<b>7.0</b>	<b>CURRENT EXPENDITURE, FUNDING AND POLICIES</b>	<b>43</b>
7.1	EXPENDITURE AND FUNDING	43
7.2	FUNDING POLICIES	44
<b>III.</b>	<b>TRENDS, OPPORTUNITIES AND CONSTRAINTS</b>	<b>46</b>
<b>1.0</b>	<b>FAVOURABLE LOCATION</b>	<b>46</b>
<b>2.0</b>	<b>LIFESTYLE AMENITY</b>	<b>46</b>
<b>3.0</b>	<b>TOURISM POTENTIAL</b>	<b>46</b>
<b>4.0</b>	<b>PRODUCTION OF “VALUE-ADDED” GOODS</b>	<b>47</b>
<b>5.0</b>	<b>AGEING POPULATION</b>	<b>47</b>
<b>6.0</b>	<b>THE SIZE OF THE WORKFORCE</b>	<b>47</b>
<b>7.0</b>	<b>POPULATION GROWTH</b>	<b>48</b>
<b>8.0</b>	<b>DEVELOPMENT TRENDS</b>	<b>48</b>
8.1	NEW LOTS CREATED	48
8.2	BUILDING CONSENTS	49
<b>9.0</b>	<b>ECONOMIC TRENDS</b>	<b>54</b>
<b>10.0</b>	<b>WATER</b>	<b>55</b>
<b>11.0</b>	<b>LAND</b>	<b>56</b>
<b>12.0</b>	<b>AIR</b>	<b>56</b>
<b>13.0</b>	<b>AVAILABIITY OF SERVICED LAND FOR DEVELOPMENT</b>	<b>56</b>
<b>14.0</b>	<b>WASTE DISPOSAL</b>	<b>56</b>
<b>15.0</b>	<b>SOCIAL INFRASTRUCTURE</b>	<b>57</b>
<b>16.0</b>	<b>TRANSPORT</b>	<b>57</b>

<b>17.0</b>	<b>HEALTH ISSUES</b>	<b>58</b>
<b>18.0</b>	<b>NATURAL HAZARDS</b>	<b>58</b>
<b>19.0</b>	<b>FUNDING</b>	<b>59</b>
<b>20.0</b>	<b>REGULATORY REGIME</b>	<b>60</b>
<b>21.0</b>	<b>EXTERNAL INFLUENCES</b>	<b>60</b>
21.1	CLIMATE CHANGE	61
21.2	RISING ENERGY PRICES	62
21.3	GLOBAL ECONOMIC FACTORS	62
21.4	TRADE AGREEMENTS AND BARRIERS TO TRADE	62
21.5	EXPONENTIAL GROWTH IN THE ASIAN MARKETS	63
21.6	WORLD FOOD SHORTAGE	63
21.7	ENVIRONMENTAL AWARENESS	63
21.8	TIGHTENING OF REGULATIONS	63
21.9	INCREASED COMPETITION FOR SKILLED WORKERS	63
<b>22.0</b>	<b>“GROWTH DRIVERS”</b>	<b>63</b>
<b>IV.</b>	<b>THE VISION</b>	<b>75</b>
<b>1.0</b>	<b>COMMUNITY OUTCOMES</b>	<b>65</b>
1.1	BELONGING TO OUR COMMUNITY	65
1.2	COMMUNITY SAFETY AND SUPPORT: LOOKING AFTER PEOPLE	65
1.3	ECONOMIC DEVELOPMENT: PROSPERITY	65
1.4	HEALTHY AIR, WATER, LAND: HEALTHY PEOPLE	65
1.5	HERITAGE: OUR PAST	65
1.6	OUR SOCIAL INFRASTRUCTURE	66
1.7	PLANNING AND DEVELOPMENT	66
1.8	PRIDE AND JUSTICE	66
1.9	TRANSPORT: PEOPLE GOING PLACES	66
<b>2.0</b>	<b>COMMUNITIES’ VISIONS</b>	<b>66</b>
2.1	VISION FOR MATAMATA	66
2.2	VISION FOR MORRINSVILLE	66
2.3	VISION FOR TE AROHA	67
2.4	THE RURAL COMMUNITY’S VISION	67
<b>3.0</b>	<b>STAKEHOLDERS’ VISIONS</b>	<b>67</b>
<b>V.</b>	<b>GROWTH STRATEGY</b>	<b>68</b>
<b>1.0</b>	<b>OVERVIEW</b>	<b>68</b>
<b>2.0</b>	<b>SUSTAINABLE POPULATION GROWTH</b>	<b>69</b>
2.1	POPULATION AND HOUSEHOLDS	69
2.2	URBAN GROWTH MODELING	69
2.3	URBAN POPULATION SPLIT	75
2.4	SETTLEMENT	76

2.5	ACTIONS	76
<b>3.0</b>	<b>SUSTAINABLE ZONING</b>	<b>77</b>
3.1	LAND BUDGET	77
3.2	ACTIONS	78
<b>4.0</b>	<b>SUSTAINABLE INFRASTRUCTURE</b>	<b>80</b>
4.1	INTEGRATING LANDUSE AND INFRASTRUCTURE	80
4.2	WATER	80
4.3	SEWERAGE DISPOSAL	81
4.4	STORMWATER	81
4.5	SOLID WASTE	81
4.6	GAS, POWER AND TELECOMMUNICATION	81
4.7	SOCIAL INFRASTRUCTURE	81
4.8	ACTIONS	82
<b>5.0</b>	<b>SUSTAINABLE URBAN ENVIRONMENTS</b>	<b>83</b>
5.1	NEW ZEALAND URBAN DESIGN PROTOCOL	83
5.2	STRUCTURE PLANNING	83
5.3	URBAN DESIGN GUIDELINES	83
5.4	ACTIONS	84
<b>6.0</b>	<b>SUSTAINABLE HEALTH AND SOCIAL WELLBEING</b>	<b>84</b>
6.1	ACTIONS	84
<b>7.0</b>	<b>SUSTAINABLE TRANSPORT</b>	<b>85</b>
7.1	IMPROVING ROAD LINKAGES WITHIN THE DISTRICT	85
7.2	IMPROVING EXTERNAL ROAD LINKS	85
7.3	PROVIDING FOR AN INCREASE IN RAIL TRAFFIC	86
7.4	PUBLIC TRANSPORT	86
7.5	WALKING AND CYCLING TRACKS	86
7.6	ACTIONS	87
<b>8.0</b>	<b>SUSTAINABLE AGRICULTURE</b>	<b>88</b>
8.1	PRESERVATION OF THE SOIL RESOURCE AND PRODUCTIVE CAPACITY	89
8.2	IMPROVING ENVIRONMENTAL PERFORMANCE	89
8.3	RURAL PROCESSING	90
8.4	ACTIONS	90
<b>9.0</b>	<b>SUSTAINABLE RECREATION AND TOURISM</b>	<b>91</b>
<b>10.0</b>	<b>SUSTAINABLE ECONOMY</b>	<b>92</b>
10.1	ACCESSIBILITY	92
10.2	PROMOTING ECONOMIC DEVELOPMENT	92
10.3	TRAINING AND EDUCATION	92
10.4	ENSURING THE AVAILABILITY OF ADEQUATE LAND/ INFRASTRUCTURE	92
10.5	BUSINESS CLUSTERS	93
10.6	FREIGHT HANDLING/ STORAGE DEPOTS	93
10.7	QUALITY OF LIFE	93
10.8	EFFICIENT REGULATORY REGIME	93
10.9	ACTIONS	94
<b>11.0</b>	<b>SUSTAINABLE WASTE DISPOSAL</b>	<b>95</b>
11.1	ACTIONS	95

<b>12.0</b>	<b>SUSTAINABLE ENVIRONMENT</b>	<b>96</b>
<b>13.0</b>	<b>SUSTAINABLE ORGANISATION</b>	<b>96</b>
<b>14.0</b>	<b>MONITORING AND REVIEW PROGRAMME</b>	<b>97</b>

## List of Tables:

	<u>Page</u>
<b>Table 1:</b> Matamata-Piako District: Population and Households, 2006	21
<b>Table 2:</b> Matamata-Piako District: Population Growth 1999 – 2006	24
<b>Table 3:</b> Matamata-Piako District: Share of Regional Economy, 2007	24
<b>Table 4:</b> Matamata-Piako District: Most Valuable Sectors, 2007	25
<b>Table 5:</b> Matamata-Piako District: Growth in Employment of the Fastest Growing Sectors, 2004 – 2007	26
<b>Table 6:</b> Matamata-Piako District: Land-Use Capability Classification	28
<b>Table 7:</b> Matamata-Piako District: Land-Use	31
<b>Table 8:</b> Matamata-Piako District: Urban Land-Use and Zoning	32
<b>Table 9:</b> Matamata-Piako District: Overview of Utility Services	33
<b>Table 10:</b> Matamata-Piako District Council: District Road Hierarchy and Traffic Volumes	40
<b>Table 11:</b> Matamata-Piako District: Expenditure 2007/08	43
<b>Table 12:</b> New Lots Created	48
<b>Table 13:</b> Building Consents Issued: Residential Construction	49
<b>Table 14:</b> Commercial and Industrial Building Consents: Matamata Ward	50
<b>Table 15:</b> Commercial and Industrial Building Consents: Morrinsville Ward	51
<b>Table 16:</b> Commercial and Industrial Building Consents: Te Aroha Ward	52
<b>Table 17:</b> Commercial and Industrial Building Consents: District-Wide	53
<b>Table 18:</b> Matamata-Piako District: Projected Population	69
<b>Table 19:</b> Matamata-Piako District: Projected Households	69
<b>Table 20:</b> Matamata-Piako District: Projected Population of the Urban Areas	75
<b>Table 21:</b> Matamata-Piako District: Projected Number of Households in the Urban Areas	76
<b>Table 22:</b> Ratio of Zoned Land/ Household (2008)	78
<b>Table 23:</b> Matamata-Piako District: Land Budget	79

## FOREWORD

Matamata Piako has a wealth of resources underpinning our future growth and development. The high quality farmland makes agriculture the backbone of our economy. We also have significant tourism potential, and our central location means we have easy access to nearby facilities, cities, and recreational areas. Our district is expected to continue to grow, however growth puts pressure on our resources and it is Council's responsibility to manage these pressures in order to avoid negative impacts on our environment, economy and people.

The purpose of the Matamata-Piako Growth Strategy is to guide the future development of our district in an integrated way, taking advantage of our location and resources. The strategy looks at what the district has today and where we are heading, taking into account factors such as population, the economy and environment, and offering suggestions as to how we can achieve the future we all want for our district.

In preparing the Growth Strategy we have consulted with specific interest groups as well as with the community at large. By exploring different scenarios we have put together a framework to guide the future development of our district. The strategy reflects the shared vision for our district into goals, objectives and actions that will shape our future and increase community wellbeing. The strategy will provide guidance to ensure integrated planning, linking land-use with infrastructure, transport and funding.

Matamata-Piako's current population is estimated at 31,200 and this is anticipated to grow to 37,000 over the next 30 years. Much of this growth is expected to occur in the urban areas around our three main towns. The make up of our population is also expected to change and we will need to cater for somewhat older ages. This change affects the workforce, housing, access to transport services, and other issues. The districts future planning must take all the changes into consideration we need to determine our future requirements and be proactive in implementing changes at an early stage.

If we plan now Council can help create the future we all wish for and thus improve the quality of life in all aspects for our community.

Regards



Hugh Vercoe  
Mayor QSM, ED, JP



## EXECUTIVE SUMMARY

The Matamata-Piako Growth Strategy is an expression of our vision for the District, and how we aim to achieve that. It builds on work done over the last decade in preparing the District Plan, State of the Environment Report, Community Consultation and Outcomes, Community Visions for the District's towns, the rural area and the Maori Community, Council's Activity Plans, and the Long-Term Council Community Plan.

We listened to what you had to say during recent consultation processes. We took note of the outcomes that you seek and the values and aspirations that you cherish. Now, the Growth Strategy takes you on a journey into the future. It shows you where, collectively, we can be, thirty years from today. It provides a "roadmap" of how to get there. It explains the "drivers" that will shape our future, and how we will make use of our resources to improve the economic, social, cultural, and environmental wellbeing of our Community.

The Growth Strategy takes a long-term view to guide the integrated development of the District as a whole, by connecting the "head", the "heart", and the "pocket" – by marrying the reality of our situation (the "head"), with our aspirations (the "heart"), and the financial affordability of growth (the "pocket"). The Growth Strategy is the "glue" that "bonds" land-use, with infrastructure, transportation, and funding. It aligns with the legislative requirements and policy frameworks under which the District has to operate. It links the three key planning statutes (the Land Transport Management Act 2008, the Local Government Act 2008, and the Resource Management Act 1991), at the local level. It ensures consistency, at a strategic level, with National and Regional Policy Statements and Environmental Standards, the Waikato Regional Plan, the Waikato Regional Land Transport Strategy, and the Hamilton-East Sub-Regional Growth Strategy.

The Strategy is pro-active- it enquires how to best utilise our District's advantages and resources to maximise the "right" kind of growth. It acknowledges that while the Council cannot affect all the factors important for growth, it can have a significant impact through its traditional role as public service provider and regulator. It explores how the Council can venture beyond its "core" business into the entrepreneurial domain to act, independently or in partnership with the private sector, as development facilitator and recruiter.

The Strategy looks across the District as it exists today; it considers the trends, opportunities, constraints, and external influences that will impact on future growth, to arrive at key observations and recommendations in the following areas:

### Regional Context

From a regional perspective, the District is located in the "golden triangle" formed by Auckland, Hamilton, and Tauranga – the rapidly growing "powerhouse" of New Zealand's economy, housing a third of the Country's population.

With its favourable location, proximity to markets, and good access to national transport networks, the District is poised to see continued growth into the future through exploitation of its tourism potential, expansion of the business sector, and migration from the nearby cities as people search for a quality lifestyle in the face of deteriorating urban amenity.

### Population

The District currently (2006) has an estimated population of 31,200 people, fairly evenly split between the rural and urban areas. Morrinsville and Matamata with populations of 6,500 – 7,000 people each are the two largest towns, while Te Aroha has a smaller population of approximately 4,000 people.

With increasing mechanisation and amalgamation in the farming sector, the District's rural population is predicted to remain stable at around 14,000 people in the future, while the urban

population is projected to grow at around 1% per annum. By 2038, the District's population is likely to increase by approximately 6,000 people, to a total of 37,000 people. Much of the growth will occur in the urban areas.

Trends indicate that the District's population is ageing faster than the national average, with the proportion of residents in the age bracket 65 years and older, likely to double: from 15%, to 30% by the year 2038. An ageing population means slower workforce growth. To ensure a sufficiently large workforce to support economic growth in the future, older people should be given opportunities for life-long learning and should be encouraged to remain active in the workforce, longer. An ageing population will demand different types of accommodation, more passive forms of recreation, and access to public transport. These market changes must be accommodated in future planning.

There is growing concern regarding the health of the population, with national trends showing rapid increases in obesity. The Strategy recommends that a comprehensive Health and Social Impact Assessment (HSIA) be undertaken, and the findings be used to inform future planning.

## **Urban Settlement**

The Growth Strategy considered four options to manage the predicted urban growth:

- Growth management through current processes;
- Concentrating growth in the three towns;
- Dispersed growth which would see not only the three towns expand, but also the rural villages such as Tahuna, Waihou, Waitoa, Te Poi, and Hinuera;
- Market driven growth, whereby location decisions will be left entirely up to the market, and which could see development occur anywhere, in the towns, the villages, or the rural hinterland.

The different options were evaluated by focus groups, using a suite of environmental, economic, social, and cultural criteria. Public input on the various options was also sought as part of the Council's recent "Right Debate" consultation process. Both the formal evaluation and public consultation processes signalled strong support for the "concentrated growth" option.

The Strategy thus adopts a concentrated growth model that is predicted, by 2038, to see the towns of Matamata and Morrinsville increase to around 8,500 – 9,000 people each, and Te Aroha to approximately 5,000 people.

The Strategy recognises the important role of quality urban environments in attracting people who seek a superior lifestyle in the face of decaying city life, to the District. It highlights the need to integrate land-use, infrastructure, funding, and transportation. Hence the Strategy recommends the completion of structure plans for the towns, and implementation of guidelines to encourage excellence in urban design.

## **Transportation**

State Highway 1 along the western District boundary is the "backbone" of the national road network. Central Government recently announced its intention to fast-track the completion of the Waikato Expressway between Mercer and Cambridge at an additional cost of \$ 790 million. The early completion of the Waikato Expressway presents new opportunities to integrate the District's external road connections and improve the link between Morrinsville and Hamilton.

Improved linkages with the Expressway will make the District more accessible to markets and more competitive for manufacturing and processing. It will enable the District to increase its share of freight handling and distribution associated with the large volume of goods being transported between Auckland, Hamilton, and Tauranga.

To optimise these benefits, the Strategy recommends that consideration be given to improving Tahuna-Ohinewai Road from the Mercer Interchange to State Highway 27, and the linkages via Tauhei Road to Morrinsville and State Highway 27. The Strategy highlights the need to advocate for interchanges from the Expressway at Gordonton and Holland Road, as well as the re-alignment of a

section of Holland Road to form the “Morrinsville Expressway” thereby improving access to Hamilton.

A large increase in rail traffic is predicted, both along the Kaimai railway line between Waharoa and the shipping port at Tauranga, as well as the Thames Branch railway line which traverses the District between Hinuera in the south, via Waharoa, to exit the District at Morrinsville, west towards Hamilton. The Strategy recommends ongoing liaison with Ontrack and KiwiRail to ensure that the rail network is integrated with future land-use.

The benefits of enhanced public transport, internally between the District’s three towns, and between Morrinsville/ Te Aroha and Hamilton; as well as between Matamata and Tauranga are highlighted, and the Strategy recommends that these needs be assessed further through the Health and Social Impact Study.

## **Economy**

Agriculture, especially dairy farming, and rural processing is the “backbone” of the District’s economy and is likely to remain the predominant economic driver into the future. Given that the District is blessed with an abundance of high quality farm land, the Strategy envisages an increase in horticulture, due to the loss of arable land closer to the Auckland market, coupled with the effects of climate change. With mounting pressures, globally, on food sources an increase in intensive farming is predicted especially litter poultry production which is already heavily represented in the District. To ensure the long-term viability of the agricultural sector, the Strategy recommends a review of the rural subdivision rules, and highlights the need for robust management of the effects of horticulture and intensive farming on rural amenity values.

The Strategy sees opportunities for exploiting the District’s tourism potential, more local “value added” processing of primary produce, generation of renewable energy from the waste streams produced by local processing industries, and the possibility of establishing a “business cluster” to take advantage of the fast growing “green” technology sector. To this end, it is recommended that a new role be created in the CEO’s Department, for a Development Officer to liaise with local entrepreneurs and coordinate efforts to advance economic development in the District.

The Strategy recognises the importance of ensuring an adequate supply of zoned and serviced land, readily available to accommodate the needs of expanding, or new businesses. In these times of limited investment funding, it is recommended that the Council may step into the role of land developer, possibly in partnership with the private sector, to ensure the availability of industrial land in the district.

Large volumes of freight move through the District en route to shipping ports and markets, creating the potential for freight handling facilities and storage depots such as at Hinuera (where the main rail and road networks cross) and at Waharoa (where the two main rail networks intersect). The Strategy recommends that opportunities for establishing freight depots at these locations be further investigated.

## **Environment**

Ensuring the sustainability of the District’s environment, in the broader sense, is the focus of most of the actions that collectively make up the Growth Strategy. The remaining issues not already addressed are preserving the bio-diversity of the District, its fauna and flora, and dealing with the impacts of farming on the environment.

In this regard, the Strategy recommends continuation of the current processes to identify and preserve the District’s significant natural features, and a review of methods to encourage riparian management to mitigate the impact of farming on surface and ground water quality.

## **Policy Alignment**

The Strategy provides the framework to inform the Regional Policy Statement (RPS), the Regional Land Transport Strategy (RLTS), and the Waikato District Health Board's (DHB) Strategic Plan; and recommends interaction with regional agencies to ensure alignment across the broad spectrum of interlinked social, cultural, environmental, and economic policies.

## **Monitoring and Review**

The Strategy recognises the need to remain current and take account of emerging trends, through a requirement for regular monitoring to coincide with the availability of national census data, and review where predictions are at variance with actual growth and development.

# I. THE MATAMATA-PIAKO GROWTH STRATEGY – A JOURNEY INTO THE FUTURE

## 1.0 WHAT IS THE GROWTH STRATEGY?

The Matamata-Piako Growth Strategy is an expression of our vision for the District, and how we aim to achieve that. It builds on work done over the last decade in preparing the District Plan, State of the Environment Report, Community Outcomes, Community Visions for the District’s towns, the Rural Area, and the Maori Community, Council’s Activity Plans and the Long-Term Council Community Plan.

We listened to what you had to say during the consultation process. We took note of the outcomes that you seek, and the values and aspirations that you cherish. Now, the Growth Strategy takes you on a journey into the future. It shows you where, collectively, we can be, thirty years from today. It provides a “roadmap” of how to get there. It explains the “drivers” that will shape our future, and how we will make use of our resources to improve the economic, social, cultural, and environmental wellbeing of our Community.

We invite you to join us as we work through a four-step strategy development process to **learn** and share our collective knowledge of the District as it exists today. Pause with us to celebrate what we and our predecessors from all cultural persuasions have achieved to date. Help us to **focus** and discover what is really important for the future, to **align** our planning, and **execute** our strategy.

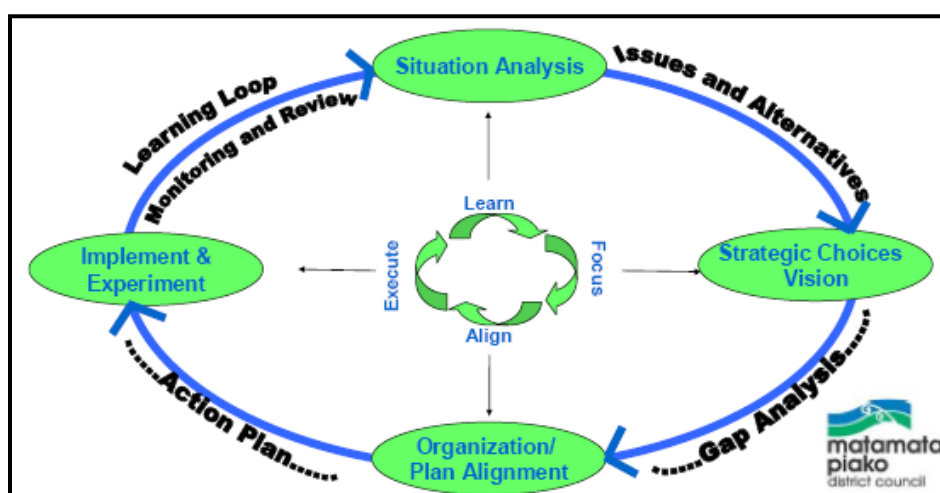


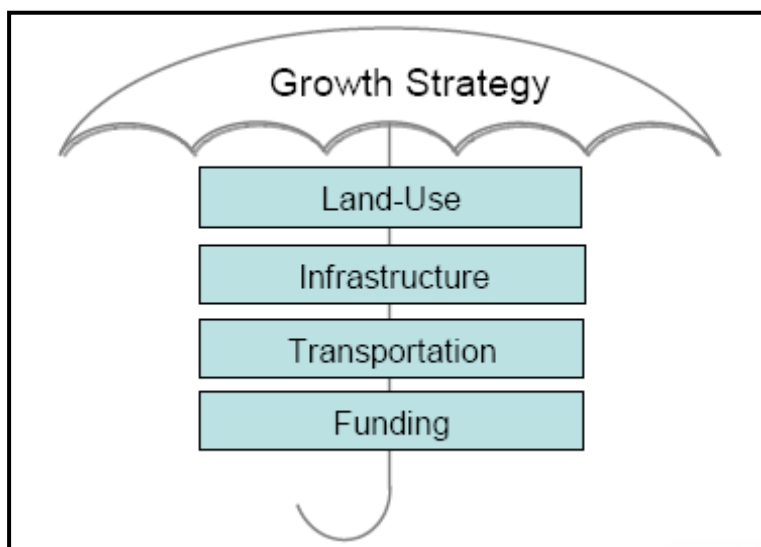
Figure 1: Strategy Development Process

The Strategy and the process that we went through, is set out in this Report. The Report is divided into four sections. This Section (Section I) is an introduction, describing what the Growth Strategy entails and why we need it. Our knowledge of the District as it exists today is outlined in Section II. Section III deals with the trends, growth drivers, and constraints to development, while Section IV contains a summary of the actions that we will need to implement to achieve our vision and our growth aspirations.

## 2.0 WHY A GROWTH STRATEGY?

To increase the wellbeing of our Community, the District needs to continue to grow. With growth comes pressure on the District’s resources - its land, and its infrastructure. It is the Council’s responsibility to manage these pressures in a way which will avoid adverse impacts on our environment, our economy, and our people; while ensuring integration with the wider transport and infrastructure network; as well as consistency with the strategic direction signalled by national and regional policy frameworks.

The Growth Strategy will provide the overarching guidance to ensure integrated planning of the District as a whole, into the future. The purpose of the Strategy is to assist the Council to achieve integrated development by connecting the “head”, the “heart”, and the “pocket” – by marrying the reality of our situation (the “head”), with our aspirations (the “heart”), and the financial affordability of growth (the “pocket”).



**Figure 2: Need for a Growth Strategy**

The Strategy is pro-active- it enquires how to best utilise our District’s advantages and resources to maximise the “right” kind of growth. It identifies how much growth we anticipate in all of the sectors (rural, residential, rural-residential, business, industrial, recreation), and the areas that must be preserved and protected. It guides where growth can best be accommodated, and links land-use, with infrastructure, transport and funding.

While Council cannot affect all the factors important for growth it can have a significant impact through its traditional role as public service provider and regulator. It can also venture beyond its “core” business into the entrepreneurial domain to act, independently or in partnership with the private sector, as development facilitator and recruiter. The Strategy explores these options and determines how the Council can adapt to best exercise its growth management role.

### **3.0 WHAT WILL THE GROWTH STRATEGY BE USED FOR?**

Broadly speaking, the Council’s functions are:

- Community well-being and development;
- Environmental health and safety (including building control, civil defence, and environmental health matters);
- Infrastructure (roading and transport, sewerage, water/stormwater);
- Recreation and culture;
- Resource management including land use planning and development control.

The Growth Strategy crosses over all the District’s functions, to provide guidance, in an integrated manner, to the entire organisation.

The Growth Strategy will provide Council and the Community with an understanding of:

- The extent and the nature of potential growth;
- The different components of growth drivers that will shape the future of the District;
- The cyclic, trend and turning points of growth and how they might interact to influence the nature of growth at any one time, and hence the need for the ongoing monitoring and review of base data and planning assumptions;
- Funding and the timely provision of essential services to meet the demands of growth.
- How the future economy will influence the demand for business land;
- Future land demands and timing for infrastructure investment;
- The effects of growth on the environment, especially on water quality and on productive land;
- The links between future growth, infrastructure provision, cost, and a fair system of payment;

- The full costs of growth, particularly those borne by the Community- through rates, and the ability to pay;
- The concept of growth paying for growth;
- The role of urban design as an implementation tool especially in areas of residential growth;
- The increasing importance of both infrastructural and financial planning, given the limitations of environmental statutes to deliver fully integrated outcomes;
- The need to sustain and enhance our social infrastructure: schools, medical facilities, sport and recreation.

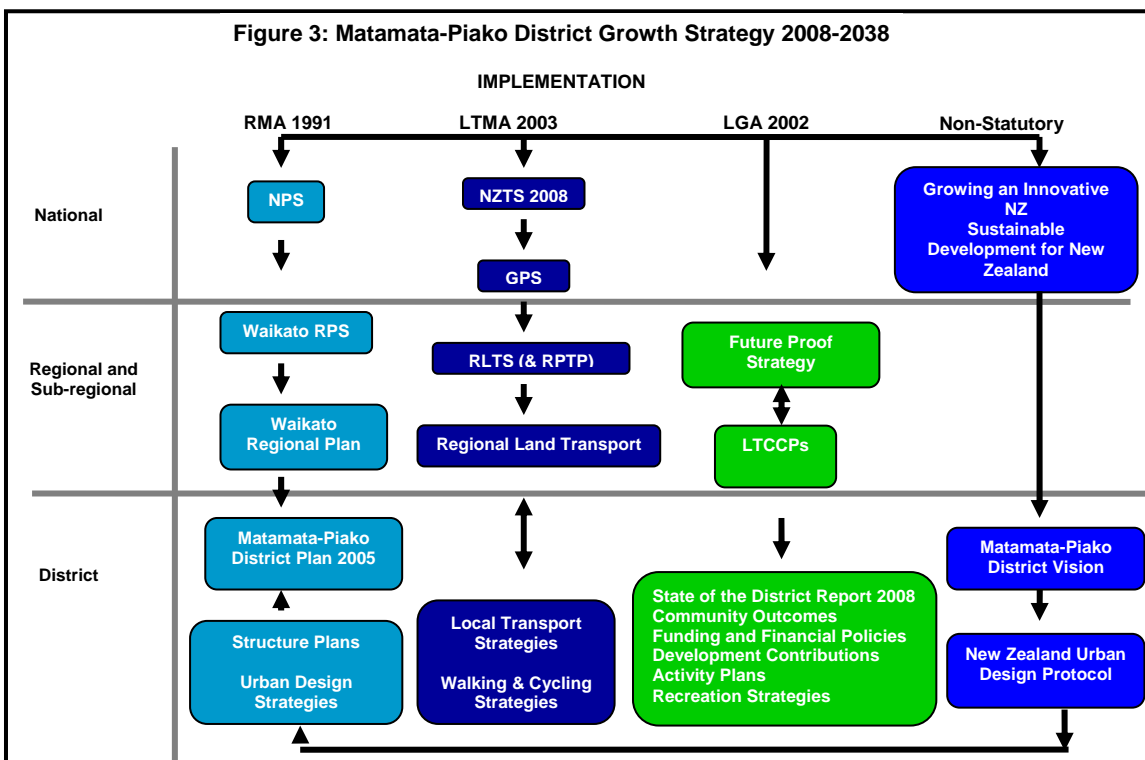
To be successful, the Strategy must reflect the four well beings of the LGA 2002 and seek to strike a balance between the needs of developers, infrastructure providers, and communities, brokered by the Council. It must deliver on the Community Outcomes and pre-empt growth to avoid market pressure leading to inefficient, piecemeal, ad hoc, and sporadic development.

In addition to guiding development, the Growth Strategy will provide the mechanism to integrate growth at the district level, with sub-regional, regional and national policy frameworks such as:

- Linking the three key planning statutes: the Land Transport Management Act 2003, the Local Government Act 2002, and the Resource Management Act 1991.
- Anchoring the Strategy through the Regional Policy Statement.
- Informing the Waikato Regional Land Transport Programme 2009 for roading and public transport and to assist in a funding programme for the region.
- Informing “Future Proof” – the Hamilton-East Sub-Regional Growth Strategy in relation to Morrinsville and the western part of the District;
- Providing essential data for updating the Waikato Regional Transport Strategy in 2010;
- As a pre-cursor to future District Plan changes, assisting to anchor zone changes;
- Protecting key transportation routes (both road and rail) from future development.
- Having the funding tools available to support growth and the timely provision of infrastructure.

#### 4.0 LINKAGES WITH POLICY FRAMEWORK

The Growth Strategy has linkages with legislative requirements and the associated policy framework at the National, Regional, and District level.



## **4.1 NATIONAL LEVEL**

The key statutes to be taken account of are the Resource Management Act (“RMA”) 1991, the Local Government Act (“LGA”) 2002 and the Land Transport Management Act (“LTMA”) 2008. Each statute has a number of associated statutory and non-statutory tools, ie the RMA can be implemented through statutory Regional Policy Statements and Regional Plans at the regional level, as well as non-statutory Urban Design Strategies at the district level. The challenge in formulating the District’s Growth Strategy is the integration of the different tools and processes under the different statutes. At present, these pieces of legislation sit in relative isolation from one another:

### **4.1.1 Resource Management Act 1991**

In terms of the RMA 1991 framework, growth management strategies can serve as a useful method for achieving the purpose of the Act (*the sustainable management of natural and physical resources*) by managing adverse effects of development on the environment. In order to manage environmental effects there is a need to have a clear indication of the development capacity for an area. The piecemeal, ‘application by application’ approach to sustainable management is often at loggerheads with the cumulative effects of each development combined as a whole. Providing policy guidance is sensible when faced with this situation. The challenge is to maintain the flexibility required to deal with uncertainty and change, while seeking to limit the cumulative effects of development.

### **4.1.2 Resource Management Amendment Act 2005**

The Resource Management Amendment Act (“RMAAA”) 2005 was passed in August 2005, concluding the Government’s review of the RMA 1991. The focus of the review was to improve the quality of decisions and processes.

The purpose of the RMA review was to:

- Get better and faster decisions on resource consents;
- Provide a means of working with Councils when decisions are too big for local decision making; and
- Provide more national leadership, especially through national policy statements and standards.

The RMAA 2005 gives Regional Councils the added function of strategically integrating infrastructure with land use along with climate change. The amendments also now require District Plans to give effect to regional policy statements. The RMAA 2005 is indicative of the new impetus being placed on linking infrastructure and land use.

### **4.1.3 Local Government Act 2002**

The LGA 2002 provides the general framework and powers under which local authorities operate. The purpose of the LGA 2002 is to provide for effective local government that recognises the diversity of New Zealand communities. The LGA 2002 allows local authorities to play a broad role in promoting the social, economic, environmental, and cultural well-being of their communities, taking a sustainable development approach. The LGA can enable local government to act as broker in achieving a balance between the needs of developers, infrastructure providers and local communities. In large part the purpose of the LGA 2002, is addressed through Long Term Council Community Plans (“LTCCP”).

### **4.1.4 Land Transport Management Act 2008**

The LTMA 2008 has signalled a new era for the management and funding of the land transport system in the Country. The LTMA 2008 introduces specific criteria which transport programmes and projects must be considered against. One of the criteria is ‘ensuring environmental sustainability’. The purpose of the LTMA 2008 is to contribute to the aim of achieving an integrated, safe, responsive, and sustainable land transport system.

The legislation aims to achieve greater consistency in the long-term planning of land transport networks, a more integrated transport infrastructure, a multi-modal approach to the sector, and sets up new mechanisms for transport funding.

In order to meet the outcomes of the LTMA 2008 in an effective manner, councils are challenged with understanding growth and its location, including the cumulative effects of development and the relationship between the different settlements, and considering the land transport requirements that arise from this growth.

#### **4.1.5 National State Highway Strategy 2007**

The Strategy, with a 30-year view, provides a link between the New Zealand Transport Strategy, the Land Transport Management Act, NZTA's plans and policies and the State Highway Forecast. It promotes integration of state highway planning with local land-use and multi-modal transport initiatives. The Strategy is due for review in 2008/09.

## **4.2 REGIONAL AND SUB-REGIONAL LEVEL**

### **4.2.1 Regional Policy Statements**

Regional Policy Statements ("RPS") can also be seen as a growth management tool under the RMA 1991. The purpose of a RPS provides an overview of the resource management issues of the region and the policies and methods through which integrated management of the regions natural and physical resources is to be achieved. This could include growth management policy, such as:

- Establishing urban limits
- Linkage to the provision of natural and physical resources, including Infrastructure eg. Water, electricity, transport, wastewater.

An RPS provides an overarching resource management policy framework for the way growth is sustainably managed within a region in an integrated manner. It promotes a consistent approach across territorial jurisdictions. The Matamata-Piako Growth Strategy will both inform, and be informed by, the RPS and any amendments thereto.

### **4.2.2 Waikato Regional Land Transport Strategy**

Transport will be a significant part of implementing the Growth Strategy, particularly given the Strategy's focus on integrating land use and transport. Strategic transport is guided, implemented, and funded through regional land transport strategies.

The Waikato Regional Council has the responsibility for The Waikato Regional Land Transport Strategy ("RLTS") which provides a framework for managing land transport within the region. The RLTS was developed by the Regional Land Transport Committee which is made up of representatives from local government, central government and other groups representing the objectives of economic development, safety and personal security, public health, access and mobility, environmental sustainability, and cultural interests.

The RLTS covers the strategic outcomes for transport in the region, a preferred strategic option to guide transport decisions, transport projects, and funding, within a 10 year framework. The current RLTS is due for review in 2010.

### **4.2.3 "Future Proof" – The Hamilton Sub-Regional Growth Strategy**

The Hamilton Sub-regional Growth Strategy (HSRGS, branded "Future Proof") was initiated by Hamilton City Council, Waikato District Council, and Waipa District Council in 2008. Since then Environment Waikato and the Matamata-Piako District Council have joined the project. The purpose of the HSRGS is to manage growth in the Sub-Region through integrating land use and infrastructure into the future.

The focus of Future Proof is the planning of predicted growth, major infrastructure and roading across the sub-region, which will help inform the future direction for Morrinsville and its surrounds.

### 4.3 DISTRICT LEVEL

At the district level, the Matamata-Piako District Growth Strategy simultaneously informs, and is informed by, the Long Term Council Community Plan, the District Plan, local strategies and structure plans:

#### 4.3.1 Long Term Council Community Plan

LTCCP's are 10 year plans which describe the community outcomes and the priorities and activities that the council will undertake to contribute to the outcomes. The plan is designed to integrate decision-making and include information on the key policies of the council. It also describes linkages between activities and how they are funded. Councils have an obligation under Schedule 10 of the LGA 2002 to consider demand for services, service levels and standards, asset capacity and the cost implications.

As part of the LTCCP development process council is required to adopt a policy on development contributions or financial contributions. As part of this they are required to identify the total costs of the capital expenditure that are expected to be incurred and attribute this to units of demand by the impact of growth. Understanding growth and how it will be managed is critical to a development contributions policy in relation to population growth projections.

A comprehensive approach to growth management enables the Council to identify the infrastructure required, the cost implications, and how this will be attributed to growth. This needs to be clear at the outset to ensure that the agencies (private and public) who will actually fund the implementation, and the ratepayers, taxpayers and other affected people will be included from the beginning in the planning process.

Making the linkages between growth, infrastructure, funding and Council's technical, administrative, and governance roles are vital. The Council needs to have a clear picture of the rate and scale of development likely to occur so that the costs of this growth can be identified and managed.

#### 4.3.2 The District Plan

The Matamata-Piako District plan addresses the key environmental issues of the District. In respect of rural development the plan says its goal is *"to manage residential growth so as to limit, as far as practicable, the use of the finite good quality soils"* and a corresponding policy *"to ensure consolidation of residential development within existing zone boundaries at all settlements subject to the availability of infrastructure services, contiguous growth and the constraints of the environment"*. The plan promotes effective separation of incompatible activities and directs proper integration of land use with infrastructure and development.

Natural heritage and issues like protection of the Kopuatai peat dome, and local challenges like sustaining remnant forests are comprehensively dealt with. Similarly, built heritage (particularly that of Te Aroha), is protected.

There is, however, a tension between objectives in the District Plan (developed 1998) that state a preference for managed and properly controlled growth and those of the LTCCP (developed 2004/05) which recognise that growth is an essential part of community development. The tension is in respect of how, when and to what degree Council promotes development via plan changes or other initiatives to ensure development can take place. The Growth Strategy will provide the mechanism to resolve these tensions and to guide development for the future.

### **4.3.3 Matamata-Piako District Vision Results (September, 2004)**

The District has, through community consultation, developed a vision for the three towns and the rural area. The Growth Strategy will further clarify that vision, and develop the actions needed to achieve the outcomes desired by the community, into the future.

### **4.3.4 Local Strategies and Structure plans**

The Council is a signatory to the New Zealand Urban Design Protocol, thereby making a commitment to ensuring quality urban environments.

To give effect to its commitment, the Council is in the process of compiling structure plans for urban growth areas, urban design guidelines for new developments, and a recreation strategy to guide the development of its reserves.

These mechanisms will ensure that the District's towns offer a high quality of life, capable of attracting the people and skilled workers which are required to fuel the District's economy.

## **4.4 INTEGRATION WITH THE POLICY FRAMEWORK**

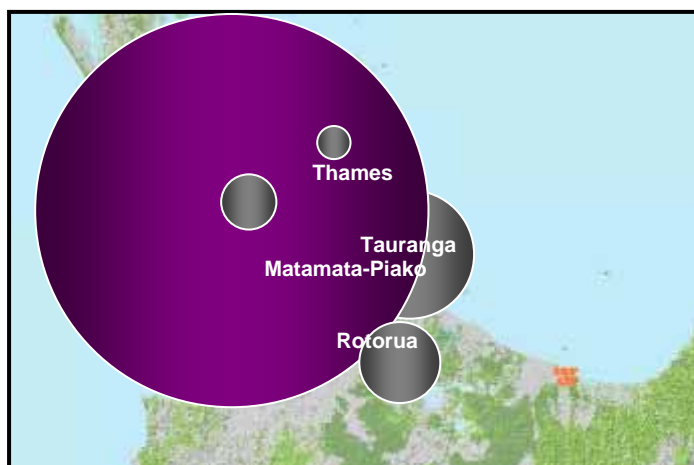
Achievement of the purposes of the overall policy framework at the national, regional, and local levels is dependent on the agents, tools and processes of each statute supporting one another in an integrated way. This Growth Strategy provides the mechanism to look across the outcomes of the individual frameworks and to take account of them in a collective manner to achieve the following aims:

- Sustainable management of natural and physical resources through managing the use, development, and protection of natural and physical resources in a way, or at a rate, which enables people and communities to provide for their social, economic, and cultural wellbeing (RMA 1991);
- Taking account of people and communities; the “built” environment as well as the “natural” environment; amenity values; and social, economic, aesthetic, and cultural conditions (RMA 1991);
- Providing for the social, economic, environmental, and cultural well-being of communities through a sustainable development approach (LGA 2002);
- Good financial management (LGA 2002);
- Accountability to communities (LGA 2002);
- Assisting economic development; improving access and mobility and ensuring environmental sustainability (LTMA 2008);
- Integration and responsiveness (LTMA 2008);
- An integrated approach to land transport funding and management (LTMA 2008); and
- Improving long term planning and investment (LTMA 2008).

## II. THE DISTRICT TODAY

### 1.0 REGIONAL CONTEXT

Matamata-Piako is an upper North-Island district, located in the Waikato Region, south-east of Auckland, between Hamilton and Tauranga, north of Rotorua. The District is predominantly rural, with three service towns: Morrinsville, Matamata and Te Aroha.



**Figure 4: Population Distribution**

The Auckland Region with a population of 1.3 million is home to one-third of New Zealand's population and within one and a half to two hours travelling distance from the District. Hamilton, located within thirty minutes from Morrinsville, has a population of 130,000. Tauranga (population 105,000) is approximately forty five minutes east of Matamata

The populations of Auckland, Hamilton and Tauranga have grown by 10% to 15% over the last 10 years, well in excess of the national average.

The District is well integrated with the national transport network. State Highway 26 and 27 traverse the District dividing it into four quarters, connecting with Hamilton, Tauranga, Auckland, Rotorua and the Coromandel. The State Highway 1 corridor and rail link, between Auckland and Hamilton, is to the east of the District. In the south-eastern corner of the District, State Highway 1 intersects with State Highway 29, connecting with Tauranga.



**Figure 5: Regional Context**

The Hamilton-Tauranga rail line passes through Morrinsville and Waharoa. The Kinleith branch railway line crosses the southern part of the District, to connect with the Kaimai Tunnel (Hamilton/Tauranga) line north of Waharoa.

The District is within easy reach of the international airports at Hamilton and Auckland, and the shipping ports at Auckland and Tauranga.

## **2.0 POPULATION**

### **2.1 SIZE**

The Matamata-Piako District has an estimated population of approximately 31,200 people (2006), 0.7% of New Zealand's total population. In terms of population size, Matamata-Piako ranks thirty-eight out of the Country's seventy-three districts. The District's population comprises approximately 8% of the Waikato Region's 382,716 people.

A total of 17,050 people (55% of the District's population) live in the three towns of Morrinsville, Matamata and Te Aroha. The remaining residents, 14,150 people in total, reside in the rural area which includes the villages of Tahuna, Waitoa, Waihou, Walton, Waharoa, Hinuera and Te Poi.

Morrinsville with a total population of 6,770 is the largest town, followed closely by Matamata with 6,430 residents, and Te Aroha which has a smaller population of 3,850 people. Waharoa with a population of approximately 500 people is the largest of the villages. The remaining villages are small settlements housing a few hundred people each.

**Table 1: Matamata-Piako District: Population and Households, 2006**

Area	Population	Number of Households	Average Household Size
<b>Urban:</b>	<b>17,050</b>	<b>6,936</b>	<b>2.46</b>
Morrinsville	6,770	2,593	2.61
Matamata	6,430	2,712	2.37
Te Aroha	3,850	1,631	2.36
<b>Rural</b>	<b>14,150</b>	<b>4,764</b>	<b>2.97</b>
<b>TOTAL</b>	<b>31,200</b>	<b>11,700</b>	<b>2.67</b>

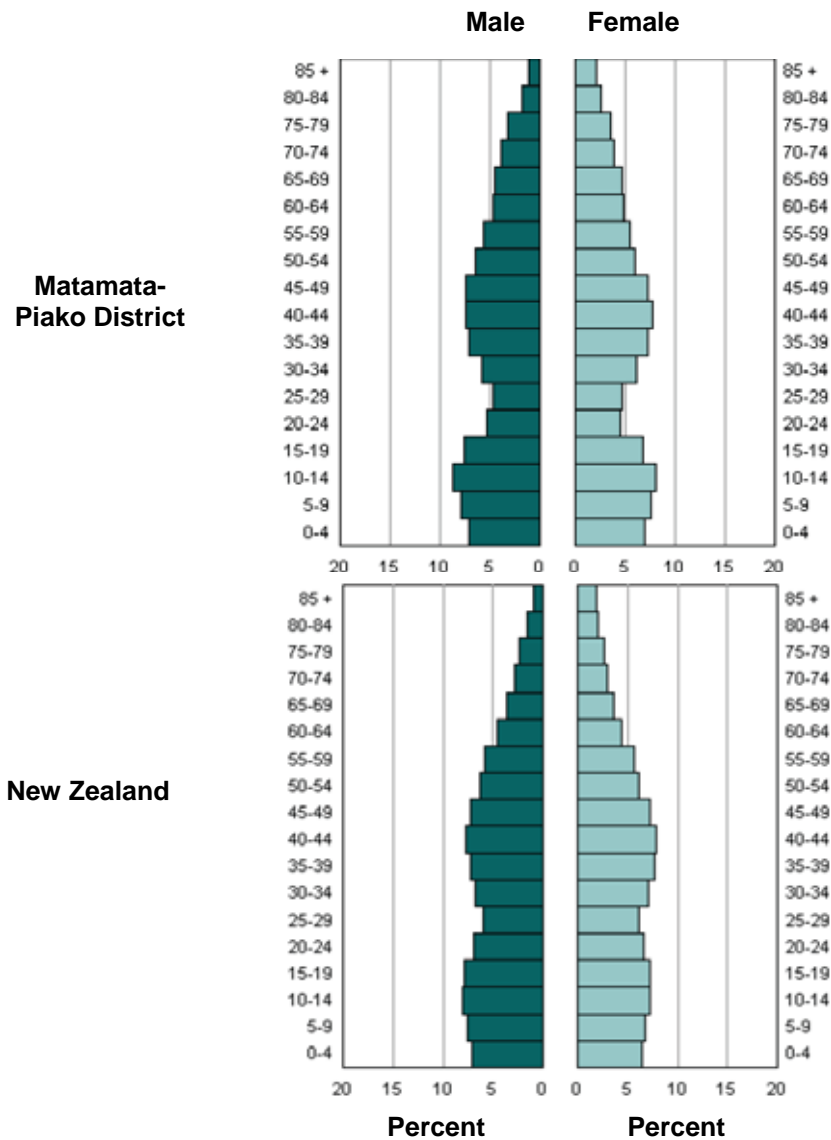
*Source: Statistics New Zealand, 2006 Census*

## 2.2 HOUSEHOLDS

The District has a total of 11,700 households; 2,593 in Morrinsville, 2,712 in Matamata, 1,631 in Te Aroha, and 4,764 in the rural area.

Of the District's total households, 23% (roughly the same as for the Country as a whole) live in one-person households. The average household size in the District is 2.67 people as compared to 2.7 for New Zealand as a whole.

**Figure 6: Matamata-Piako District: Population distribution, 2006**



### 2.3 ETHNICITY

The District's population is distinctly less ethnically diverse, with 78% of the population belonging to the European Ethnic Group as compared to 68% for New Zealand as a whole; and 13% belonging to the Maori Ethnic Group as compared to 15% for the Country as a whole.

### 2.4 AGE STRUCTURE

The District has an older population with a median age of 38 years and 16% aged 65 years and over, as compared to a median of 36 years and 12% aged 65 years and over for New Zealand as a whole.

There is a noticeable absence in the District of people in the 15 – 34 year age bracket, as compared to New Zealand as a whole (Refer to Figure 7). This is likely due to there being few tertiary education providers in the District and less employment opportunities for school leavers.

## 2.5 EDUCATION

The District's population lags behind the rest of the Country in terms of qualifications, with 35% aged 15 years and over having no formal qualifications and 70% no post-school qualifications as compared to 25% and 40% respectively for New Zealand as a whole.

## 2.6 EMPLOYMENT

The District has a low rate of unemployment of 4%, as compared to 5% for all of New Zealand.

The rural composition of the District is reflected in its employment structure. More people in the District, as compared to New Zealand as a whole, are employed as labourers and managers, predominantly on farms. Less people are employed in the professions, community and personal services, and clerical and administration occupations. The percentage of workers employed as technicians and in trades, is similar to the ratio for New Zealand as a whole.

## 2.7 INCOME

Workers in the District earn a higher median income of \$ 25,600 as compared to the median of \$ 24,400 for New Zealand as a whole. Approximately 59% of people aged 15 years and over earn more than \$ 20,000 per year, as compared to 57% for the Country as a whole.

**Figure 7: Matamata-Piako District: Occupation for employed people aged 15 and over, 2006**



**Legend:**

Matamata-Piako District



New Zealand



## 2.8 FAMILY COMPOSITION

Couples with children make up 41% of all families in the District while couples without children make up 43%. In New Zealand as a whole, couples with children make up 42% and couples without children 40%. Of the families in the District 16% are single-parent-with-children families, compared to 18% for the Country as a whole. One-family households make up 72% of all households in the District as compared to 69% for New Zealand as a whole.

## 2.9 HOME OWNERSHIP

Approximately 54% of all households in private dwellings in the District (roughly the same as for the Country as a whole) own the dwelling they occupy.

## 2.10 POPULATION GROWTH

The total population of the Matamata-Piako District has increased by 900 people from 30,300 to 31,200 people over the ten year period from 1996 – 2006. The increase in population was confined to the towns of Morrinsville and Matamata, with the population of Te Aroha and the rural area declining over the corresponding period. The population growth of Morrinsville was the highest at 1.11% per annum, while Matamata's population increased by 0.69% per annum. Morrinsville and Matamata jointly have grown at an average rate of 0.91% per annum over the period 1996 – 2006.

**Table 2: Matamata-Piako District: Population Growth 1999 - 2006**

Area	Total Population			Growth Rate (2001 – 2006)	Growth Rate (1996 – 2006)
	1996	2001	2006		
<b>Urban:</b>	<b>15,970</b>	<b>16,410</b>	<b>17,050</b>	<b>0.77%</b>	<b>0.66%</b>
Morrinsville	6,060	6,360	6,770	1.26%	1.11%
Matamata	6,000	6,280	6,430	0.47%	0.69%
Te Aroha	3,910	3,770	3,850	0.42%	-0.15%
<b>Rural</b>	<b>14,330</b>	<b>13,870</b>	<b>14,150</b>	<b>0.40%</b>	<b>-0.13%</b>
<b>TOTAL</b>	<b>30,300</b>	<b>30,280</b>	<b>31,200</b>	<b>0.60%</b>	<b>0.29%</b>

*Source: Statistics New Zealand, 1996 and 2006 Census.*

## 3.0 ECONOMY

### 3.1 OVERVIEW

The Gross Regional Product (GRP) of the Waikato Region is \$ 15,312 million, approximately 9% of New Zealand's Gross Domestic Product (GDP) of \$ 170,988 million (2007). The Matamata-Piako District's Gross Regional Product of \$ 1,306 million contributes approximately 8.5% to the Waikato Region's GRP, and 0.76% to New Zealand's GDP. The District's contribution to the Region's economy has decreased slightly from 9% in 2004. This is likely due to rapid expansion of the Hamilton/ Cambridge/ Te Awamutu Area.

The District's Employment Count is 12,591, 7.5% of the Waikato Region. The value added per worker is 13.6% higher than the average for the Region. The high value added per worker in the District can be attributed to the high returns in the dairy industry and the increase in construction capacity within the District, leading to less "leakage" to neighbouring Districts.

**Table 3: Matamata-Piako District: Share of Regional Economy, 2007**

Economic Measure	Waikato Region	Matamata-Piako District	%
Gross Regional Product (\$ m)	\$ 15,311.5	\$ 1,306.2	8.5%
Gross Salaries (\$ m)	\$ 8,431.4	\$ 665.8	7.9%
Employment Count	167,664	12,591.0	7.5%
Value Added per Employment Count	\$ 91,326	\$ 103,741	113.6%

Household expenditure for 2007 was approximately \$ 661 million, of which \$ 500 million was spent on goods and services supplied by business units within the District, \$ 96 million on imports from outside, and \$ 65 million on GST and excise taxes. Business units spent \$ 255 million on investment in plant and equipment and \$ 9.4 million on adding to stocks and inventories.

Farming and rural-based processing account for 45% of all economic activity within the District, down from 49% recorded in 2004, while non-primary sectors such as the Business Services Group, are increasing their share of the District's economy. Growth in employment for the Residential Construction and Ancillary Services sectors has exceeded 10% annually for the last three years prior to February 2007. The implication of the diversification of the District's economy is that more goods and services are produced locally, rather than being imported, leading to a higher value added per worker as compared to previous years.

### 3.2 MOST VALUABLE SECTORS

The most valuable sectors of the District's economy both in terms of employment and value added, jointly contributing more than 60% to the District's economy, are shown in the Table below. Dairy Farming, Dairy Processing and Meat processing alone comprise approximately one-third of the District's economy.

Top non-primary sectors include Retail Trade, Wholesale Trade, Property Services, Primary and Secondary Education, Finance, Ancillary Construction, Manufacture of Industrial Machinery, and Road Freight.

**Table 4: Matamata-Piako District: Most Valuable Sectors, 2007**

Sector	Employment			Value Added		
	Employment Count	%	Cumulative %	Value (\$million)	%	Cumulative %
Dairy Farming	1,280	10.17%	10.17%	\$ 293.95	22.50%	22.50%
Dairy Manufacturing	840	6.67%	16.84%	\$ 109.66	8.40%	30.90%
Meat processing	850	6.75%	23.59%	\$ 73.66	5.64%	36.54%
Retail Trade	1,610	12.79%	36.38%	\$ 58.98	4.52%	41.05%
Wholesale Trade	480	3.81%	40.19%	\$ 47.47	3.63%	44.69%
Property Services	94	0.75%	40.93%	\$ 38.61	2.96%	47.64%
Education	640	5.08%	46.02%	\$ 36.71	2.81%	50.45%
Poultry Processing	660	5.24%	51.26%	\$ 35.70	2.73%	53.19%
Finance	160	1.27%	52.53%	\$ 25.88	1.98%	55.17%
Farming Services	250	1.99%	54.52%	\$ 25.22	1.93%	57.10%
Ancillary Construction	420	3.34%	57.85%	\$ 24.58	1.88%	58.98%
Industrial Machinery	270	2.14%	60.00%	\$ 22.04	1.69%	60.67%
Road Freight	280	2.22%	62.22%	\$ 19.68	1.51%	62.18%

### 3.3 EMPLOYMENT

Employment in the district has increased at an annual equivalent growth rate of 2.8%, from an employment count of 11,606 in 2004, to 12,591 in 2007. The fastest growth in employment, with annual growth rates in excess of 20%, was experienced in the following sectors: Business, Education and Government Sector (Pest and Cleaning Services, Technical Services, Employment and Security Services, Property Services, and Business Administration and Management Services), Manufacturing and Utilities Sector (Motor Vehicles, Ship and Boat Building). Major losses in employment during the three years to February 2007 occurred in Sheep and Beef Farming, Other Community Services, Other Education, and Mining and Quarrying.

**Table 5: Matamata-Piako District:  
Growth in Employment of the Fastest Growing Sectors,  
2004 – 2007**

<b>Sector</b>	<b>Employment Count 2004</b>	<b>Employment Count 2007</b>	<b>Growth Rate % p.a.</b>
<b>Pest &amp; Cleaning Services</b>	<b>30</b>	<b>95</b>	<b>46.8%</b>
<b>Technical Services</b>	<b>15</b>	<b>40</b>	<b>38.7%</b>
<b>Motor Vehicles</b>	<b>30</b>	<b>75</b>	<b>35.7%</b>
<b>Ship &amp; Boat Building</b>	<b>12</b>	<b>25</b>	<b>27.7%</b>
<b>Employment &amp; Security Services</b>	<b>18</b>	<b>35</b>	<b>24.8%</b>
<b>Property Services</b>	<b>50</b>	<b>94</b>	<b>23.4%</b>
<b>Business Admin &amp; Management</b>	<b>40</b>	<b>75</b>	<b>23.3%</b>

## **4.0 ENVIRONMENT**

The District comprises of 182,150 ha of land located in the Hauraki Plains Valley, between the Kaimai Ranges and the Hapuakohe, Hangawera and Pakaroa Hills.

### **4.1 WATER**

The District is predominantly located within the catchments of the Waihou, Waitoa, and Piako Rivers which traverse the area, draining to the north to discharge into the Hauraki Gulf at the Firth of Thames. Groundwater flow is generally northwards. Recharge of the aquifers occurs predominantly in the southern lowland, and groundwater discharges in the low-lying northern plains.

Monitoring shows that water quality is deteriorating across the District. Nutrient concentrations in water are increasing while sediment and faecal levels in the waterways are high. In some areas, nitrate levels in ground water do not meet drinking water guidelines. Levels of bacteria in many rivers and streams may make water unsuitable for recreational purposes.

### **4.2 LAND**

#### **4.2.1 Topography**

Land in the District is generally low lying, and dependent on the major drainage schemes and flood protection measures associated with the river courses. The landscape is made up of flat alluvial plains and peat swamp, with the elevated foothills of the Kaimai Mountains to the east, the Te Tapui Hills to the south-west, Mount Misery to the west, and the Hapuakohe Ranges to the north-west.

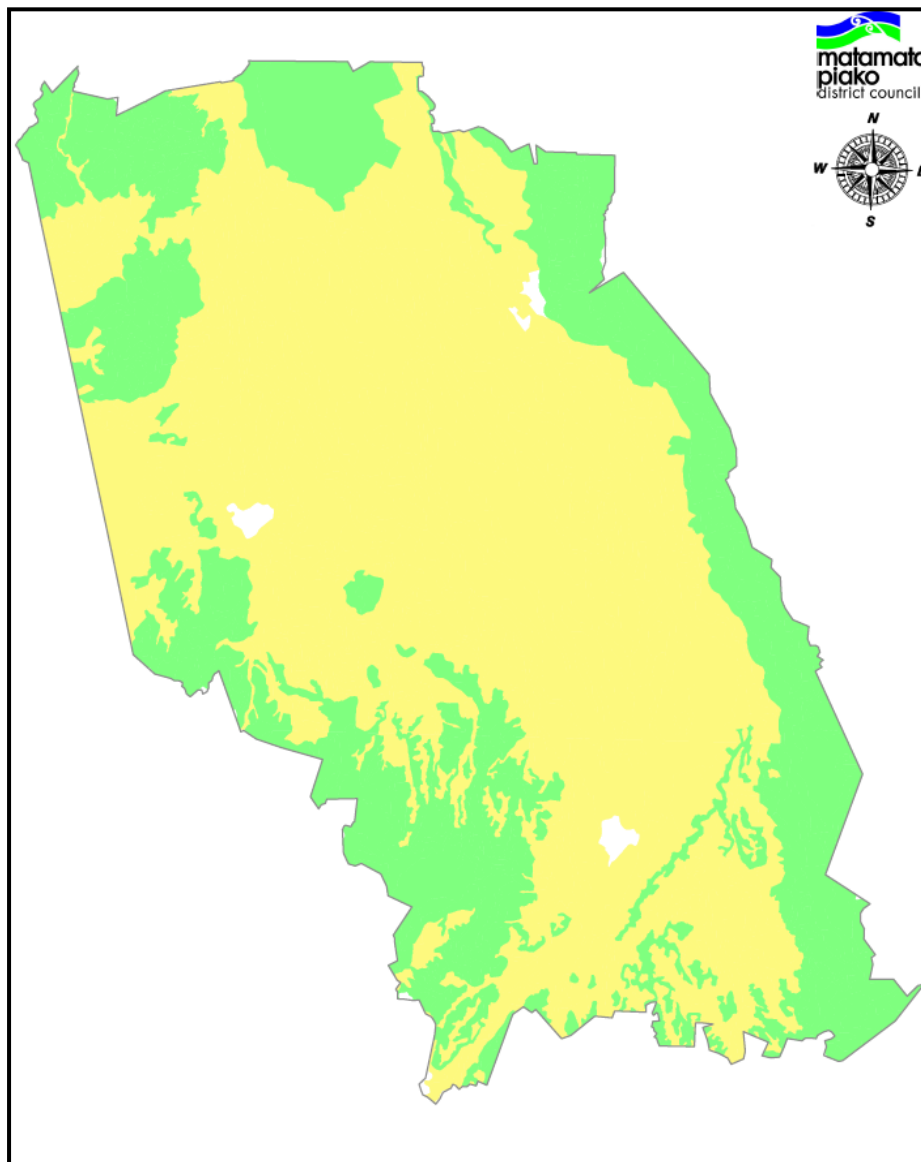
#### **4.2.2 Soils**

The Matamata-Piako lowland comprises of an extensive alluvium filled depression of high quality, versatile soils capable of supporting a range of crops. Versatile soils have a high energy use efficiency requiring less fertilising, a greater ability to absorb added chemicals and water, high soil resilience with a greater ability to recover from cultivation.

A common method used for rating the versatility of land in New Zealand is the Land Use Capability Classification which forms part of the New Zealand Land Resource Inventory. The Classification is a systematic arrangement of the land according its capacity for permanent sustained production, designed to provide an index of versatility.

The Classification distinguishes between eight land-use capability classes, arranged in order of increasing degree of limitation and decreasing versatility for arable use. Classes I, II, and most of Class III land is considered scarce, versatile, high producing land. Approximately 65% of the District's 180 000 ha of rural land falls within Classes I – III representing approximately 6% of New

Zealand's total resource of versatile land. Soil temperatures in the District are generally favourable to enable plant growth throughout the year.



**Figure 8: MPDC Soil Classes**

**Legend:**

Soil Class 1 – 3 ■

Soil Class 4 – 8 ■

Included in the District's versatile land are peat soils which should be protected where possible for its wetland values, but otherwise are suitable for a wide range of "niche" crops and intensive horticultural use.

**Table 6: Matamata-Piako District: Land-Use Capability Classification**

<b>Land-Use Class</b>	<b>%</b>
<b>Arable Land:</b>	<b>65%</b>
Land-Use Class I	14%
Land-Use Class II	34%
Land-Use Class III	17%
<b>Non-Arable Land:</b>	<b>35%</b>
Land-Use Class IV	9%
Land-Use Class VI	26%
<b>TOTAL</b>	<b>100%</b>

The high quality versatile land comprises the entire valley floor at the centre of the District, with lower quality soils on the elevated land at the eastern and western extents. The soil versatility classification is essentially a measure of the value of land for cropping, while much of the lower quality land remains valuable for pastoral use and dairy farming, currently the predominant land-use in the District.

Intensive farming impacts on the District's soils, as with its water. Phosphate fertiliser, commonly applied in the District, contains cadmium and fluorine. Concentrations of cadmium and fluorine in agricultural soils have been gradually increasing and in certain localities exceed the recommended guideline while fluorine concentrations on some properties may be high enough to require management to prevent future health risk to animals. Soil compaction caused by stock trampling and machine use, is resulting in a deterioration of soil structure in some areas.

Overall, a large percentage of the District's dairy farming soils no longer meet national soil quality targets.

#### **4.2.3 Vegetation**

Native vegetation makes up 15% (25,000 ha) of the District's landmass, while the remainder of the land has been modified and is in pasture or otherwise used for agricultural purposes, with plantation forestry along the Kaimai Ranges. Areas still in native cover are predominantly owned by the Department of Conservation (80%), with the rest in private ownership. The Council owns and manages approximately 13 ha including Hawes Bush (2.2ha).

Of the areas in native cover, the Kaimai Forest Park (14,670 ha) is the largest, followed by the Kōpuatai Peat Dome (5,313 ha), and the Te Tapui Reserve (2,382 ha). In addition, 255 ha of land are protected by QEII covenants. A further 721 ha of land, including native tree stands, areas of bush, wetlands, and indigenous habitats, is considered by the Council to be significant.

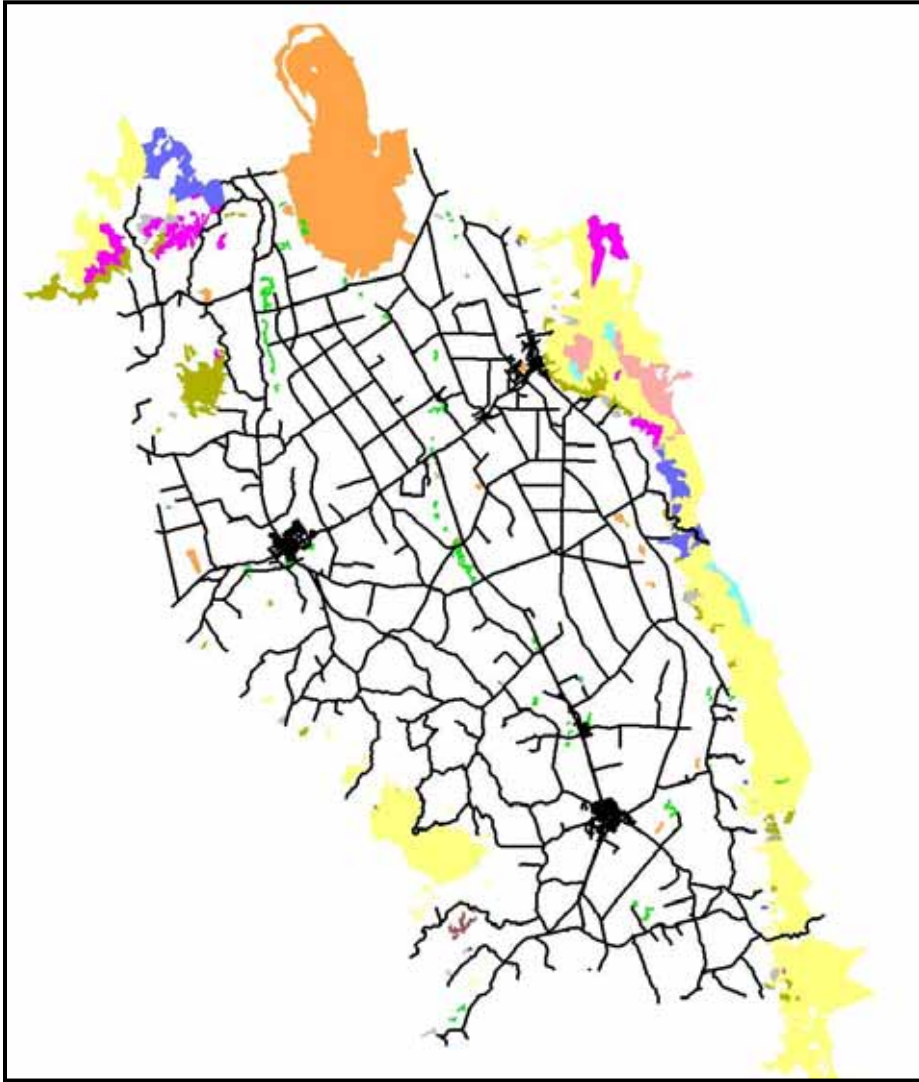


Figure 9: Vegetation

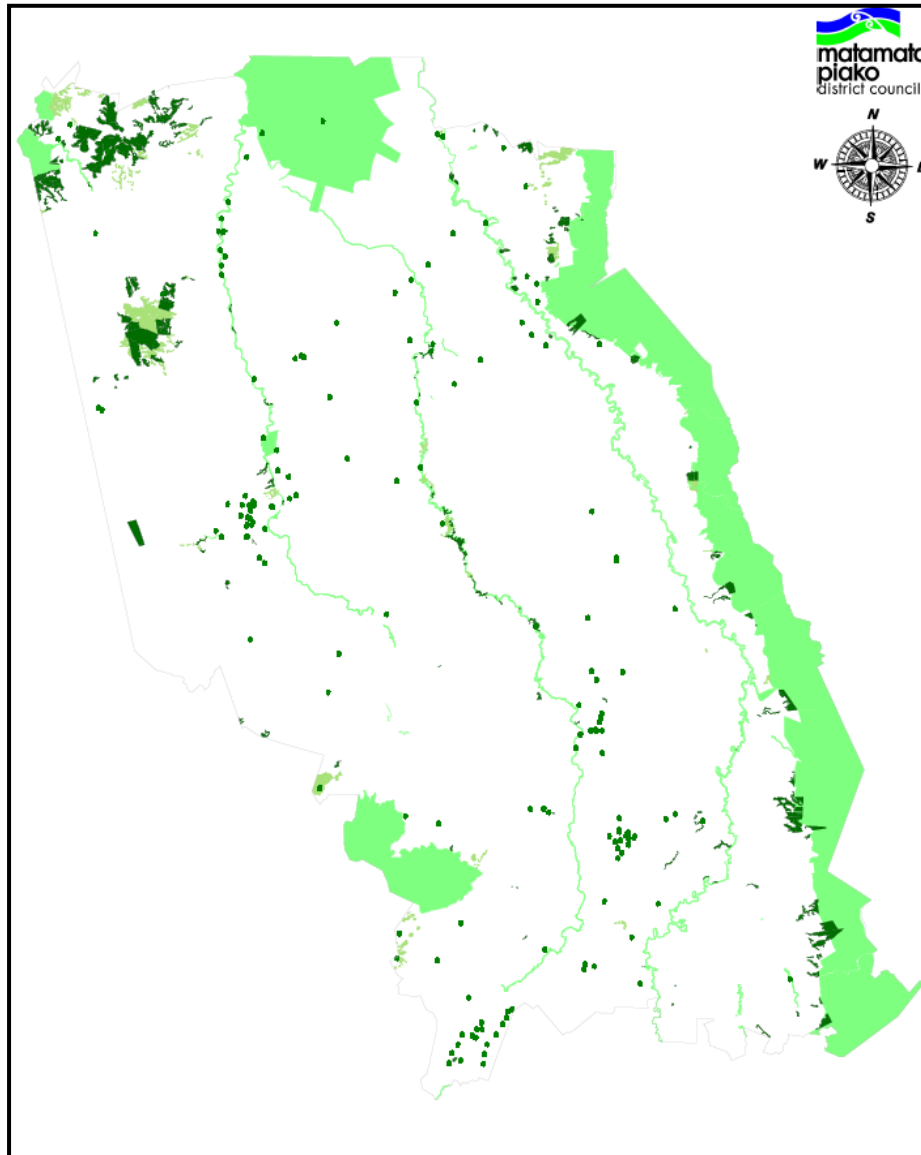
**Legend:**

-  Road Centerlines  
**Vegetation**  
 Beech Forest  
 Conifer Broadleaved Forest  
 Conifer Forest  
 Exotic Plantation  
 Exotic Scrub  
 Fernland  
 Freshwater Wetland  
 Induced Scrub and Shrubland  
 Kauri-Conifer-Broadleaved Forest  
 Montane Conifer-Broadleaved Forest  
 Secondary Forest

#### 4.2.4 Significant Natural Features

The most significant natural features in the District are the Kopuatai Peat Dome, and the Kaimai Mountain Ranges. The Kopuatai is the largest unaltered domed peat bog in New Zealand and is unique globally, listed as a Ramsar wetland of international importance.

The peat dome plays an important role in flood control, by providing storage for flood water. It contains significant native vegetation, and is home to a large number of protected birds and significant fish species. The Kaimai Ranges contain many remnants of native forest, fauna, and flora.



**Figure 10: Significant Natural Features**

**Legend:**

Kaitiaki Zone ■ Significant Natural Features ■ Potentially Significant ■

#### 4.3 AIR

The District air quality is generally good, but is impacted on by farming practices such as dairy effluent irrigation, silage, spreading of chicken manure and odours from intensive farming, as well as rural processing such as air discharges from meat works and manufacture of dairy products.

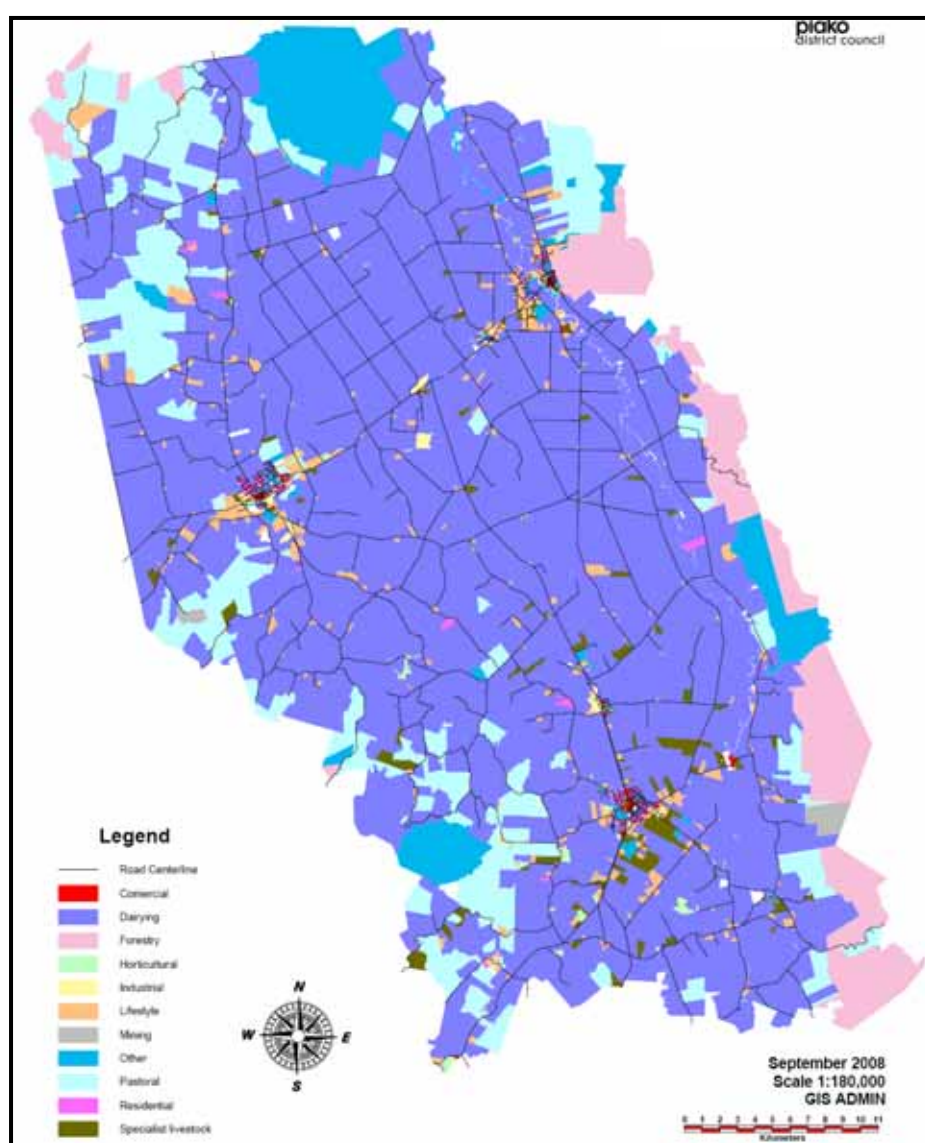
## 5.0 LAND-USE

### 5.1 SETTLEMENT PATTERN

The District is predominantly rural; with 85% of the land used for agriculture and rural processing, 14% is in native vegetation, and 1% is used for urban development.

**Table 7: Matamata-Piako District: Land-Use**

LAND-USE	AREA (Ha)	%
Rural	154,899 ha	85 %
Native vegetation	25,000 ha	14 %
Urban	2,251 ha	1 %
<b>TOTAL</b>	<b>182,150 ha</b>	<b>100 %</b>



**Figure 11: MPDC Land-Use**

## 5.2 RURAL LAND-USES

The predominant land-uses in the District are dairy and pastoral farming, but the rural area also includes a range of other uses such as:

- Rural processing industries namely the Walfords, Greenlea and Silver Fern Meatworks, the Inghams poultry processing plant, Meadow Mushrooms composting plant and Dalton's sand and garden products;
- The rural villages of:
  - Waitoa where Fonterra's dairy factory is located,
  - Waharoa which is home to a number of transport and warehousing operations as well as the Open Country dairy factory and Kaimai cheese factory;
  - Tatuani where the Tatu dairy factory and rural supply store is located;
  - Te Aroha West where a skin processing plant is located;
  - Waihou;
  - Tahuna;
  - Te Poi; and
  - Hinuera.
- Litter poultry and other intensive farms;
- Horticulture, predominantly potatoes and onions;
- Quarries;
- Rural-residential development.

## 5.3 URBAN LAND-USES

Urban land-uses are focussed around the three service towns of Morrinsville, Matamata, and Te Aroha. Morrinsville, the largest town, comprise 843 ha of land zoned for residential, rural-residential, business and industrial use, including designations predominantly for schools and reserves. Major industries in Morrinsville include one of Fonterra's dairy factories, Evonik peroxide plant, and the mushroom growing facility operated by Meadow Mushrooms. Matamata, the second largest town, has 723 ha of land zoned for urban use, with manufacture of heavy engineering machinery and bulk storage as the major as the major local industrial enterprises. Approximately 685 ha of land in Te Aroha are zoned for urban use. The town has very limited industrial zoned land, predominantly used as a transport depot.

All three towns have a wide range of local service industries, rural supply stores and goods and services catering for the local market.

**Table 8: Matamata-Piako District: Urban Land-Use and Zoning**

LAND-USE	MORRINSVILLE	MATAMATA	TE AROHA
<b>RESIDENTIAL</b>	<b>400 ha</b>	<b>353 ha</b>	<b>259 ha</b>
Developed	282 ha	311 ha	223 ha
Serviced	38 ha	9 ha	10 ha
Vacant	80 ha	33 ha	26 ha
<b>RURAL-RESIDENTIAL</b>	<b>205 ha</b>	<b>215 ha</b>	<b>279 ha</b>
Developed	25 ha	56 ha	11 ha
Serviced	20 ha	18 ha	14 ha
Vacant	160 ha	141 ha	254 ha
<b>BUSINESS</b>	<b>59 ha</b>	<b>31 ha</b>	<b>24 ha</b>
Developed	54 ha	31 ha	18 ha
Serviced	0 ha	0 ha	0 ha
Vacant	5 ha	0 ha	6 ha
<b>INDUSTRIAL</b>	<b>90 ha</b>	<b>36 ha</b>	<b>2 ha</b>
Developed	53 ha	24 ha	2 ha
Serviced	0 ha	12 ha	0 ha
Vacant	37 ha	0 ha	0 ha
<b>DESIGNATIONS</b>	<b>90 ha</b>	<b>89 ha</b>	<b>121 ha</b>
<b>TOTAL</b>	<b>843 ha</b>	<b>723 ha</b>	<b>685 ha</b>

## 6.0 UTILITY SERVICES

### 6.1 OVERVIEW

The District's towns, certain villages, and some rural sites are served by public and private utilities, including:

- Four publicly operated wastewater collection, treatment and disposal schemes serving the towns of Te Aroha, Morrinsville, Matamata, and Waihou.
- Privately operated wastewater disposal schemes serving schools and processing plants such as Tahuna School, the Tatua Dairy Factory, Walfords Meat Processing Plant and the Inghams Poultry Processing Facility;
- Public stormwater systems in Morrinsville, Matamata, Te Aroha and parts of Waharoa;
- Seven publicly operated water supply schemes which serve Te Aroha, Morrinsville, Matamata, Waharoa, Te Poi, Hinuera and Tahuna.
- A rural water supply line from Te Aroha, which serves the Inghams Poultry Processing Facility.
- Privately operated water supply schemes serving Waihou, Waitoa, Wood Road, Okauia Springs, the Waharoa Aerodrome, eleven schools and eleven marae, as well as rural processing industries;

Refuse and recycling kerbside collection serving Morrinsville, Matamata, Te Aroha, Waihou, Waitoa, Waharoa, Hinuera, Te Poi, Ruangaiti and Tahuna.

**Table 9: Matamata-Piako District: Overview of Utility Services**

UTILITIES	Morrinsville	Matamata	Te Aroha	Waharoa	Ruangaiti	Tahuna	Waihou	Waitoa	Hinuera	Te Poi	Te Aroha West	Tahuna School	Tatua	Wood Road	Okauia Springs	Aerodrome	Schools	Marae
<b>WATER SUPPLY</b>																		
Reticulation																		
Storage Reservoirs																		
Impounding Reservoirs																		
Raw Water Storage Reservoirs																		
Raw Water Pumping Stations																		
Water Treatment Plants																		
Supply Bores																		
<b>SANITARY SEWER</b>																		
Reticulation																		
Treatment Plants																		
Pumping Stations																		
<b>STORMWATER</b>																		
Reticulation																		
Open Drains																		
Detention Ponds																		
<b>SOILD WASTE</b>																		
Kerbside Collection																		
Recycling/ Transfer Stations																		
Green Waste Collection/ Disposal																		

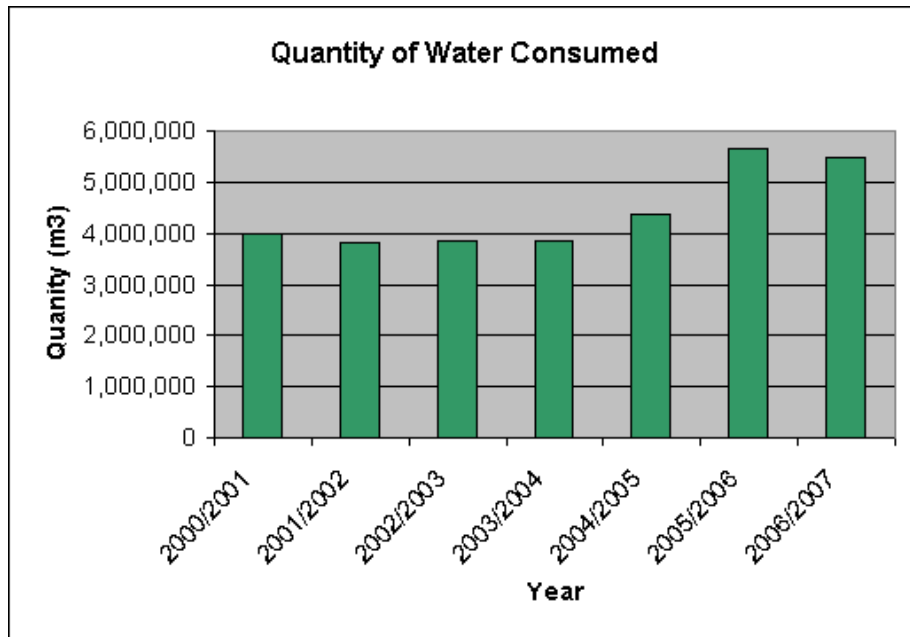
**Legend:**

Publicly Operated ■

Privately Operated ■

### 6.2 WATER SUPPLY

The District's water supply originates partly from surface water and partly from groundwater sources. The current annual water consumption is approximately 5.5 million m<sup>3</sup>, showing a significant increase from approximately 4 million m<sup>3</sup> in 2000/2001.



**Figure 12: MPDC Water Consumption**

All of the District's towns and rural villages are served by either publicly or privately operated water supplies. Te Aroha West has a public reticulation system of untreated water directly from the Puhimini raw water trunk main. A permanent "boil water" notice is in place on the supply. The remaining public water supplies are treated, with current water quality ratings ranging from "Bb" for Morrinsville and Te Aroha, to "Ab/ Eb" for Matamata and Waharoa. The other smaller treatment plants and associated reticulation systems are currently ungraded.

Some rural-residential developments on the outskirts of the towns have low-pressure "trickle feed" connections to the town supply. Rural and rural-residential dwellings outside the town boundaries rely predominantly on rainwater. The rural processing plants are mostly served by private water supplies, except for the Inghams processing plant which is reticulated via a dedicated waterline from Te Aroha, and Silver Fern Farms which is also served from the Council supply.

In addition to the public water supplies, privately supplies serve the Waihou and Waitoa Townships, eleven of the District's schools and Marae, properties in Wood Road (operated by Wallace Corporation), Crystal Springs/ Opal Springs, and the Waharoa Aerodrome.

While there were no major water shortages in the District over the last five years, occasional short-term restrictions were in place in some of the towns and villages where dry periods coincided with peak demand.

The availability of water sources to serve expansion in the District is limited, as surface water is either of low quality or already fully allocated, while ground water generally has a high mineral content with increasing traces of contamination from agricultural practices and land uses such as high nitrate levels.

The Piako River is fully allocated, of low quality, and subject to low flows during summer. The Waihou River is spring-fed and has more volume but is 80% allocated to a default level, at least until re-examination in 2012. Additional water allocation for urban use, if granted, will be subject to water management plans and will be required to deal with water conservation and drought.

Nitrate contamination is the primary threat to groundwater quality. Groundwater quality ranges from moderately high in the southern aquifers, to poor in much of the northern catchments where excessive iron concentrations predominate, but is generally considered suitable for stock supply. Groundwater is generally suitable for general industrial use, but does not meet the stringent standards for food processing.

Groundwater currently supplies about 80% of farms, and about half of the water supply to the catchment. Availability of sufficient quantities of potable water at an affordable price into the future will remain a challenge. Council needs to determine its direction on how best to conserve water.

### **6.3 SOLID WASTE**

The Council, through its contractor, operates weekly kerb-side rubbish collection and recycling in all three towns and in the larger rural villages. Currently, approximately 9,329 tonnes of rubbish are disposed per annum, while 2,928 tonnes are recycled. The District does not have an operating landfill site, but makes use of the Tirohia facility, in neighbouring Hauraki District. Transfer stations with recycling facilities and provision for the collection and disposal of green waste operate in Morrinsville, Matamata and Waihou. The rural area is served solely by private commercial operators.

The Council's waste management service has sufficient capacity to cope with current demand. However, when the current landfill space expires in 2009, it is expected that landfill costs will increase due to more stringent environmental controls and a reduction in the number of remaining facilities. It is anticipated that the overall amount of material collected will increase in the future, but with less waste going to landfill, due to public awareness of the benefits of recycling and recent legislation.

The Waste Minimisation Act 2008 was passed in September 2008 to give further impetus to the New Zealand Waste Strategy 2002 which has previously been largely voluntary. The new legislation encourages a reduction in the amount of waste generated and aims to lessen the environmental harm of waste.

A major shift in the Act is moving the focus from waste disposal to waste minimisation through resource recovery, recycling and avoiding waste in the first place. The Act makes provision for a levy on all waste sent to landfill and introduces product stewardship which will ensure that businesses take responsibility for the environmental effects to dispose of their products at end-of-life.

The levy will be applied from 1 July 2009 to generate funding for new initiatives by local government, communities and businesses to reduce waste. Approximately half of the funds collected through levies will be distributed to Councils to be used for waste minimisation projects.

Product stewardship schemes will require businesses to design and produce lower-waste, easily recoverable, and recyclable products. Initially, the schemes will be voluntary but the Act provides for mandatory stewardship for so-called "priority products".

The Act clarifies the roles/ responsibilities of Councils with respect to waste minimisation, and allows for mandatory reporting by Councils, on waste minimisation.

Under the Act, Councils must promote effective and efficient waste management and minimisation within its district by adopting Waste Management and Minimisation Plans

In addition to domestic and commercial waste, farming and rural processing also creates substantial waste streams, spread out over large areas with, often invisible, pollutants. These waste products include excess nutrients, sediment, and faecal matter that contaminate surface water and which are often underestimated. For example, twenty dairy farm oxidation ponds produce the same bacteria as a town the size of Otorohanga while nutrient losses from horticulture can be as high as half a tonne of nitrogen per hectare.

## 6.4 STORMWATER

Public stormwater systems operate in Te Aroha, Matamata, Morrinsville and parts of Waharoa. The systems comprise of reticulated pipes, detention facilities, culverts and catchpits, soak holes, open channels, rural streams, and overland flowpaths. In addition, Environment Waikato operates significant flood protection schemes in the District. Ownership and responsibility for maintenance of rural drains which also serve the towns are critical issues which are yet to be resolved.

There are capacity constraints associated with the stormwater management systems in all three towns especially in Matamata characterised by flat topography, where flooding is known to occur during extreme weather events. However, favourable soil conditions with good soakage in many parts of the town offer some solutions. Flood protection works undertaken in Te Aroha during the late 1980's, has alleviated the flood risk for this town, but the stormwater disposal system remains under pressure during extreme weather events.

Moving into the future, it is anticipated that the towns' stormwater management systems will become increasingly under pressure as the effects of climate change with frequent extreme weather events, manifest.

## 6.5 WASTEWATER

Public wastewater systems exist in Morrinsville, Matamata, Te Aroha, and Waihou. Approximately 2.5 million m<sup>3</sup> of wastewater are treated and disposed annually at the three treatment plants. The volume of wastewater treated has decreased over the last five years, due to efforts by large industry to reduce wastewater, metering of discharges, and initiatives by the Council to reduce the ingress of stormwater into the sewer systems.

The treatment plants all dispose of treated wastewater into waterways, namely the Piako River (Morrinsville), Waihou River (Te Aroha) and the Mangawhero Stream (Matamata).

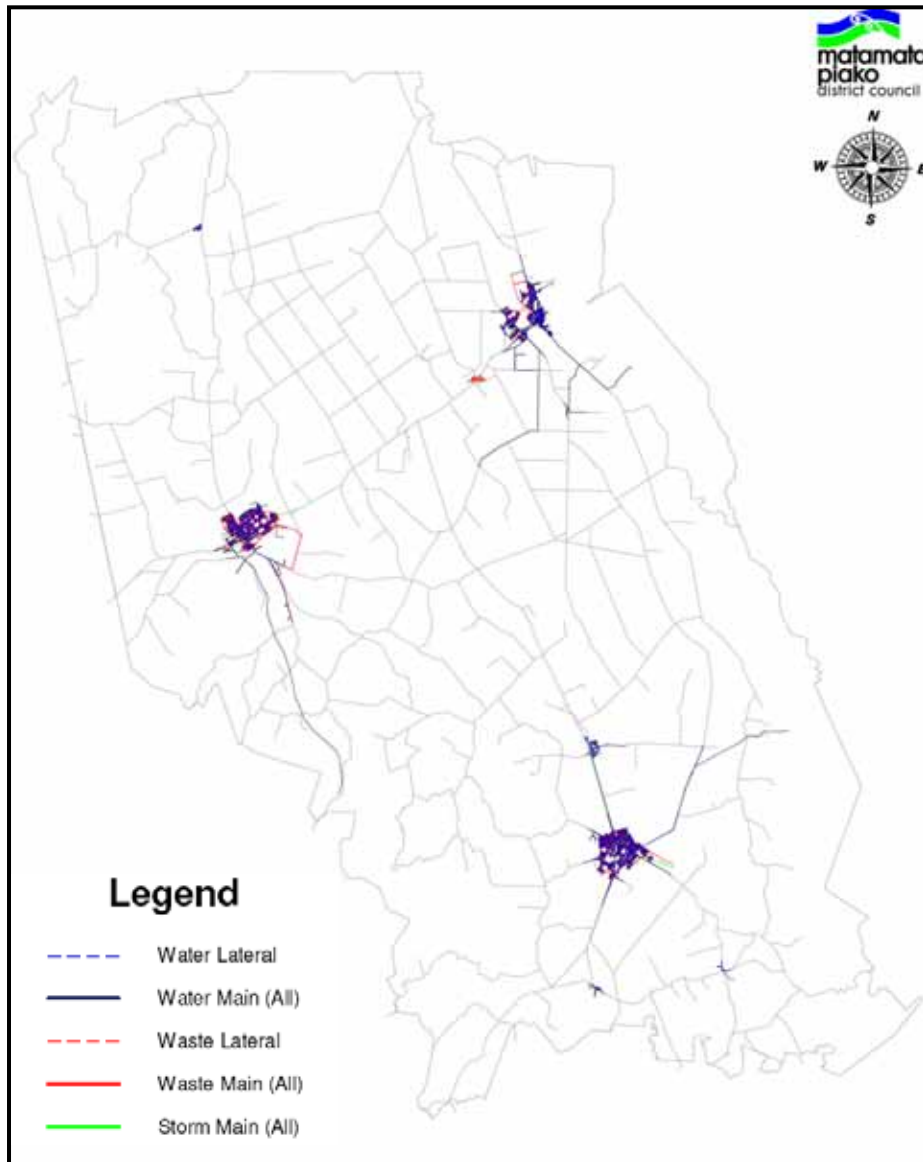
In addition to the publicly operated systems, privately operated wastewater systems exist at Tahuna School, and at the rural processing plants.

Except for some of the rural-residential developments on the outskirts of the towns which are connected to the public sewer reticulation systems, rural-residential and rural dwellings are predominantly served by individual onsite wastewater treatment and disposal systems which operate under the Waikato Regional Plan's permitted activity rules.

The Te Aroha wastewater plant was recently upgraded with the installation of a Membrane Bio-Reactor (MBR), treating wastewater to a high standard prior to disposal. The Morrinsville and Matamata plants have limited capacity and require upgrading and reticulation improvements to ensure compliance with discharge consent conditions. In addition, industrial waste discharges have a significant impact on the treatment process at Morrinsville.

A small wastewater treatment plant to serve Tahuna Village, where adverse soil conditions prevent onsite disposal, is currently being installed. The plant will use MBR technology to treat water to a high standard before disposal to the Tahuna Stream.

Given the small lot sizes, the current onsite disposal of wastewater in Waharoa Village is of some concern. Also of concern are the large volumes of wastewater being discharged to farmland (and the associated risk of soil saturation and nutrient run-off to watercourses and leaching to groundwater) at large rural processing plants such as the Wallace Meatworks, Open Country Cheese and Milk Powder Plant and Inghams processing plant.



**Figure 13: MPDC Services**

## 6.6 ELECTRICITY

Powerco is the supply company responsible for reticulation of power in the District. The main transmission network runs through the centre of the District, from Hinuera in the south, to terminate at Tahuna in the north. Sub-stations are located at Hinuera, Matamata, Waharoa, Walton, Morrinsville, Waitoa, Mikkelsen Road (near Te Aroha), and at Tahuna.

## 6.7 TELECOMMUNICATIONS

The District has good telecommunications coverage, including “broadband” coverage in the urban areas.

## 6.8 RETICULATED GAS

There is reticulated gas available in and around Waharoa, and Morrinsville.

## 6.9 SOCIAL INFRASTRUCTURE

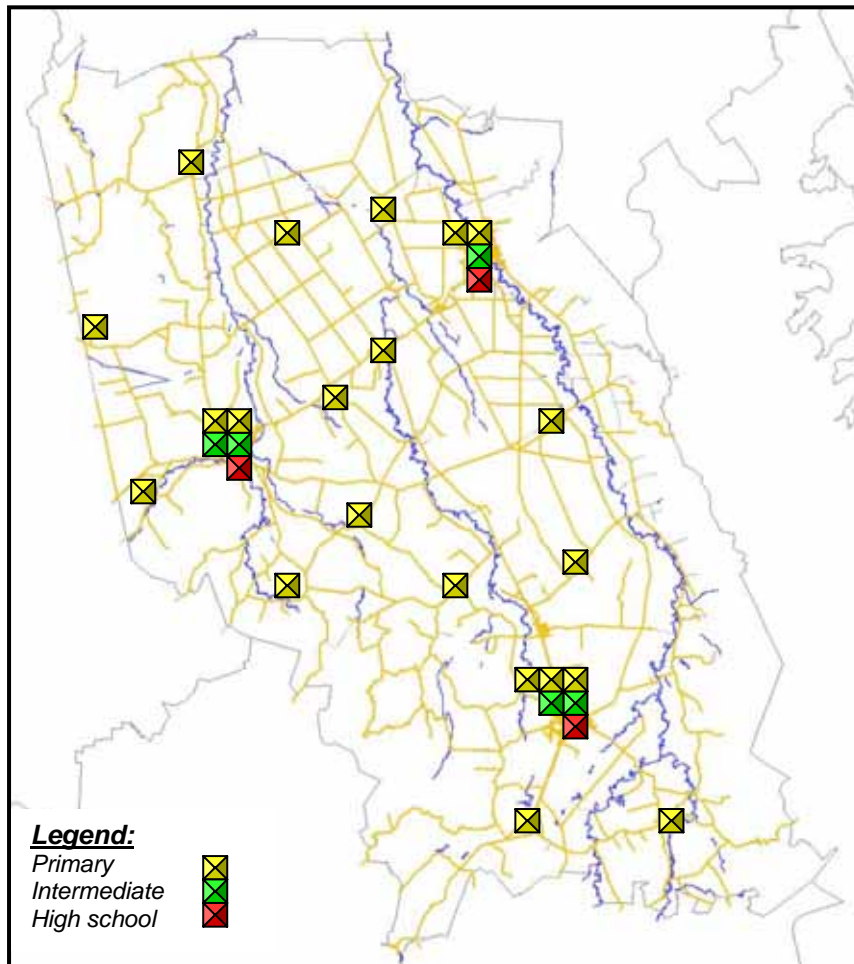
### 6.9.1 Medical Facilities

Each of the three main service towns has a hospital and local medical practitioners. All are independently operated except Rhoda Read at Morrinsville which is operated through the Waikato District Health Board”.

### 6.9.2 Schools

There are four schools in Te Aroha: Te Aroha Primary School, Stanley Avenue School, St. Joseph’s Primary School and Te Aroha College. Morrinsville has five schools: St. Josephs Primary School, Morrinsville Primary, Morrinsville Intermediate, David Street School and Morrinsville College. Matamata is served by six schools: Firth Street Primary, Matamata Primary, St. Josephs Primary, Matamata Christian School, Matamata Intermediate, and Matamata College.

The rural area is served by fourteen primary schools located at: Elstow, Kiwitahi, Walton, Manawaru, Wairere, Hinuera, Te Poi, Kereone, Springdale, Tahuna, Tauhei, Motumaoho, Waitoa, and Tatuani.



**Figure 14: MPDC Schools**

There are seven Maori educational facilities in the District: Te Kura O Te Rau Aroha (Formerly Ngarua), Kutia Te Kohanga Reo (Waharoa), Te Kura O Waharoa, Tangata Marae Te Kohanga Reo (Matamata), Te Rau Aroha (Matamata), Te Au O Waikato Te Kohanga Reo (Morrinsville), and Rukumoana Te Kohanga Reo (Morrinsville).

### **6.9.3 Sport, Recreation, and Tourist Facilities**

All three service towns have a range of local sport clubs and sport facilities, including swimming pools. In addition, there is a rugby field at Hinuera, tennis courts at Hinuera, Tatuani, and Tauhei, a bowling club at Hinuera, golf courses at Matamata, Morrinsville, Te Aroha, and Walton, and horse racing tracks at Matamata and Te Aroha. The Waharoa Aerodrome offers opportunities for recreational flying, gliding, and parachuting.

Tourist facilities in the District include the Te Aroha Hot Springs, Wairere Falls, and the Kaimai Ranges Tracks.

## **6.10 ROAD TRANSPORT**

### **6.10.1 State Highways**

Six state highways with a total length of 160 km pass through the District. These are State Highway 1, 24, 26, 27, 28 and 29. The state highway network carries large volumes of passengers and freight through the District, with average daily traffic counts in the thousands with heavy commercial vehicles making up substantial percentages.

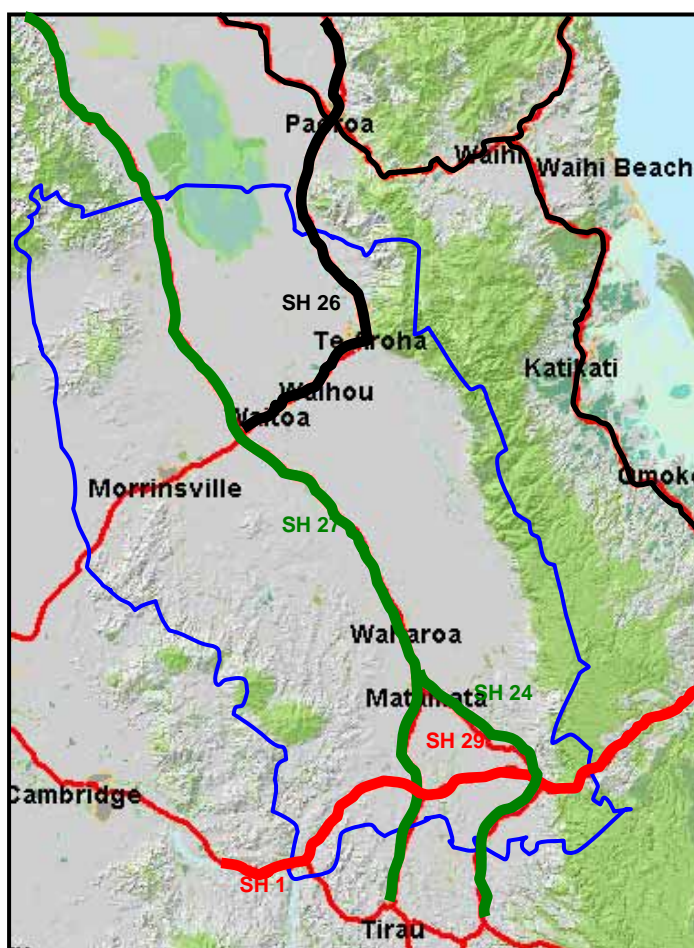
State Highway 1, the busiest road in the network, skirts the south-western corner of the District at Pairere where it connects with State Highway 29 through the southern part of the District, to connect with Tauranga. State Highway 28 runs through the south-western corner of the District to connect Putaruru in the south, with State Highway 29 to Tauranga, at the foothills of the Kaimais.

State Highway 27, connects Auckland in the north with Tirau in the south, and traverses the centre of the District, between Morrinsville and Te Aroha, through Matamata and Hinuera.

State Highway 26 connects Hamilton in the south-west with Thames to the north-west, and runs through the towns of Morrinsville, Waitoa, Waihou, and Te Aroha. State Highway 26 intersects with State Highway 27 at Tatuani, midway between Morrinsville and Te Aroha.

State Highway 24 originates in Matamata to link State Highway 27 with Tauranga-bound State Highway 29, west of Te Poi. The State Highway 27/ 24/ 29 link, is an alternative to the State Highway 2 route between Auckland and Tauranga, via Karangahake Gorge.

The National State Highway Strategy (Refer to Paragraph 4.1.5) provides for the classification of state highways based on its predominant function. In terms of the classification, State Highways 1 and 29 are classified as routes of national significance, State Highways 27 and 24 are routes of regional significance, and State Highways 26 and 28 have sub-regional significance.



**Legend:**

National — Regional — Sub-Regional —

The District's road network comprises 934 km of sealed and 52 km of unsealed roads. The majority of the network (856 km) is in the rural zone, with 131 km located in urban areas. Three-quarters of the roads have traffic volumes of less than 500 vehicles per day, and less than 1% carries volumes above 4,000 vehicles per day.

The District Plan classes a number of roads as Regional Arterial Routes. These roads generally coincide with the busier routes in the District, as shown in the Table below.

The most significant connector routes within the District are Morrinsville-Tahuna Road, Kereone Road, Kuranui Road, Piako Road and Tahuna-Ohinewai Road.

**Table 10: Matamata-Piako District Council: District Road Hierarchy and Traffic Volumes**

ROAD	REGIONAL ARTERIAL ROAD	HIGH TRAFFIC VOLUME
Tahuna-Ohinewai Road	✓	✓
Morrinsville-Tahuna Road	✓	✓
Tauhei Road	✓	✓
Paeroa-Tahuna Road	✓	✓
Awaiti Road	✓	✓
No. 1 Road	✓	✓
Ngutumanga Road	✓	✓
Tautiti Road	✓	✓
Bowler Road	✓	✓

Piako Road	✓	✓
Kuranui Road	✓	✓
Morrinsville – Walton Road	✓	✓
Kereone Road – Ngarua Road	✓	✓
Stanley Road North	✓	✓
Stanley Road South	✓	✓
Alexandra Road	✓	✓
Wardville Rd from SH 27 to Alexandra Road	✓	✓
Tower Rd (Broadway to bridge at Okauia Springs Rd)	✓	✓
Te Poi Road	✓	✓
Hinuera Rd from SH 27 to Hopkins Road	✓	✓
Hopkins Road	✓	✓
Tower Road from Okauia Springs Rd to Wardville Rd	x	✓
Manawaru Road	x	✓
Old Te Aroha Road	x	✓
Horrell Road	x	✓
Valentine Road	x	✓
Cameron Road	x	✓
Lansdowne Road	x	✓
Gunn Road	x	✓
Peria Road from Matamata to Gunn Road	x	✓

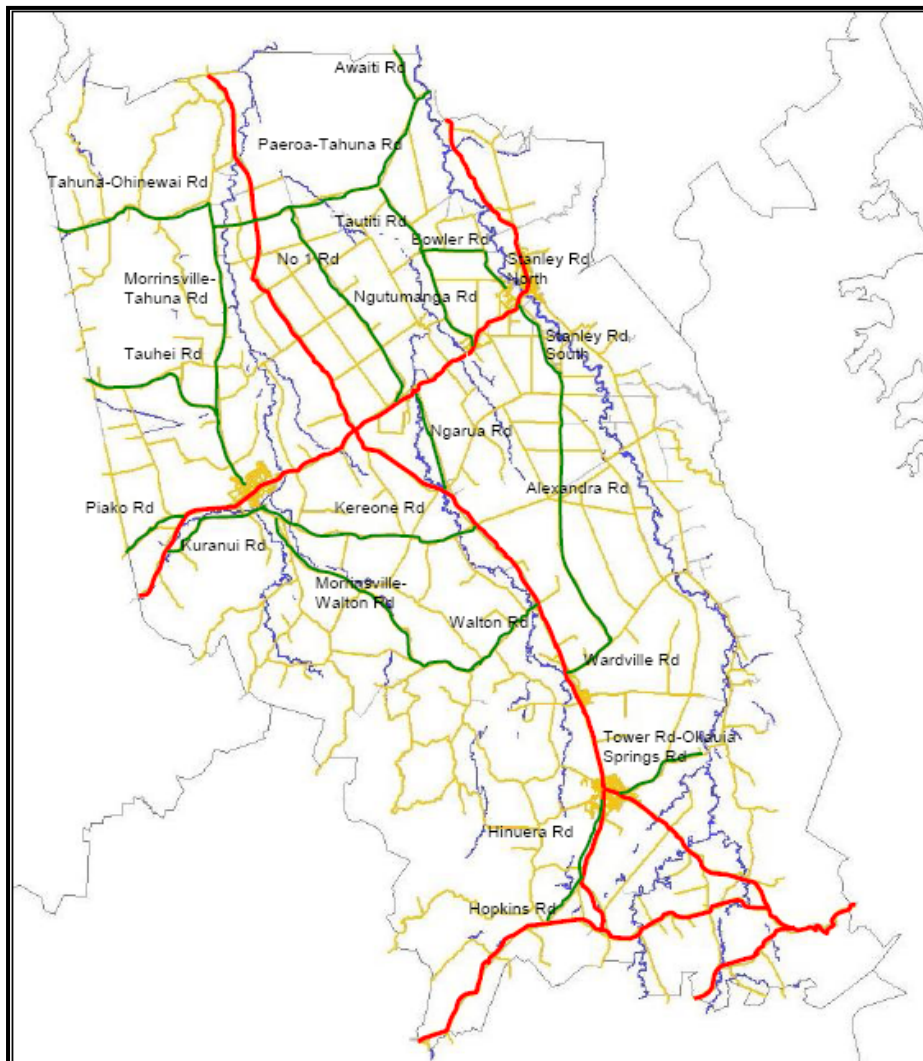


Figure 16: Regional Arterial Roads

## 6.11 PUBLIC TRANSPORT

Public transport serving the District is currently limited to the following:

- There is a limited bus service between Hamilton, Morrinsville, and Te Aroha. The Morrinsville to Hamilton service departs twice in the morning and once in the afternoon. Returning from Hamilton to Morrinsville, there are three scheduled services, one in the morning and two in the afternoon. There is only one bus service between Te Aroha and Hamilton, departing in the morning and returning to Te Aroha in the late afternoon.
- The national inter-city bus service provides limited public transport between Matamata and Tauranga, and Matamata and Hamilton.

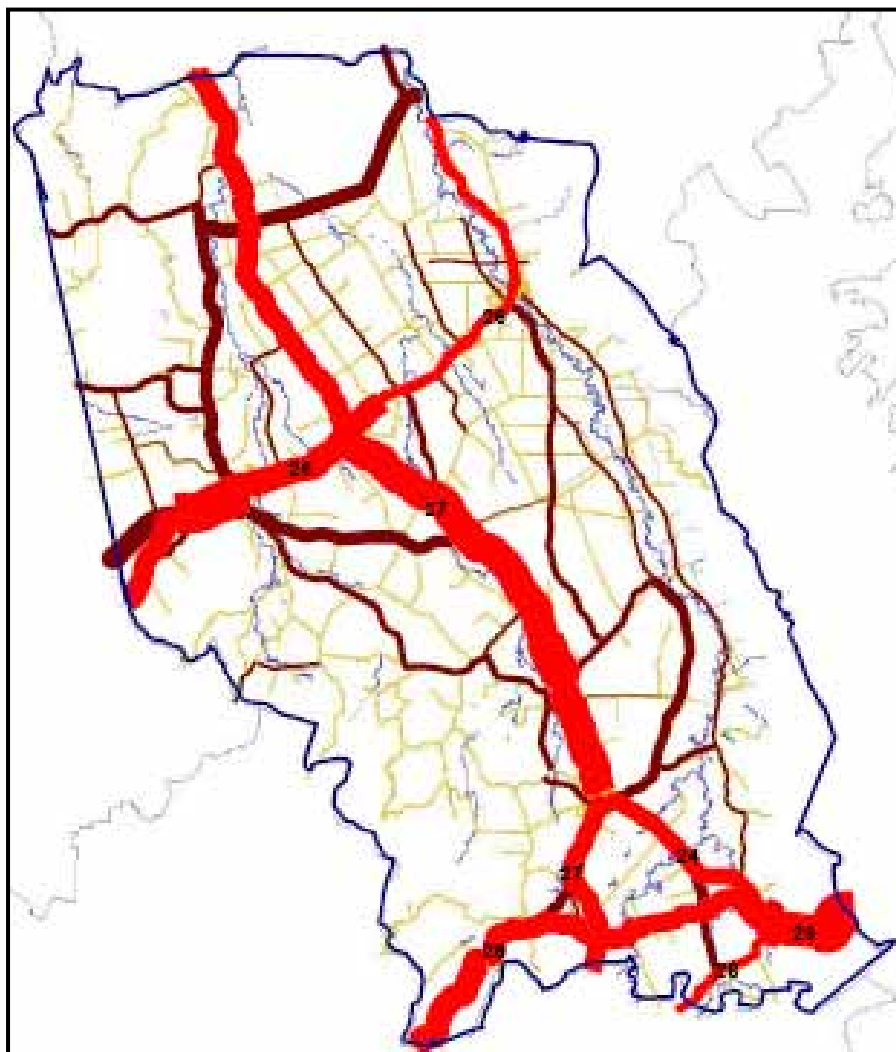


Figure 17: Average Daily Traffic Volumes

## 6.12 RAIL TRANSPORT

There is presently no rail service for passenger transport in the District. The Kinleith railway line connects Rotorua with Waharoa, through the southern part of the District. The Hamilton-Tauranga (Kaimai Tunnel) railway line crosses the upper part of the District past the towns of Morrinsville and Waharoa. The Thames Branch railway line operates between Morrinsville and Waitoa and serves only the Fonterra dairy factory.

The volume of freight transported, and the modal share of rail in transporting goods are predicted to increase significantly over the next 30 years (Refer to Paragraph 16).

## 7.0 CURRENT EXPENDITURE, FUNDING AND POLICIES

### 7.1 EXPENDITURE AND FUNDING

There are four main activity groups within Council: Community Development, Community Infrastructure, Community Facilities, and Environmental Care.

Community Development is about involving people in Council decision making and determining the future direction of the district, ensuring organisational compliance with legislative requirements, and implementation of Council and Executive strategies.

Community Facilities includes: Housing and Other Council Property, Libraries, Parks and Reserves, Public Amenities, and Recreation and Culture. The activity takes responsibility for managing Council owned property, providing housing for the elderly, and the provision of amenities and recreation facilities throughout the District.

Community Infrastructure represents many of the responsibilities that are seen as “core” Council activities: the maintenance and development of roads, stormwater, wastewater, water and waste management. Environmental Care is predominantly a regulatory activity, responsible for resource consents, building consents, environmental health, liquor licenses, animal control, and emergency management.

**Table 11: Matamata-Piako District: Expenditure 2007/08**

	<b>Expenses (\$ million)</b>	<b>%</b>	<b>Activity revenue (\$ million)</b>	<b>Rates Applied (\$ million)</b>
<b>Community Development</b>	<b>\$ 3.758</b>	<b>10.35%</b>	<b>\$ 0.560</b>	<b>\$ 3.590</b>
Council	\$ 1.595	4.39%	\$ 0.004	\$ 1.508
Community Boards	\$ 0.293	0.81%	\$ 0.000	\$ 0.321
Community Development	\$ 1.870	5.15%	\$ 0.556	\$ 1.761
<b>Community Infrastructure</b>	<b>\$ 21.830</b>	<b>60.17%</b>	<b>\$ 14.798</b>	<b>\$ 11.770</b>
Roading	\$ 11.272	31.09%	\$ 8.920	\$ 4.310
Stormwater	\$ 1.018	2.80%	\$ 0.758	\$ 1.091
Waste Management	\$ 2.600	7.16%	\$ 0.763	\$ 1.618
Wastewater	\$ 3.197	8.81%	\$ 1.958	\$ 2.422
Water	\$ 3.743	10.31%	\$ 2.399	\$ 2.329
<b>Community Facilities</b>	<b>\$ 8.670</b>	<b>23.88%</b>	<b>\$ 2.396</b>	<b>\$ 5.658</b>
Housing	\$ 2.120	5.84%	\$ 1.029	\$ 0.778
Libraries	\$ 1.107	3.05%	\$ 0.105	\$ 1.021
Park and Reserves	\$ 1.812	4.99%	\$ 0.100	\$ 1.283
Public Amenities	\$ 0.991	2.73%	\$ 0.226	\$ 1.019
Recreation and Culture	\$ 2.640	7.27%	\$ 0.936	\$ 1.557
<b>Environmental Care</b>	<b>\$ 2.035</b>	<b>5.60%</b>	<b>\$ 1.035</b>	<b>\$ 1.100</b>
Animal Control	\$ 0.210	0.58%	\$ 0.179	\$ 0.064
Health and Building	\$ 0.494	1.36%	\$ 0.546	\$ 0.165
Emergency Management	\$ 0.568	1.56%	\$ 0.037	\$ 0.334
Planning	\$ 0.763	2.10%	\$ 0.273	\$ 0.537
<b>TOTAL</b>	<b>\$ 36.293</b>	<b>100.00%</b>	<b>\$18.789</b>	<b>\$ 22.118</b>

During the 2007/8 financial year, the Council's expenditure within the main activity groups amounted to approximately \$ 36 million, \$22 million of which was funded through general rates, targeted rates, reserves and future surpluses, loans and depreciation, with the balance funded through revenue created by the various activity groups.

Of the total expenditure, 60% was spent on Infrastructure, 24% on Community Facilities, 10% on Community Development and 6% on Environmental Care. Cumulatively, approximately 85% of the

total expenditure was applied to fund Infrastructure and Community Facilities. Less than \$ 2 million (5%) was spent in the area of Community Development.

## **7.2 FUNDING POLICIES**

The Council has adopted a number of funding and other policies of which the following are relevant within the context of the Growth Strategy:

### **7.2.1 Development Contributions Policy**

This policy enables the Council to collect contributions from developers to fund the cost of extending infrastructure services in anticipation of growth and to recoup the financial impact of new development on the District's existing network. It ensures that the cost of new development is paid for by developers in a fair and equitable manner, and that the ratepayer is not unfairly burdened by such costs.

The quantum of the contributions is arrived at by calculating the contribution of anticipated development, pro rata to the estimated growth related capital expenditure over time. The value of contributions collected is periodically monitored against the actual growth related costs and adjustments are made when necessary to ensure that the regime remains equitable.

During the 2006/07 and 2007/08 financial years, the Council collected respectively \$ 1.402 million and \$1.146 in development contributions, and over the time period this must be spent towards growth.

### **7.2.2 Policy on Partnerships with the Private Sector**

This Policy provides for the Council to enter into public-private sector partnerships (PPP's) where the parties have an identified shared interest and the project will promote the social, economic, cultural or environmental wellbeing of the District, or otherwise assist in achieving community outcomes and LTCCP objectives.

Partnerships of this kind can enable the Council to fast-track delivery of services in certain circumstances, by sharing the cost and risk of particular projects. Recent examples of PPP's formed by the Council include the Ingham's rural water supply line funded by the Council under a loan agreement, and various private plan changes progressed under Memoranda of Understanding (MOU's).

### **7.2.3 Rates Remission Policy**

This Policy allows for the remission of rates on land protected for conservation purposes, thereby encouraging landowners to maintain, enhance and protect heritage features by offering a financial incentive. The Policy applies both to land subject to QEII conservation covenants, and where natural or unique features of a property have been voluntarily protected and preserved by the owner.

### **7.2.4 Revenue and Financing Policy**

This Policy specifies how, and from which sources, the Council will fund operating and capital expenditure. Available funding sources for capital expenditure are internal or external loans, development contributions, private contributions (where PPP's have been formed), government subsidies (where applicable), specific revenue streams as determined by Council, and the proceeds of the sale of assets. Operating costs are funded from rates. Activities that have significant public good characteristics are funded from general rates based on rateable property values and uniform annual general charges. Differential general rates are not currently applied by the Council as targeted rates and user charges are considered to provide a more appropriate mechanism to differentiate between the availability of Council's services.

### **7.2.5 Significance Policy**

This policy outlines the general approach of Council to determine the significance of issues, proposals, decisions, and other matters, and includes thresholds, criteria, and procedures that Council will use in assessing which issues, proposals, decisions and other matters are deemed to be significant. It also provides a list of assets which Council considers to be strategic assets.

### **7.2.6 Investment Policy**

This Policy provides the framework for the prudent and effective management of the Council's investments, including equity investments, financial investments (loans), and treasury investments (held with the primary purpose of generating a financial return to the Council).

### **7.2.7 Liability Management Policy**

This Policy provides a framework for the prudent and effective management of borrowings (internal and external) and liabilities, undertaken by the Council in achieving its outcomes.

### **III. TRENDS, OPPORTUNITIES AND CONSTRAINTS**

From the situation analysis in the previous Section, coupled with local and global trends, opportunities and constraints for future development can be identified. These are summarised below:

#### **1.0 FAVOURABLE LOCATION**

The District's favourable location presents one of its greatest development opportunities. It is located on the fringe the Auckland's Metropolitan Area, Hamilton, and Tauranga, the largest population concentration and fastest growing area in the Country, with good transport links, and easy access to the Ports of Auckland and Tauranga, and the International Airports at Hamilton and Auckland. With these location advantages, the District is poised to grow at above average rates, as development "spills over" to nearby locations in response to rising land prices and cost of living, traffic congestion, and declining amenity.

#### **2.0 LIFESTYLE AMENITY**

The District is blessed with exceptional natural beauty, a well preserved heritage, good social infrastructure, a diverse offering of retail and professional services, a low crime rate, relatively low land prices, low population density, and many lifestyle options. It offers high quality amenity capable of attracting people from the nearby cities who are looking for other options as they approach retirement, or become disillusioned with a declining quality of life in densely populated urban environments.

#### **3.0 TOURISM POTENTIAL**

The District is a place of great natural beauty, with many, diverse opportunities for domestic and international tourism. The District has seen a 40% increase in visitor nights in the recent past, but there are many opportunities that can be further exploited, such as:

- Agri-tourism, including farm visits, farm stays, cheese making and dairy production;
- An observation and information centre at the Kōpuatai Peat Dome, given its environmental significance;
- Health spas such as Te Aroha and Opal Springs capitalising on the resurgence of the wellness industry;
- Tramping and mountain biking in the Kaimai Ranges;
- Golfing holidays at the District's three golf courses;
- Gliding at the Waharoa Aerodrome, in an area that is world renowned for its good atmospheric conditions;
- Maori cultural tourism, involving local marae and visits to the first Maori parliament near Morrinsville;
- Appreciation of the Valley's scenic beauty from vantage points such as Mount Te Aroha, the Wairere Falls, and from the Kaimai Mountains;
- Heritage tourism, with visits to the Te Aroha Domain, Wairongomai Valley, Te Aroha Museum, Morrinsville Museum, and Firth Tower;
- Special interest tourism, such as Hobbiton and dairy tours and seminars linked to the annual "Fielddays";
- Eco-tourism such as Kayaking on the Waihou River.

Given its beauty and its prominence as a quality food producer and exporter, there is the ability for the Kaimai Valley, to be recognised as one of the world's coveted valleys comparable to the prominence that the Barossa and Bordeaux Valleys have attained for their excellence in wine production.

#### **4.0 PRODUCTION OF "VALUE-ADDED" GOODS**

As a producer of primary products, and given the District's favourable location to domestic markets and ports, the opportunity exists to process agricultural produce locally rather than to export "raw" products, thereby adding value to the area's own economy.

#### **5.0 AGEING POPULATION**

The District population profile is projected to continue growing older. By 2031 the proportion of residents aged 0-14 years is projected to decline from 22.8% to 17.5%, whereas the proportion of residents age 65 years and over is projected to increase from 15.7% to 29.1%. A similar trend is occurring at the national level.

Between 2006 and 2031 the median age of residents in Matamata-Piako District is projected to increase from 37.9 to 46.6 years. At the national level the projected increase is from 35.8 to 40.9 years over the same period. Hence the trend towards population ageing is projected to be more prevalent in the District than at the national average level;

The implications of an ageing population are diverse, and include:

- A slower growing, rapidly ageing population.
- Higher dependency ratios, meaning an increasing number of retirees will be dependent on a decreasing number of people employed in the workforce. However, the net dependency ratio will be offset to some extent, by the falling number of dependent children.
- Slower workforce growth.
- Increased competition for skilled labour.
- A reduction in the rate of economic growth.
- Changes in housing preference as more older people opt for smaller, low maintenance accommodation;
- Changes in recreation preference with more emphasis on passive recreation and less strenuous sports activities;
- Increased demand for health services;
- Increased dependency on public transport with more older people becoming less capable of driving themselves;
- Increased use of mobility scooters, and a preference for housing locations in closer proximity to town centres.

To offset the economic effects of an ageing population, an increasing number of older people will have to remain in the workforce with a greater reliance on mid to late-career workers to meet skills demands. There will be an emphasis on increasing productivity and investment in technology to reduce the size of the workforce and retain older workers for longer. The economy will have to adjust to greater job flexibility such as part-time work and phased retirement. People will have to accept life-long learning to remain competitive in the workforce.

#### **6.0 THE SIZE OF THE WORKFORCE**

Currently, there is an absence of young people in the 15 - 34 year age bracket in the District and the level of education of the population as a whole, is below the national average. This trend manifests itself in a shortage of skilled labour in the District and will require a greater emphasis on finding ways to increase the skills of people through adult education, providing local education opportunities for school leavers, and creating superior lifestyle amenity to attract workers from elsewhere.

## 7.0 POPULATION GROWTH

Current trends show that the District's rural population has remained stable, with growth occurring only in the urban areas, predominantly in the towns of Morrinsville and Matamata. Looking into the future, the trend towards farm amalgamation is likely to continue, with population growth in the rural sector unlikely. To ensure continued population growth in the District, expansion of Matamata and Morrinsville will have to be encouraged, and Te Aroha's growth stimulated.

Morrinsville has a favourable location in proximity to Hamilton, and Matamata is close to Tauranga. These two towns are well placed to increasingly fill the role of commuter towns to accommodate "spill over" population from two of the Country's fastest growing urban areas.

Improvement of the transport links between Morrinsville and Hamilton, for instance by means of a new expressway, will reduce commuting times and provide additional stimulus for Morrinsville's growth into the future. Matamata, is likely to see further impetus for growth as the recent commenced large-scale urban expansion on the western periphery of Tauranga gains momentum.

Te Aroha does not have the same locational advantages relative to the main centres, but has the potential to capitalise on its heritage and recreational qualities to continue to grow as a tourism-based town.

## 8.0 DEVELOPMENT TRENDS

A number of emerging trends in subdivision and building consents issued point to strong growth potential for the District:

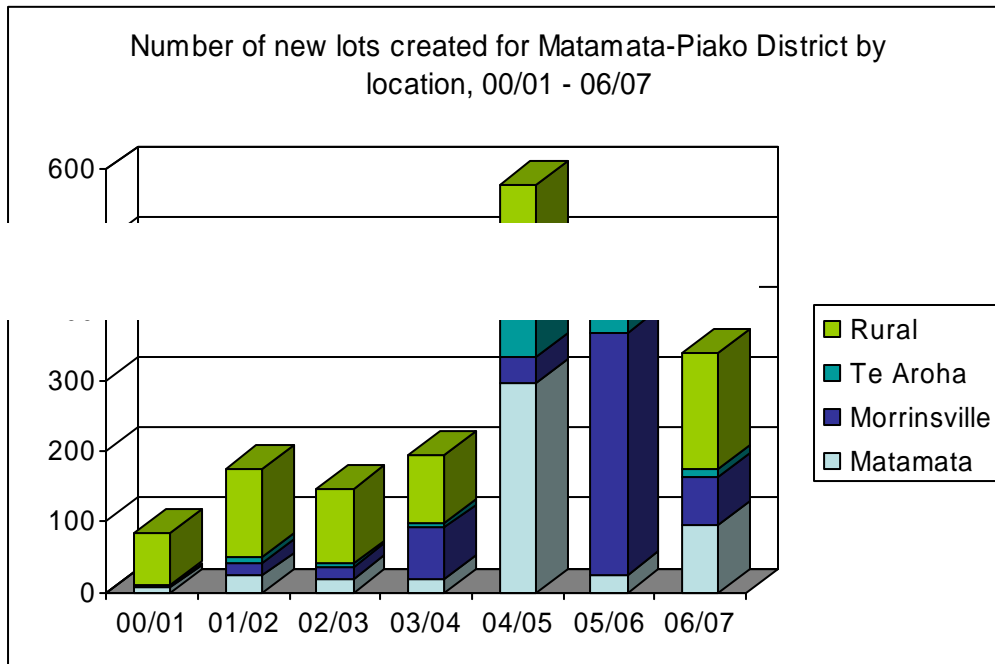
### 8.1 NEW LOTS CREATED

In recent years large number of new lots was been created through subdivision, in all three towns, as well as in the rural area. During the past three years (2004/5 to 2006/7) alone, in excess of 400 lots each were created in Morrinsville and Matamata, 150 lots in Te Aroha, and 365 lots in the rural area.

**Table 12: New Lots Created**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07
<b>Matamata</b>	6	23	19	18	297	25	96
<b>Morrinsville</b>	3	18	16	73	37	343	67
<b>Te Aroha</b>	2	10	5	8	116	21	12
<b>Rural</b>	74	125	106	97	129	72	164

The degree to which this growth is speculative or real is unknown at this stage. However, there are indications of strong in-migration into the towns of Morrinsville and Matamata where in-migration has exceeded out-migration by more than 30%.



**Figure 18: MPDC New Lots Created by Location  
(2000/01 – 2006/07)**

## 8.2 BUILDING CONSENTS

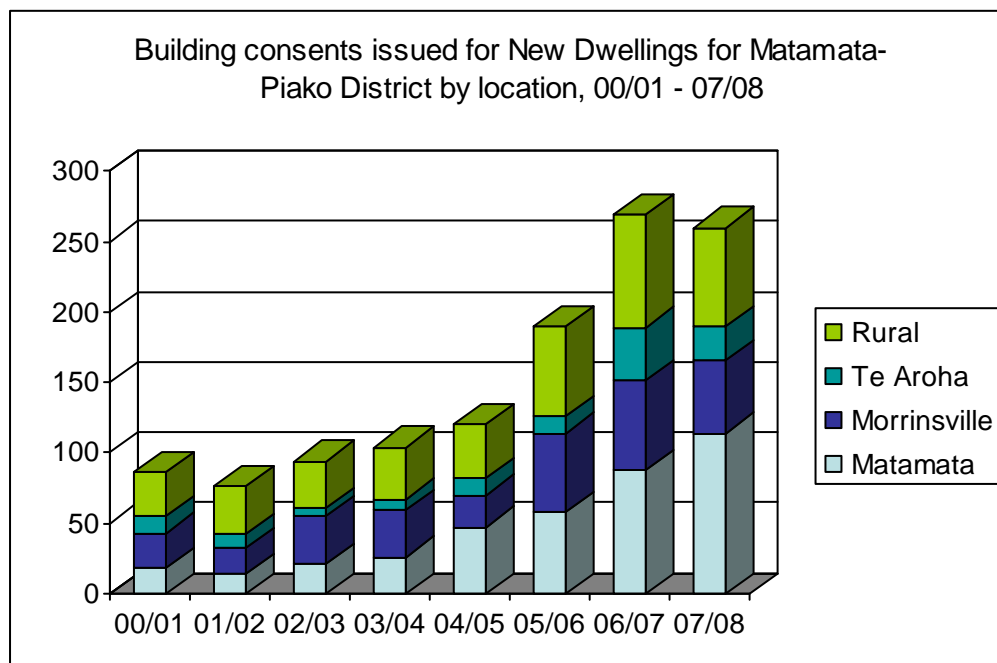
Building consents issued are generally considered as a better measure of actual, as compared to speculative, development. Recent trends show a considerable increase in the number of building consents issued for residential and commercial construction in all three towns:

### 8.2.1 Residential construction

During the past three years (2005/6 – 2007/8), 260 building consents for residential units in Matamata were issued, 171 in Morrinsville, 74 in Te Aroha, and 214 in the rural area.

**Table 13: Building Consents Issued: Residential Construction**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08
<b>Matamata</b>	18	14	21	26	47	58	88	114
<b>Morrinsville</b>	25	18	34	33	23	56	63	52
<b>Te Aroha</b>	12	10	6	8	12	12	38	24
<b>Rural</b>	31	34	33	37	38	64	80	70



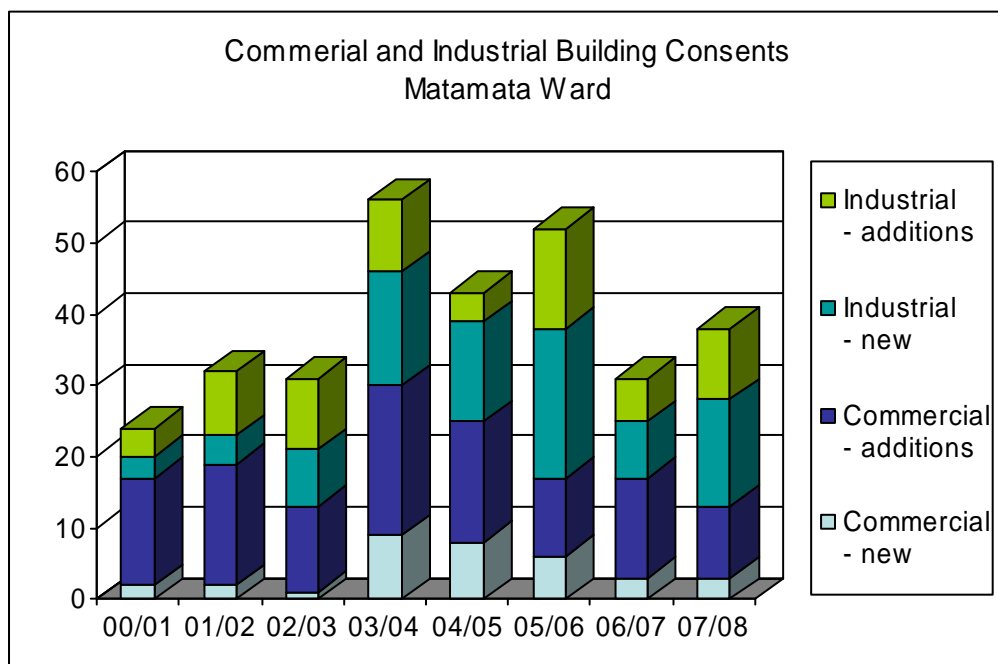
**Figure 19: Building Consents Issued for New Dwellings by Location (2000/01 – 2007/08)**

### 8.2.2 Commercial and Industrial Construction: Matamata

During the last three financial years 2005/06 – (2007/08), 120 building consents were issued for commercial and industrial construction in Matamata:

**Table 14: Commercial and Industrial Building Consents: Matamata Ward**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08
<b>Commercial – new</b>	2	2	1	9	8	6	3	3
<b>Commercial – additions</b>	15	17	12	21	17	11	14	10
<b>Industrial – new</b>	3	4	8	16	14	21	8	15
<b>Industrial – additions</b>	4	9	10	10	4	14	6	10



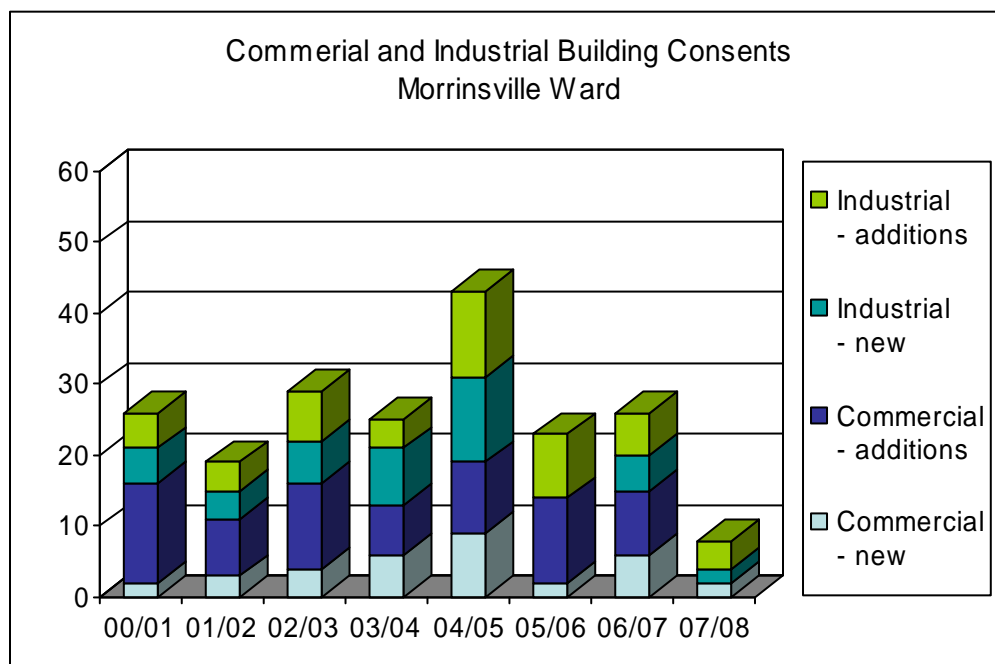
**Figure 20: Commercial and Industrial Building Consents  
Matamata Ward (2000/1 to 2007/8)**

### 8.2.3 Commercial and Industrial Construction: Morrinsville

During the last three financial years 2005/06 - (2007/08), 57 building consents were issued for commercial and industrial construction in Morrinsville:

**Table 15: Commercial and Industrial Building Consents: Morrinsville Ward**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08
<b>Commercial - new</b>	2	3	4	6	9	2	6	2
<b>Commercial - additions</b>	14	8	12	7	10	12	9	0
<b>Industrial - new</b>	5	4	6	8	12	0	5	2
<b>Industrial - additions</b>	5	4	7	4	12	9	6	4



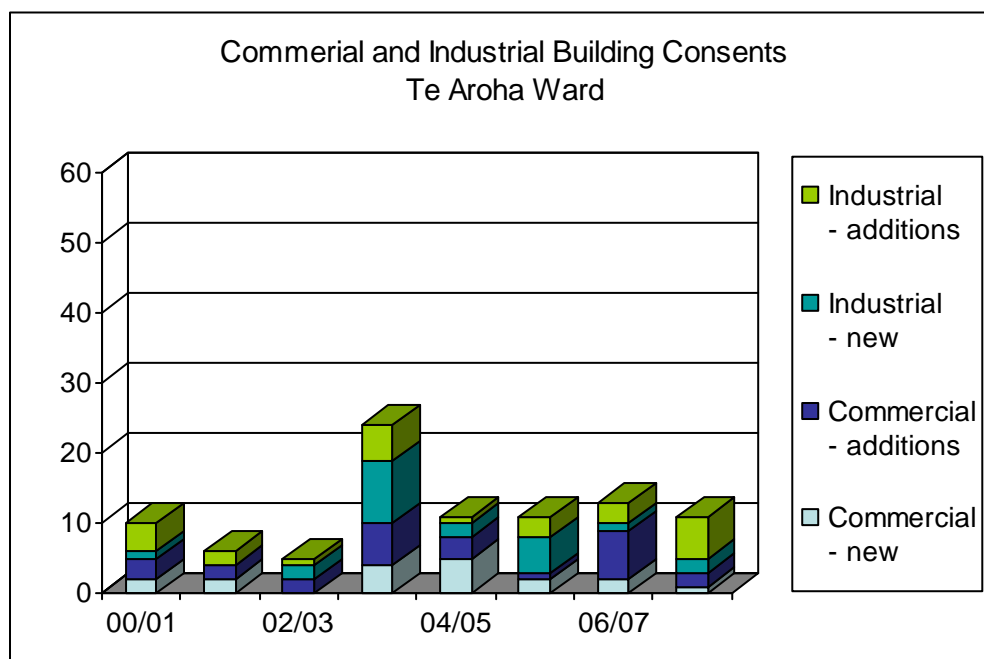
**Figure 21: Commercial and Industrial Building Consents  
Morrinsville Ward (2000/1 to 2007/8)**

#### 8.2.4 Commercial and Industrial Construction: Te Aroha

During the last three financial years 2005/06 - (2007/08), 35 building consents were issued for commercial and industrial construction in Te Aroha:

**Table 16: Commercial and Industrial Building Consents: Te Aroha Ward**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08
<b>Commercial - new</b>	2	2	0	4	5	2	2	1
<b>Commercial - additions</b>	3	2	2	6	3	1	7	2
<b>Industrial - new</b>	1	0	2	9	2	5	1	2
<b>Industrial - additions</b>	4	2	1	5	1	3	3	6



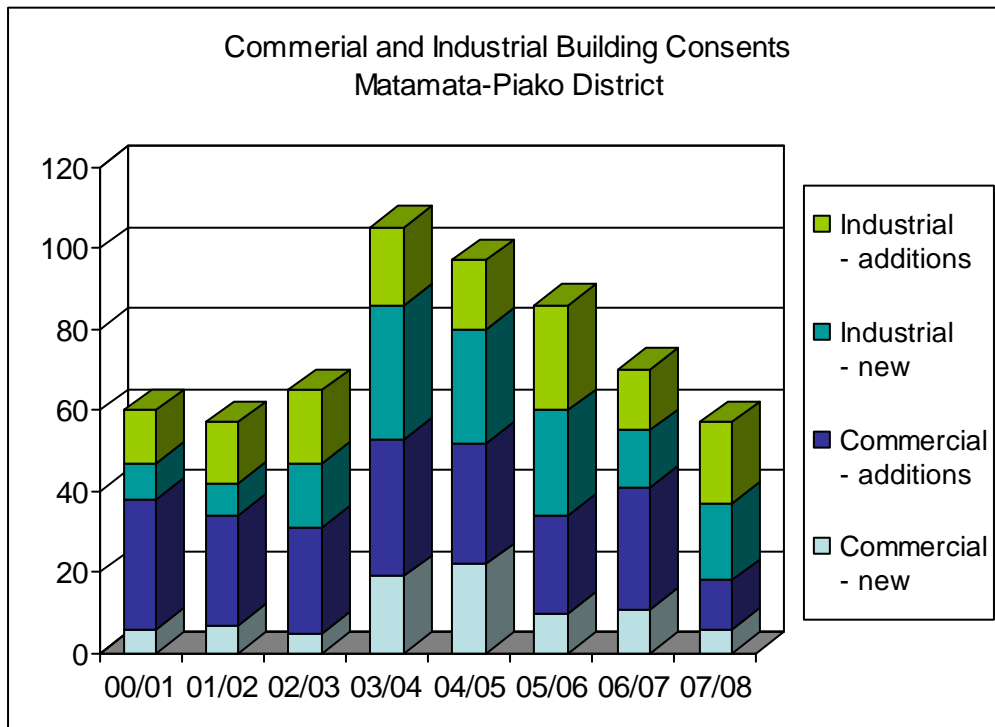
**Figure 22: Commercial and Industrial Building Consents**  
Te Aroha Ward (2000/1 to 2007/8)

### 8.2.5 Commercial and Industrial Construction: District-Wide

During the last three financial years 2005/06 - (2007/08), 213 building consents were issued for commercial and industrial construction in the District as a whole:

**Table 17: Commercial and Industrial Building Consents: District-Wide**

	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08
<b>Commercial – new</b>	6	7	5	19	22	10	11	6
<b>Commercial – additions</b>	32	27	26	34	30	24	30	12
<b>Industrial – new</b>	9	8	16	33	28	26	14	19
<b>Industrial – additions</b>	13	15	18	19	17	26	15	20



**District-Wide (2000/1 to 2007/8)**

## 9.0 ECONOMIC TRENDS

Analysis aimed at classifying industry clusters has shown that the likely important growth industries in the District are Poultry Processing, and Horticulture. Other important industries, although not growing to the same extent, are Dairy Farming and Dairy Processing, Meat Processing, other Farming and Agricultural Services. Potential emerging industries include Equipment Hire, Pest and Cleaning Services, and Property and Employment Services.

The analysis confirms the District's dependence on agriculture, predominantly dairy farming, with a likely increase in the poultry and horticulture sectors over time. Horse racing and horse breeding, is considered an important industry for the District, and part of its heritage. Services sectors related to agricultural are emerging as potential growth industries which may become more important into the future.

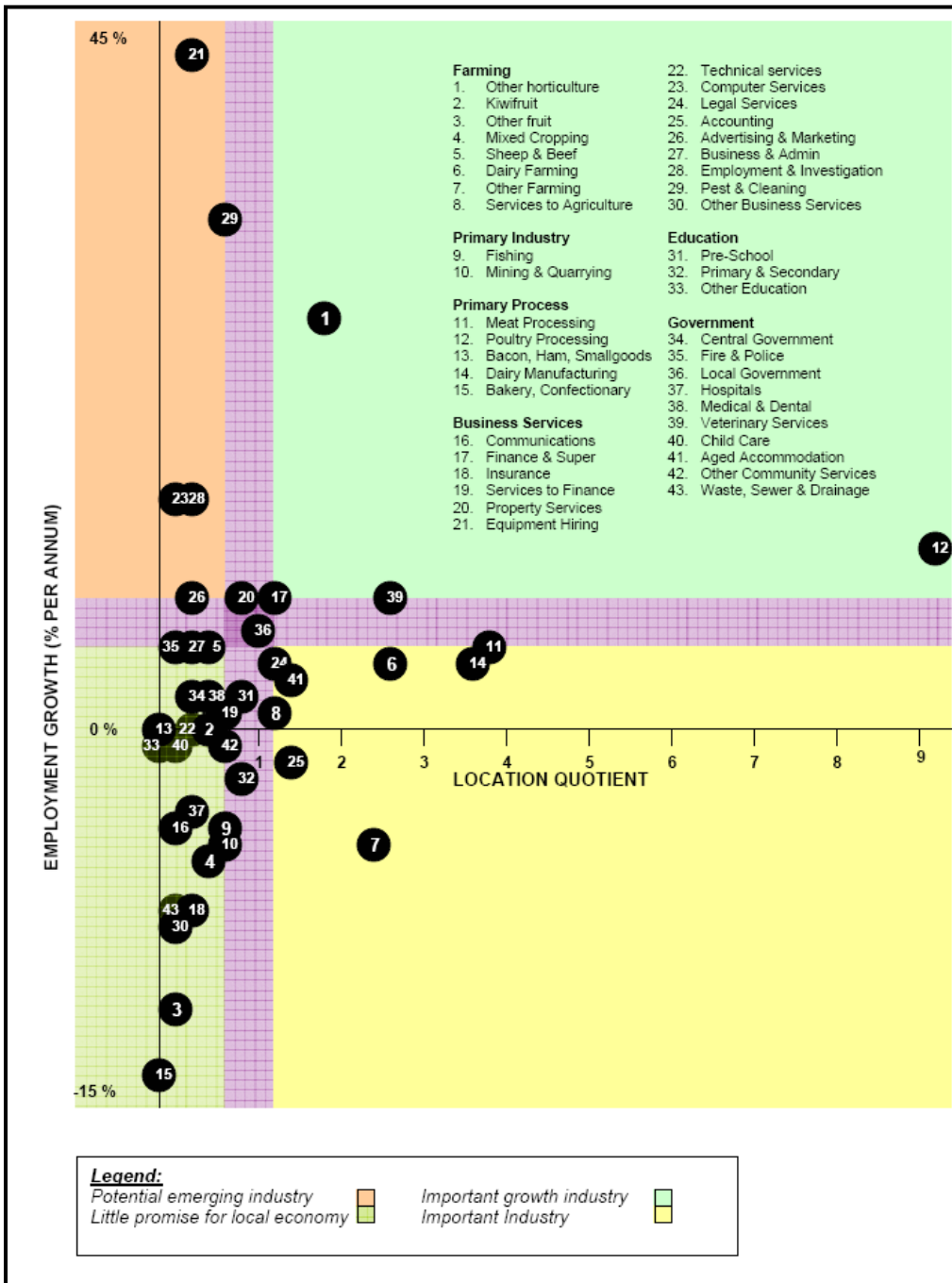


Figure 24: "Cluster Graph"

## 10.0 WATER

Water for domestic, commercial, and agricultural use is becoming an increasingly scarce resource. In recognition of its importance, the Government is currently preparing a National Environmental Standard (NES) for Freshwater Management. The Standard will seek to ensure the integrated management of land development with the supply of fresh water, the efficient use of water, and avoidance of the contamination and degradation of available water sources. The NES, once operative, will require Regional and District Councils to sustainably manage the demand for fresh water, including the demand arising from land development, and the discharge of contaminants to the available water sources.

The National Environmental Standard for Sources of Human Drinking Water came into effect on 20 June 2008. It requires Regional Councils to ensure that effects on drinking water sources, such as the potential for contamination of community water supplies, are considered in decisions on resource consents and regional plans.

Trends show that both the surface and groundwater sources in the District are increasingly being impacted on by agricultural practices, resulting in higher faecal levels, bacteria, sediment and other contaminants.

Water management will become an integral component of farming and urban development in the future. Farmers will have to find ways to reduce water usage. They will be required to comply with nutrient budgets and there will be increasing pressure for fencing waterways and for riparian planting which can reduce the amount of faecal coli forms, phosphorus, nitrate, sediment and microbes entering water, stabilise stream banks and improve the river ecology.

Urbanites will be subject to higher cost of water usage and water management techniques such as the capture of rain water, and recycling of “grey” water. The Council will in future have to demonstrate that it has sufficient water supply, storage, and distribution systems in place to serve new development.

## **11.0 LAND**

Looking into the future, the District’s resource of versatile land will become increasingly important, requiring the Council to balance the requirement for land to accommodate urban expansion, with the need to preserve the high quality soils for farming. Farmers will increasingly be tasked with implementing sustainable land management practices to avoid saturating soils with nutrients, and to minimise soil compaction.

## **12.0 AIR**

With increasing environmental expectations, agriculture and industry will have to implement best practice to reduce emissions to the air, and the Council will have implement prudent land-use management to ensure appropriate location of, and separation between, conflicting land-uses.

## **13.0 AVAILABILITY OF SERVICED LAND FOR DEVELOPMENT**

The location of commercial enterprises, and people’s choice of where they will live, is partly influenced by the cost of serviced land. The cost of land in turn, is a function of its supply. Moving into the future the challenge for the Council is to ensure an adequate supply of zoned land with appropriate capacity in its reticulation system, to cater for the anticipated demand in a cost effective manner. This will often mean that the Council has to fund infrastructure development ahead of demand and recoup the cost of expansion over time, through development contributions as development progresses, with consequent financial implications.

The availability of the other utilities not provided by the Council such as power, gas, and telecommunications systems are equally important as a prerequisite for continued development. With the advent of the “information age”, high capacity telecommunications systems are growing in importance and can often be a prime consideration for businesses in choosing their preferred location. Future development options should therefore be chosen with regard to proximity to electrical sub-stations, availability of broadband coverage, and access to reticulated gas.

## **14.0 WASTE DISPOSAL**

Large volumes of waste are produced by the District’s intensive farming activities and rural processing plants such as dairy effluent, chicken litter, and by-products from dairy factories and meat works. Currently, the preferred method of disposal of the waste stream is via land application. There are indications that soils are becoming saturated by nutrients, and that contaminants are leaching into surface and ground waters, raising the possibility to use the waste stream for the production of renewable energy with consequent environmental benefits.

## 15.0 SOCIAL INFRASTRUCTURE

With the increasing trend towards centralisation of educational, health, and other social services, it is important that the District maintains positive population growth to avoid degradation of its social infrastructure.

## 16.0 TRANSPORT

The District's economy depends on the ease with which resources and supplies can be brought in, and finished products distributed to their markets or to the shipping ports of Auckland and Tauranga for export. This in turn, is a function of the efficiency of the transport network.

Movement of freight plays a vital role in supporting economic development. The freight sector is also a significant consumer of energy resource, accounting for just less than half the energy consumed and greenhouse gas emissions attributed to the transport sector.

Presently, the freight industry relies heavily on road transport but pressure is mounting to increase the modal share of rail and coastal shipping in a bid to reduce energy use and emissions. The recently completed (September 2008) "National Freight Demand Study" shows that, of the approximately 18 billion tonne-kilometres of freight transported annually in the Country, 15% each is carted by rail and coastal shipping, with the remaining 70% transported by road.

The commodities that make up the bulk of freight include logs and wood products, retail and couriers, aggregate, petroleum, milk and dairy products. Approximately 42 million tonnes of freight are moved annually within or through the Waikato/ Bay of Plenty Region. The volume of freight is expected to increase by 70% to 75% over the period 2006 – 2031. It is predicted that the modal share of road and rail will remain broadly constant, meaning that the volume of freight transported by road and rail will increase significantly (by approximately 70%) over the next 25 years.

Looking into the future, the District's linkages with the new Hamilton Expressway and improving access between Hamilton and Morrinsville will be of crucial importance, as will be maximising the use of the District's rail network.

The intricate logistics which underpin the operation of the transport sector, in itself presents economic opportunities. Where freight changes direction, or from one mode to another, necessitating the need to offload goods, opportunities for freight handling and storage are created. Land for storage near ports are often at a premium, which creates opportunities for so called "inland ports", where goods offloaded from ships can be stored cost effectively, or where goods can be held for direct delivery to ships. Given the District's favourable location relative to the Port of Tauranga and its exposure to through routes, especially in the south where rail and main road connections cross and at Waharoa where the direction of freight changes, opportunities for transport depots may exist.

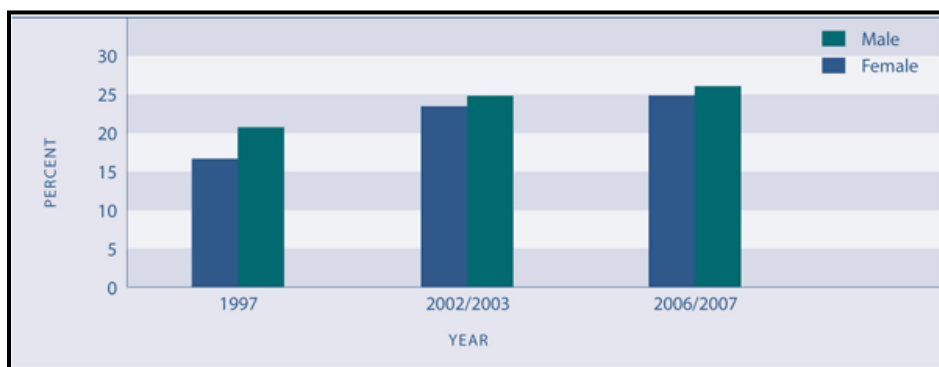
The District is currently poorly served by public transport. To better integrate Morrinsville with Hamilton and Matamata with Tauranga to enable the towns to exploit their potential role as dormitory suburbs, to increase the residents' exposure to the greater range of services available in the nearby cities, and to draw on the larger labour force available in the cities, attempts should be made to improve public transport between these destinations.

There is currently no public transport between the District's three main towns. If public transport between Matamata, Morrinsville, and Te Aroha can be established, it can enable higher order social infrastructure, retail, and services to be centralised in one of the locations without sacrificing accessibility for the residents as a whole or leading to "leakage" out of the District.

## 17.0 HEALTH ISSUES

Evidence suggests that the prevalence of overweight and obesity is increasing at an alarming rate, worldwide. In New Zealand, one in three adults is overweight and one in five, obese. The increase in obesity rates are caused by changing dietary and physical activity patterns in an environment that promotes the over-consumption of energy-dense foods and drinks, while limiting opportunities for physical activity.

Obesity increases the risk factor for many chronic diseases, including type two diabetes, heart disease, hypertension, stroke, gallstones various types of cancer, psychological and social problems. The health costs associated with obesity is in the order of \$ 3030 million in New Zealand. Methods to counteract obesity include improved nutrition, and increased physical activity.



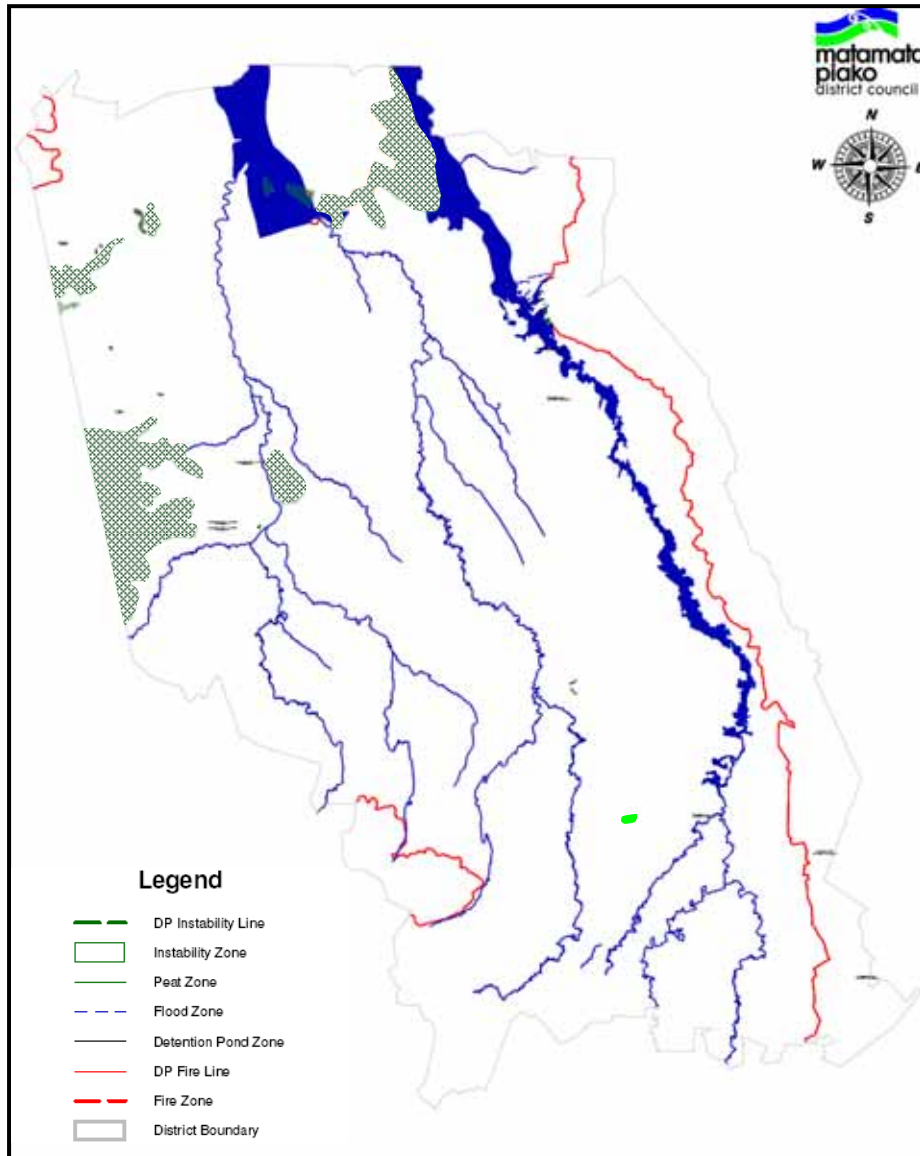
**Figure 25: Increasing Rate of Obesity in New Zealand**

Moving into the future, the District's Growth Strategy needs to ensure that development does not impact adversely on the Community's health and find ways to encourage physical activity through easy access to sport and recreational facilities, and the provision of walking and cycling tracks.

## 18.0 NATURAL HAZARDS

The District is subject to a wide range of natural hazards, including:

- Earthquakes and volcanic hazards - the Matamata-Piako District contains several active fault lines. Volcanic activity occurs at the geothermal hot springs at the Te Aroha Domain, and at Opal Hot Springs near Matamata.
- Flooding - extensive flood protection schemes have been implemented to minimise flood damage in the district.
- Erosion and landslides – risks exists in the hill country, particularly on the steep slopes of Mt Te Aroha and along the Kaimai Range.
- Fire - from burning forest is a rare event within the District, but still poses a risk to be mindful of.
- Wind - can be a problem in areas adjacent to the Kaimai Ranges and in known wind tunnelling areas.
- Peat Soils - represent a hazard because of the subsidence, fire and flood risks that are associated with them.



**Figure 26: MPDC Hazards**

Future development in the District needs to avoid at risk areas where possible. Where risks are unable to be avoided, suitable methods need to be put in place to mitigate inherent risks.

## 19.0 FUNDING

Currently, the bulk of the Council's financial resources are applied to fund its "core" business. Implementation of the Growth Strategy will require the Council to go further, by making productive investment, aimed at stimulating and managing growth. This will require the Council to dedicate funding towards implementation of the strategy, to form private partnerships where appropriate, and to investigate other means of funding such as government subsidies (such as the Ministry for Health's subsidy for wastewater treatment facilities), targeted investment grants as currently exists for development of green technologies and waste minimisation, regional funding for integrated planning and public transport, and central government funding such as road construction through the National Transportation Fund.

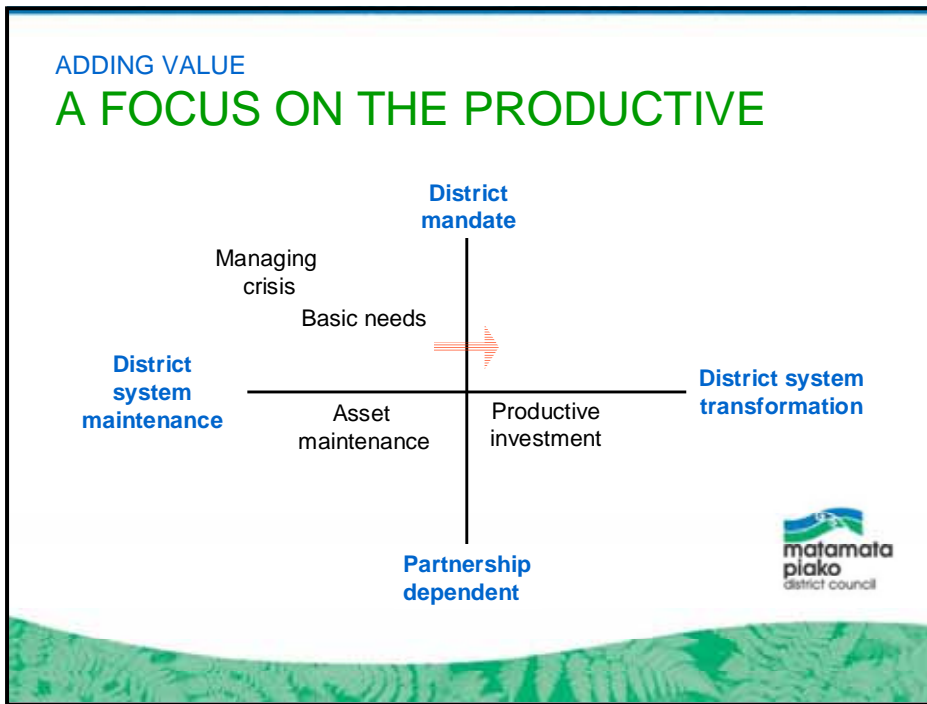


Figure 27: Funding Model

## 20.0 REGULATORY REGIME

Evaluation of development options is often influenced by the efficiency of the regulatory regime. Land developers and business entrepreneurs will consciously seek to avoid jurisdictions where the regulatory environment is uncertain. If the Council can continue, and improve on, its ability to exercise its regulatory obligations in an efficient, equitable, and cost effective manner, and create certainty it will succeed in attracting development in preference to other localities where developers are faced with less efficient or uncertain systems.

## 21.0 EXTERNAL INFLUENCES

Looking into the future, it is expected that a number of external factors will impact, either positively or negatively, on the growth and development of the District. The most important external influences will likely include:

### 21.1 CLIMATE CHANGE

Climate change refers to the phenomena of global warming caused by greenhouse gas emissions, explained as radiative forcing that leads to additional heat/ energy being retained in the earth's atmosphere. There are ten primary greenhouse gasses, six of which are controlled under the Kyoto Protocol namely: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>); nitrous oxide (N<sub>2</sub>O); hydroflourocarbons (HFCs); peflourocarbons (PFCs); and sulphur hexaflouride (SF<sub>6</sub>).

Individual greenhouse gasses have varying global warming potential measured in a universal standard known as "Carbon Dioxide Equivalents" (CO<sub>2</sub>e). CO<sub>2</sub> as the base unit has a Global Warming Potential (GWP) of 1. The GWP's of other greenhouse gasses range from CH<sub>4</sub> with a GWP of 23, to SF<sub>6</sub> with a GWP of 23,900.

Currently the atmospheric concentration of CO<sub>2</sub>e is estimated to be in the order of 430 parts per million (ppm), increasing by 6 ppm per annum from the combustion of fossil fuels alone (excluding other more potent greenhouse gasses). The scientific consensus is that the climate will shift

dramatically if the concentration of greenhouse gasses reaches 560 ppm (double the concentration present pre the Industrial Revolution).

Climate change has both an environmental and an economic/ financial dimension:

### **21.1.1 Environmental Dimension**

It is predicted that climate change will potentially increase the frequency and severity of extreme weather events and lead to shifts in yearly averages of temperature and precipitation. Towards the later half of this century, average temperatures in the District could increase by between 0.8°C to 2.7°C, and precipitation by up to 20%. More frequent heavy rainfall events are predicted, leading to increased flooding and soil erosion, impacts on the availability of water resources, and the presence of pests and diseases.

The challenge is to plan for future climate change in a manner that will ensure that benefits are realised and costs minimised. Strategies need to be put in place to cope with future conditions that are likely, on average, to be warmer and wetter with more frequent fluctuations between extreme dry and extreme wet weather, requiring an increased focus on risk management.

In the urban areas flood protection measures, mitigation against storm damage, and planning for increased water usage due to a warmer climate and increased water storage to cope with more frequent dry periods, will become important. For the dairy sector, the invasion of lower feed-quality subtropical grasses (with a higher potential for methane emissions) into local pastures as temperatures increase, is a concern. Given that conditions are likely to become warmer and more humid, diseases such as leaf blights could become more prevalent in arable crops such as maize

### **21.1.2 Economic Dimension**

While there are sceptics of the climate change phenomena, the economic and financial implications are real and will impact on the growth and development of the District, irrespective of whether climate change is actually occurring.

The situation is that greenhouse gasses, at the present rate, are predicted to double in the next fifty years. To stabilise emissions within the desired range which will avoid catastrophic climate change, annual emissions will need to be brought down to approximately 80% below current levels. The Kyoto Protocol, to which New Zealand is a signatory, is one attempt by some of the world's industrialised countries to reduce their greenhouse gas emissions over the compliance period (2008 to 2012). International discussions are already underway for a post-2012 framework which is likely to be more comprehensive and more stringent.

To honour its obligations under Kyoto and to provide for the implementation of a greenhouse gas emissions trading scheme, Parliament recently passed the [Climate Change Response \(Emissions Trading\) Amendment Act 2008](#). Under the Act, certain participants must account for emissions from their activities and surrender one emission unit for each tonne of emissions produced. Participants can meet this obligation either by reducing emissions, or by buying units.

Mandatory participants are deforestation; coal, natural gas, and geothermal resources; various industrial processes (iron, steel, aluminium, clinker, burnt lime, glass, gold, and cable); liquid fossil fuels; synthetic gasses; agriculture (synthetic nitrogenous fertiliser and slaughter and dairy processing of milk or farming of ruminant animals), and wastewater processing.

New Zealand's emission's profile is unique internationally, with the agricultural sector making up the largest single source of greenhouse gas emissions (approximately 50%). Given the sector's large contribution to total emissions, New Zealand is currently the only country to have included agriculture in its emissions trading scheme.

While the provisions are being phased in, the Act will eventually capture all the major agricultural sources of methane and nitrous oxide, such as methane from ruminant animals and nitrous oxide from nitrogen fertiliser used on pasture. Currently, processing companies (fertiliser manufacturers,

dairy and meat processors) and not individual farmers will be responsible for participating in the scheme. In June 2010, a final decision will be made on whether processors or individual farmers will be required to surrender units.

The agricultural sector will begin to face the costs of greenhouse gas emissions through higher prices for electricity and transport fuels in 2010 when the stationary energy sector enters the emissions trading scheme, and in 2011 with liquid fossil fuels entering the scheme. From 2013, farmers will face costs from their non-CO<sub>2</sub> agricultural emissions.

Over time as the provisions take effect, it is likely that the amount of land used for agriculture relative to other uses such as forestry, and the type and intensity of agricultural operations will change, along with improvements in farming efficiency, increased tree planting, more efficient use of nitrogen fertiliser, increased use of nitrification inhibitors, and more effective management of animal waste.

Increasing climate controls will also create opportunities for new products and technologies. For instance, green construction is developing as a fast growing sector, while green technology and clean-energy such as solar photovoltaics, wind and other renewable power, bio-fuels, and fuel cells, are described by some economists as the “watt-com era”, and labelled as the largest economic opportunity of the 21<sup>st</sup> century. The carbon market as such, estimated to be worth at least US\$ 100 billion per year by 2010 after the United States enters international trading schemes, presents a further economic opportunity.

## **21.2 RISING ENERGY PRICES**

Statistics show that the global demand for energy has increased by 1.6 % per year over the past decade, predicted to increase to increase to 2.2% annually over the next fifteen years. World oil demand is predicted to increase by 47% between 2003 and 2030. Much of the demand will originate from developing countries such as China and India where the economies grew by respectively 9.3% and 7.6% in 2005. As demand for energy outpaces supply, prices will increase.

Indications are that the world may be approaching or may have reached “peak oil”, the point where demand for oil outstrips production, resulting in unprecedented price hikes, and consequent effects on the world’s oil dependant economies. Rising fuel and natural gas prices will impact on private vehicle trips, and could lead to a shift towards public transport and an increase in rail usage, It will also impact on the cost of food mile, especially in the case of New Zealand where distant markets are served, the myriad of manufacturing processes that rely on oil to create energy, and the availability of a range of essential products which are oil derivatives such as pesticides and agro-chemicals, commercial fertilisers, farming implements, food storage systems, and plastics.

## **21.3 GLOBAL ECONOMIC FACTORS**

In the near-term the global recession and the meltdown in the world financial markets will influence the growth and development of the District. With declining property prices and a lack of financing, property development and construction has slowed down while constraints in the financial markets impact on expansion of rural processing facilities. This trend is likely to continue at least until the world economy stabilises, and confidence in the financial markets is re-established.

## **21.4 TRADE AGREEMENTS AND BARRIERS TO TRADE**

As a large exporter of dairy and other primary products, the future of the District will be influenced positively by trade agreements that create beneficial export opportunities, while being impacted on negatively by political or other barriers to trade.

## **21.5 EXPONENTIAL GROWTH IN THE ASIAN MARKETS**

New Zealand is geographically well placed to capitalise on the exponential growth in the demand for food and other primary products, fuelled by the emerging middle-class especially in China and India. China's population is currently estimated at 1,330 million people, growing at 0.6% per annum. With a GDP of US\$ 7 trillion, it is a major player in the global economy. India's current population is 1,147 million people, growing at 1.6% per annum. The GDP of India is currently estimated at US\$ 2.96 trillion, with average annual growth of more than 7% in the decade since 1997.

## **21.6 WORLD FOOD SHORTAGE**

The current world population of around six billion people rely on food grown on just 11% of the global land surface. Even less ground, around three percent of the earth's surface offers inherently fertile soil. By 2030, the world population is expected to increase to 8.3 billion people, requiring 30% more grain to be grown to feed the growing population. At the same time, large areas of arable land (an estimated 7.5 million square miles, globally) are being lost through human-induced erosion, desertification, urban expansion, and compaction, sparking projections of a world food shortage.

The District is blessed with an abundance of high quality fertile soils. The likelihood of a world food shortage may mean that land in the District will increasingly be used for arable cropping.

## **21.7 ENVIRONMENTAL AWARENESS**

Notwithstanding its economic and social contribution, Society is becoming more environmentally aware, and less accepting of the environmental impacts of farming, across an ever widening range of issues such as, greenhouse gas emissions, "food miles", food security, animal welfare, nutrient discharges, noise, and visual effects. It is expected that sustainable farming practices and organic products will increasingly be rewarded by high demand and high prices.

## **21.8 TIGHTENING OF REGULATIONS**

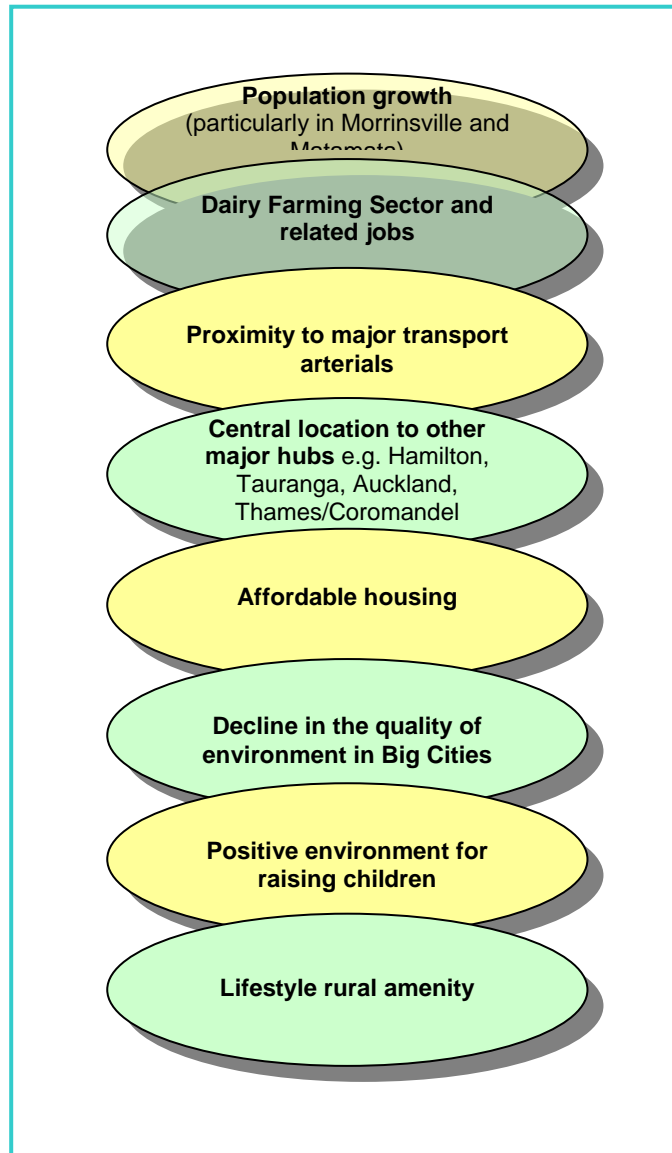
In line with increasing environmental awareness, a tightening of regulations in the areas of greenhouse gas emissions, water quantity and quality, food security and animal welfare, is expected.

## **21.9 INCREASED COMPETITION FOR SKILLED WORKERS**

With increased globalisation and mobility, it is expected that competition for skilled workers will increase, with outlining areas finding it more difficult to attract the labour pool necessary to sustain growth in local enterprises. Already, the expatriate community of New Zealanders is growing and is estimated to be in the range from 600,000 to one million, with the majority living in Australia and the United Kingdom. The net annual permanent growth in Australia's New Zealand population increased from less than 3,000 in 1991–92 to almost 30,000 in 1999–2000. By the late 1990s, one in five working New Zealanders lived overseas, and young New Zealand professionals were increasingly lured away by lower wages, an inability to repay student loans, and limited career opportunities.

## **22.0 "GROWTH DRIVERS"**

The trends, opportunities, constraints and external influences discussed before, translate into a succession of growth drivers that will exert its influence on the growth of the District over time, ranging in duration and in the quantum of the impact. Understanding and directing the influence of these "growth drivers" and how that growth will manifest, is the core of the Growth Strategy.



**Figure 28: MPDC Growth Drivers**

## **IV THE VISION**

In order to define an overall “vision” for the District to guide the direction of the Growth Strategy, the “Community Outcomes”, which describe the Community’s values and aspirations, and the kind of future that they seek for the District, was a logical starting point. These “outcomes” were identified through an extensive visioning process involving more than a thousand residents representing the three Towns, the rural community, and iwi, undertaken in 2004/05.

The “outcomes” can be grouped under the following nine themes:

### **1.0 COMMUNITY OUTCOMES**

#### **1.1 BELONGING TO OUR COMMUNITY**

The District’s residents recognise that communities are more than just collections of houses. Knowing neighbours, hosting and participating in community events, having good arts and recreation facilities, actively caring about one another, and being involved in local decision making makes communities function.

#### **1.2 COMMUNITY SAFETY AND SUPPORT: LOOKING AFTER PEOPLE**

Safety in their homes and in their communities is important to the District’s residents. They aspire to live in a community that is free from crime, where residents know and care for their neighbours, where people are involved in their communities and are not isolated from each other, and where young people are supported and guided to become valued members of the community.

#### **1.3 ECONOMIC DEVELOPMENT: PROSPERITY**

The community wants the District to be prosperous, with local employment opportunities so that people can realise their own aspirations, and that of their families. People realise the important contribution of farming to the District’s wellbeing, and the need for socio-economic development of disadvantaged community groups. Local businesses must grow sustainably. There will be no labour shortages. Local training opportunities will be provided, so that young people can improve their career options without having to leave the District. The tourism potential of the District, especially Te Aroha, will be recognised, promoted, and developed to everyone’s benefit, but without sacrificing the special character of the District’s towns.

#### **1.4 HEALTHY AIR, WATER, LAND: HEALTHY PEOPLE**

Air, water and land underpin the health of everyone and everything. Therefore, the Community seeks a balance between economic wellbeing, cultural values, and environmental sustainability. They want to prevent pollution, and deal effectively with all waste streams. Residents want to be free from preventable diseases, they want farming practices to be safe and they want their health and wellbeing to continue to improve. They want the landscape to remain attractive, native flora and fauna to be protected, and an adequate supply of water at all times.

#### **1.5 HERITAGE: OUR PAST**

Residents recognise the importance of preserving the District’s heritage - the legacy left by ancestors, for future generations. They want the built heritage of the District’s towns to be preserved, access to traditional foods and cultural practices maintained, and the District’s history, customs, identity, significant natural features, and wahi tapu preserved. Mount Te Aroha must remain accessible to everyone, promoted as an attraction, and protected from inappropriate development.

## **1.6 OUR SOCIAL INFRASTRUCTURE**

The District's social infrastructure, its schools, hospitals, and all the facilities and services that the Community regard as essential to their future are valued, will be protected, and will be affordable for all. To avoid the risk of losing services due to centralisation, the District's population will be increased.

## **1.7 PLANNING AND DEVELOPMENT**

The Community wants farm land to be protected from subdivision. They want the District's towns to grow in a coherent, well-planned manner, but with enough flexibility to accommodate market changes and pressures. To ensure that commercial development is not unnecessarily impeded, they want a readily available supply of industrial land. Decision-making must be confident and visionary. Infrastructure must be planned not just for the present, but to also cope with future demands. Residents want to be proud of the appearance of their towns. They want Morrinsville and Matamata to grow in size to approximately 10,000 people each, and Te Aroha to 5,000 – 6,000 people.

## **1.8 PRIDE AND JUSTICE**

People within the District's communities want to feel proud, respected, and they want justice for all. They want to be free of poverty, and live in a society free of discrimination.

## **1.9 TRANSPORT: PEOPLE GOING PLACES**

People want to get around the towns and the rural area easily, with fast links and good roading networks connecting neighbouring centres such as Hamilton and Tauranga. They want free flowing traffic, and roads that are also safe for walking and biking. They want easy access to parking in the town centres, and the character of the "main streets" maintained.

## **2.0 COMMUNITIES' VISIONS**

From their desired outcomes, the individual Communities developed visions for the three District towns and for the rural area:

### **2.1 VISION FOR MATAMATA**

The community's vision for Matamata is:

*Matamata will be a small town that enjoys big town infrastructure. In the future youth and social issues will be solved and traffic – which divides our community – will bypass town allowing us to develop an even stronger sense of belonging. Our youth will flourish because they all have talents – and we will expose those talents for all to see and enjoy. As a larger small town we will have the cafes, cinema and other facilities larger towns enjoy and we will, as a result, enjoy the perfect mix of big and small.*

### **2.2 VISION FOR MORRINSVILLE**

The community's vision for Morrinsville is:

*Morrinsville will be a community that is free of discrimination and poverty, that supports one another at times of need. We see public art as being important now and in the future. Entrances will show off our town and its heritage buildings will be improved. Youth – a large part of our community*

*- will be nurtured to become the adults and leaders we desire. Public transport - taxi, bus, and rail services – will help people get about, especially those with no other source of transport.*

### **2.3 VISION FOR TE AROHA**

The community's vision for Te Aroha is

*Te Aroha remain a small vibrant town. Our future will be in our heritage – our Mountain, our beautiful Waihou and the open spaces of our domain. Tourism – the hot pools, the Mountain, our heritage – will be a significant player in our future which, we believe, will remain rooted in land-based activities. We will grow modestly and value “our heart” – which will be a high quality place; and will give us a sense of pride. We will respect one another, our children will thrive and our infrastructure will support our current and future aspirations.*

### **2.4 THE RURAL COMMUNITY'S VISION**

Pollution, waste, and the methods of disposal of the by-products from industry are the main issues of concern to the rural community. They want their rural lifestyle and landscapes to be preserved, farm land to be protected, and they are concerned about depopulation of the rural area. Safe roads and easy access to urban areas are important. They want the rural community to be safe and the present social infrastructure, predominantly schools and rural halls, to be maintained, and more done to encourage young people to pursue a career in farming.

### **3.0 STAKEHOLDERS' VISIONS**

As part of the consultation to develop this Growth Strategy, the stakeholders including business representatives, social groups, the iwi, and Councillors contemplated the direction that they wanted to see the District develop to, in the future:

Stakeholders want a growing District that is progressive, prosperous, and safe with quality local facilities and access to public transport – a desirable place to live and bring up families. They want an age balance in the population and retain young workers by creating local employment opportunities. They want to retain the “ruralness” and attract “lifestyle” residents such as returning expats, and provide a destination for people dissatisfied with city life. The environment must be unpolluted, and the landscapes preserved. The three towns must grow while still retaining their character and depopulation in the rural area must be avoided. They want to be an integral part of the greater Waikato, with good inter-regional transport links. Farm land must be protected, and the “sprawl” of the towns into the rural area prevented. The District must grow its economy by producing more value added products, taking advantage of new technologies, and by exploiting its tourism potential. Unnecessary “red tape” must be avoided. The community must be healthy, with easy access to recreational opportunities, walking, and cycling tracks.

## V. GROWTH STRATEGY

### 1.0 OVERVIEW

The purpose of the Growth Strategy is to translate the “Vision” into “actions” also called “strategies”, which span across the four “well-beings”- environmental, economic, social, and cultural. It does so through a systematic “top-down” process of breaking the “vision” up into “goals”, refining the “goals” into “objectives”, and ultimately setting out the “actions” that need to be undertaken to meet the “objectives”.

An overview of the Growth Strategy is shown in the Figure below, while the various actions that underpin the overall strategy are explained in the following pages:

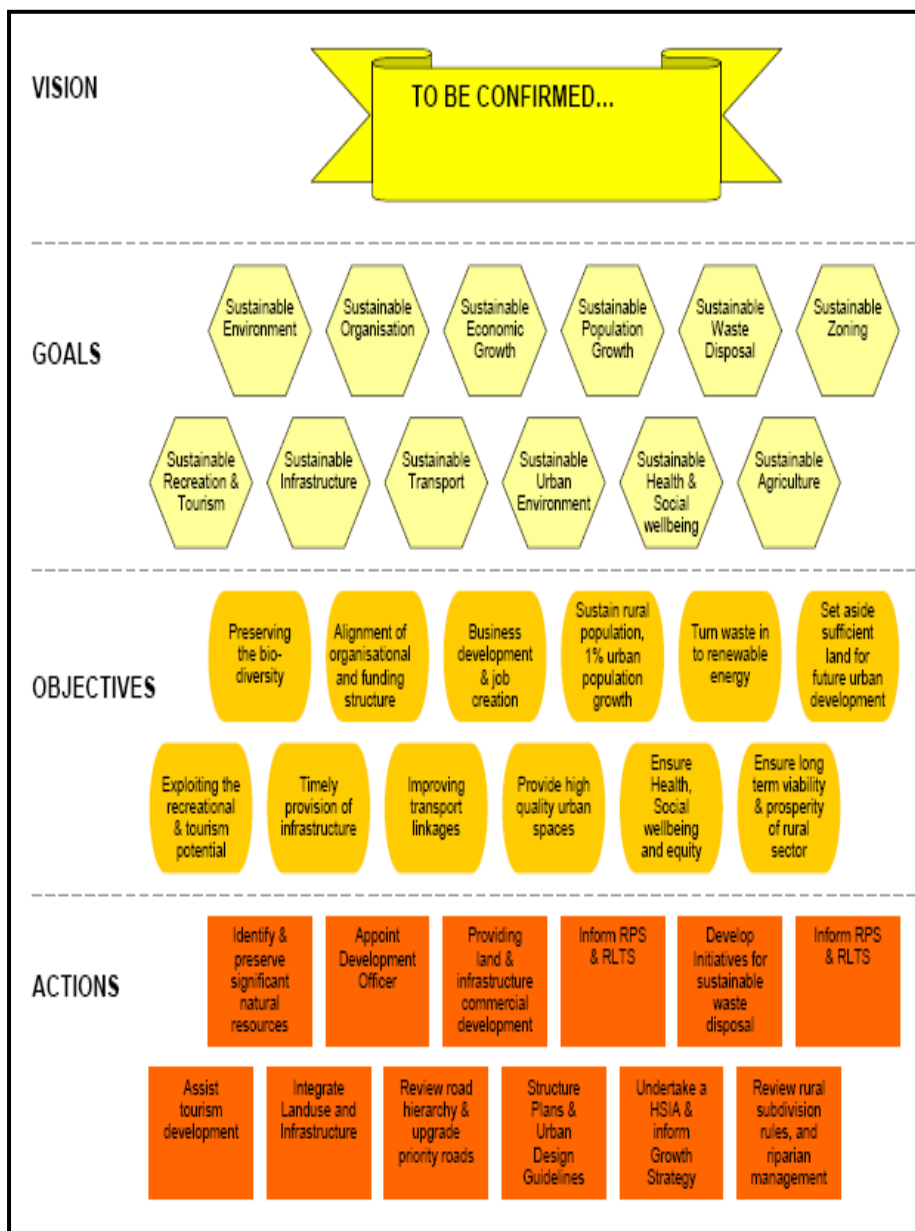


Figure 29: Strategy Overview

## 2.0 SUSTAINABLE POPULATION GROWTH

In order to maintain its social infrastructure, grow its economy, and increase the welfare of its residents, the District needs to provide for sustainable population growth. That is growth that is realistic, achievable, and affordable.

Realistically seen, it is unlikely that the rural population will grow. The trend towards farm amalgamation and mechanization is likely to continue, resulting in fewer, rather than more, rural residents. This means the District will need to grow its population through expansion of its urban areas.

### 2.1 POPULATION AND HOUSEHOLDS

Over the last ten years (1996 – 2006), the population of Morrinsville and Matamata (jointly) has grown at a rate of just less than 1% (0.91%) per annum, while the rural population has remained constant. It is anticipated that this trend will continue into the future, with the rural population remaining constant at around 14,000 people, while the urban population will grow by approximately 6,000 people from approximately 17,000 (2006) to 23,000 people by the year 2038. This implies that the total population of the District will grow from 31,000 (2006), to 37,000 by the year 2038.

**Table 18: Matamata-Piako District: Projected Population**

Area	2006	2008	2011	2016	2021	2026	2031	2036	2038
Urban	17,050	17,362	17,839	18,665	19,530	20,434	21,380	22,369	22,779
Rural	14,150	14,150	14,150	14,150	14,150	14,150	14,150	14,150	14,150
<b>TOTAL</b>	<b>31,200</b>	<b>31,512</b>	<b>31,989</b>	<b>32,815</b>	<b>33,680</b>	<b>34,584</b>	<b>35,530</b>	<b>36,519</b>	<b>36,929</b>

Currently, the average household size of the urban population is 2.46 persons, and 2.97 persons for the rural population, meaning that in 2006 there was a total of 11,700 households in the District of which 6,936 resided in the urban and 4,764 in the rural area. Trends indicate that household size will decline with the ageing of the population. Assuming that the household size will decline by a further 0.01 persons every year, then the urban households will increase by approximately 3,700, to 10,700 in the year 2038, while rural households will increase by approximately 550 to 5,300 by 2038.

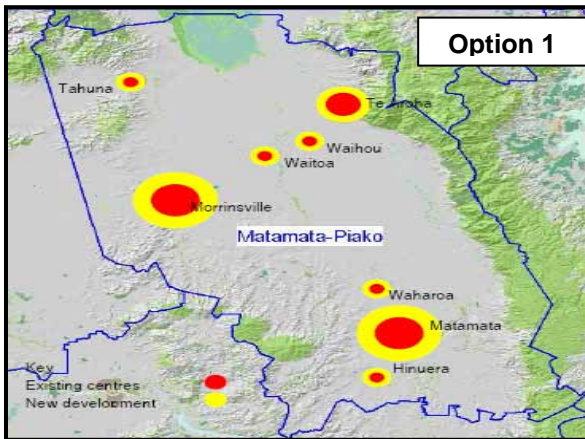
**Table 19: Matamata-Piako District: Projected Households**

Area	2006	2008	2011	2016	2021	2026	2031	2036	2038
Urban	6,936	7,123	7,411	7,919	8,465	9,054	9,688	10,372	10,662
Rural	4,764	4,797	4,846	4,930	5,018	5,108	5,202	5,300	5,340
<b>TOTAL</b>	<b>11,700</b>	<b>11,920</b>	<b>12,257</b>	<b>12,849</b>	<b>13,483</b>	<b>14,162</b>	<b>14,890</b>	<b>15,672</b>	<b>16,002</b>

### 2.2 URBAN GROWTH MODELING

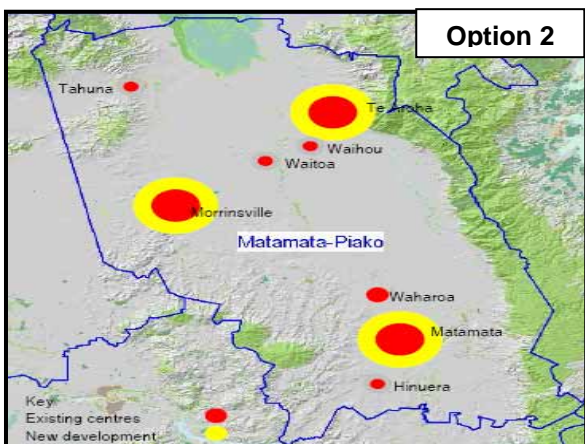
Given that growth in the urban population is anticipated, the question then arises how to best manage that growth. To answer that question, four growth models were developed:

**Figure 30: Option 1 – Manage Growth through Current Processes**



Council could continue to manage growth through the District Plan, the Long-Term Council Community Plan (LTCCP) and the Annual Plan. Until now Council has chosen to use these as the only way to manage growth. This approach continues to allow the towns to grow, but means there can be some inconsistent or unplanned growth. The advantages of this model are that the District plan allows for the ability to rezone land for development. However, it means that Council takes a reactive approach to growth. It lacks the ability to effectively manage the increasing demand for subdivision in rural areas, threatening the preservation productive land, and causing unplanned cost due to pressures for upgraded infrastructure and roading.

**Figure 31: Option 2 – Concentrated Growth**



Currently the main urban areas in the District are: Morrinsville, Matamata and Te Aroha. If Council took an approach of concentrating growth in these main urban centres, it would allow for people to have better access to facilities and it is more likely to protect good quality rural land from being used to build houses.

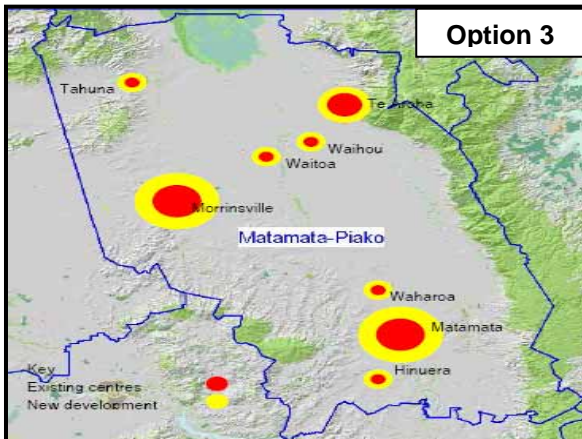
This approach would mean that the District Plan would provide for growth in our towns and still allow some development in the rural area. Concentrating growth would mean Council is able to accommodate and plan for growth, rather than taking a reactive

approach.

This scenario takes a long term view and tries to anticipate what future needs may be. We know that things are changing; the population is ageing, household size is decreasing, fuel costs are rising, and houses are becoming less affordable. The community is becoming increasingly concerned about the global affects of human activity and wish to see Councils taking steps to address this.

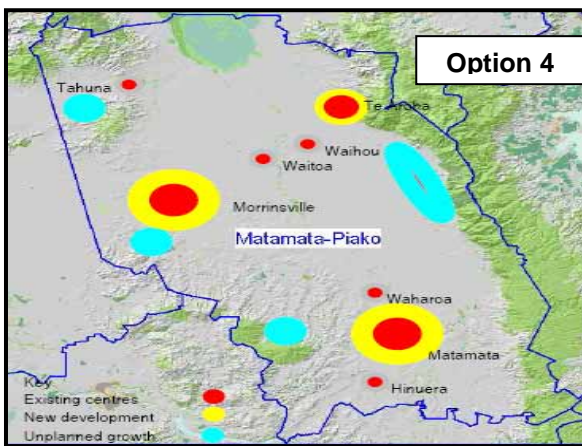
A decision has been made that plans for future growth should include a significant increase in the number of households on a smaller land area. There is reduced car dependence with walking, cycling and public transport as key alternatives.

**Figure 32: Option 3 – Dispersed Growth**



If the community wanted to take a different approach and disperse growth so it is not so busy in our town centres, Council could allow development away from the current towns. This could result in areas such as Tahuna, Hinuera and Te Poi being developed and becoming more urban areas.

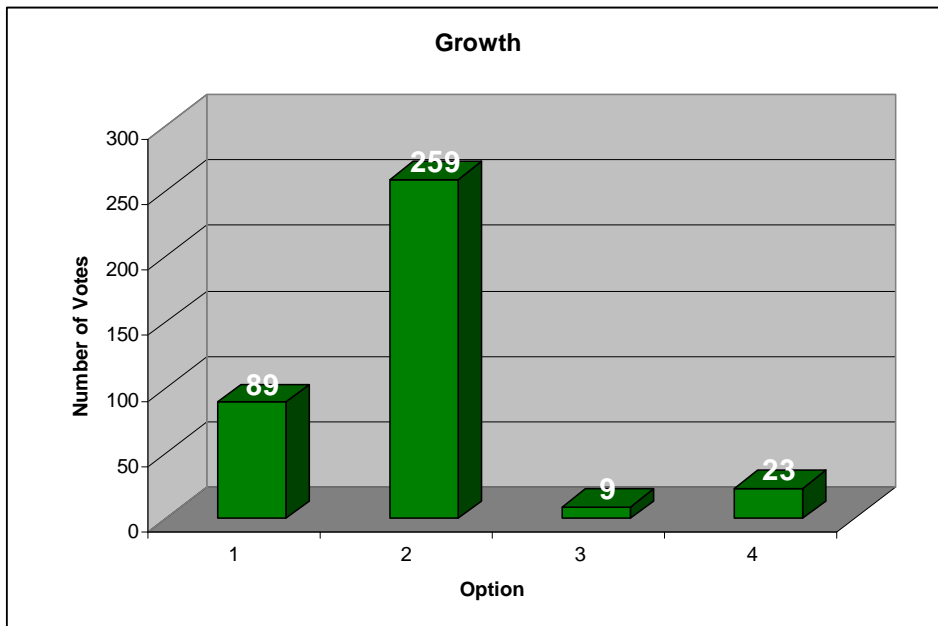
**Figure 33: Option 4 – Market Driven**



Alternatively Council could leave growth to the market to manage. This will mean growth is dictated by the economy and the housing market. Houses will be built where people want to live or where people can afford to live, which will be an advantage. However, this may also mean that growth is spread out and inconsistent which it makes it very difficult for Council to fund infrastructure and services if they have no real control over growth.

### 2.2.1 Growth Model Consultation

The Council consulted with the wider Community on the appropriate growth model to guide the District's future development. The Community showed overwhelming support for the "Concentrated Growth" Model (Option 2).



**Figure 34: Growth Model Consultation**

### 2.2.2 Growth Model Evaluation

The "Business as Usual", "Concentrated Growth", and "Dispersed Growth" Models were evaluated in a workshop, using the District Councillors as a focus group.

The following evaluation criteria were used to compare the "best fit" between the three models, on a scale of 1 to 10 (one being the "best fit"):

#### Environmental:

- Environmental constraints (eg. Flood risk);
- Location of outstanding and amenity landscape areas/ significant natural features;
- Impact on water and waste water discharge quality;
- Location of incompatible land uses;
- Ability to limit trip distances.

#### Economic:

- Proximity to key transport corridors;
- Access to employment centres
- Affordable infrastructure
- Minimising loss of highly versatile/ productive land

#### Social:

- Activity centres and community infrastructure;
- Good access between home, work, and recreation
- Sufficient land available for choice, location and price to meet community needs

#### Cultural:

- Protecting culturally significant sites eg urupa, marae, heritage sites.

The outcome of the evaluation indicated overwhelming support for Option 2 (“Concentrated Growth”) obtaining the most desirable average score of 47, compared to “Business as Usual” at 60 and “Dispersed Growth” at 82.

### **2.2.3 Cost Benefit Analysis**

The cost/benefit of the four identified growth models were further assessed against the desired community outcomes as determined through public consultation. The resulting analysis is summarised in Table 35.

In terms of supporting the desired community outcomes, the “Concentrated Growth” Model provides the “best fit”, making a positive contribution to most of the desired community outcomes under all four “wellbeings”; environmental, economic, social, and cultural. This Model performs particularly well, because of the inherent cost benefits, efficiency-gains, and economies of scale when growth is concentrated.

The “Business as Usual” Model is largely neutral to most community outcomes, with some positive contributions in the environmental area where District Plan already contains regulatory provisions.

The “Dispersed” and “Market Driven” Models are largely negative to achieving the identified community outcomes, mostly because of the loss of efficiencies and increased costs when development is dispersed or unplanned.

### **2.2.4 Adopting a Growth Model for the District**

The three different methods of community consultation, focus group workshops, and cost/benefit analysis; have all pointed towards the “Concentrated Growth” Model which envisages that urban development will be focussed around the three main towns of Morrinsville, Matamata, and Te Aroha, as the preferred direction for the future. This Model was therefore adopted to inform the District’s Growth Strategy.

**FIGURE 35: GROWTH MODEL EVALUATION**

WELLBEINGS/ COMMUNITY OUTCOMES	OPTIONS				EXPLANATION	REF
	1	2	3	4		
<b>ENVIRONMENTAL</b>						
Prevent pollution		■	■	■	Concentrated growth (Option 2) best enables provision of comprehensive infrastructure to deal with pollution from domestic sewerage and stormwater	P 76, Para 1.4
Deal effectively with waste		■	■	■	Option 2 enables waste to be collected/ recycled efficiently. Waste collection/ recycling under dispersed or market driven options is less cost-efficient.	P 110, Para 11.0
Adequate water supply		■	■	■	Concentrated growth enables cost-effective provision of comprehensive urban water supplies, as compared to dispersed or market driven options	P 93, Para 4.2
Protect significant natural features	■	■	■	■	Options 1 and 2 enable significant features to be protected by directing development elsewhere. Options 3 and 4 could impact adversely on protection.	P 112, Para 12.0
Protect Mount Te Aroha	■	■	■	■	Option 1 includes measures to protect Mt Te Aroha. Option 2 will concentrate growth, away from the Mountain. Options 3 and 4 may impact adversely.	P 112, Para 12.0
Protect native fauna and flora	■	■	■	■	Option 1 includes measures to protect fauna and flora. Option 2 will avoid impact on fauna and flora. Options 3 and 4 may impact adversely.	P 112, Para 12.0
Protect farm land	■	■	■	■	Option 1 includes some protection of farm land. Option 2 will concentrate development with least impact on farm land. Options 3/ 4 may impact adversely.	P 102, Para 8.1
Ensure coherent growth of towns	■	■	■	■	Option 1 includes some control to ensure coherent urban growth. Option 2 will enable better measures to be put in place. Options 3/ 4 impact adversely.	P 87, Para 2.4
Ensure adequate supply of zoned land	■	■	■	■	Option 1 has been partially successful in making zoned land available. Options 2 and 3 can improve current practice. Option 4 will be market dependant.	P 88, Para 8.0
Well-planned infrastructure	■	■	■	■	Option 1 includes some infrastructure planning. Option 2 will enable the most efficient infrastructure planning. Options 3 and 4 will be less efficient.	P 92, Para 4.0
High quality built environment	■	■	■	■	Option 1 includes some controls over the built environment. Option 2 will concentrate growth, beneficial for ensuring a high quality built environment.	P 96, Para 5.2 & 5.3
Easy access within District	■	■	■	■	Concentrated growth (Option 2) will enable the most efficient transport system as compared to dispersed settlement under Options 3 and 4.	P 98, Para 7.1
Fast links to neighbouring centres	■	■	■	■	Concentrated growth (Option 2) will enable the most efficient transport system with the ability to create fast links to neighbouring towns.	P 99, Para 7.2
Free traffic flows	■	■	■	■	Concentrated growth (Option 2) will enable the most efficient transport system with the ability to create good transport links between centres.	
Adequate parking	■	■	■	■	Dispersed growth (Option 3) will disperse development and hence the demand on parking, compared to Option 2 which will concentrate growth.	
Safe transport- cars/ pedestrians/ cyclists	■	■	■	■	Concentrated growth (Option 2) will enable the most efficient, safe transport system with traffic focussed within identified centres.	P 100, Para 7.5
Access to public transport	■	■	■	■	Concentrated growth (Option 2) will create the best opportunity for good access to public transport, by concentrating people and thus transport demand.	P 100, Para 7.4
<b>ECONOMIC</b>						
Prosperous	■	■	■	■	Concentrated growth (Option 2) creates the best pre-conditions for a prosperous economy because the concentration of businesses creates benefits.	P 107, Para 10.2
Local employment	■	■	■	■	Concentrated growth (Option 2) creates economies of scale which will boost local businesses and employment	P 104, Para 8.3
Growth of local business	■	■	■	■	Concentrated growth (Option 2) creates economies of scale which will boost local businesses and employment	P 106, Para 10.0
Strong farming sector	■	■	■	■	Concentrated growth (Option 2) supports a strong farming sector by concentrating development so as to preserve farm land.	P 103, Para 10.0
Adequate labour force	■	■	■	■	Concentrated growth (Option 2) provides for efficiency and choice within the labour force, and creates the best opportunity for attracting new employees.	
Local training	■	■	■	■	Concentrated growth (Option 2) concentrates people in defined areas and thus provides ease of access to local training opportunities.	P 107, Para 10.3
Promote tourism potential	■	■	■	■	Concentrated growth (Option 2) will result in the best environmental outcomes, most likely to support growth in the tourism sector.	P 106, Para 9.0
Ensure affordable lifestyle	■	■	■	■	Concentrated growth (Option 2) is the most efficient and thus most affordable growth model in terms of infrastructure costs and access to facilities.	P 109, Para 10.7
Flexibility to cope with market changes	■	■	■	■	All four options are neutral to this outcome	P 106, Para 10.0
Free of poverty	■	■	■	■	While no one of the options will ensure this outcome, concentrated growth (Option 2) provides the best pre-conditions for development.	
<b>SOCIAL</b>						
Close-knit society	■	■	■	■	Concentrated growth (Option 2) creates the best pre-conditions to foster a close-knit society, as opposed to dispersed settlement under Options 3 and 4.	P 97, Para 6.0
Opportunities for interaction	■	■	■	■	Concentrated growth (Option 2) provides the best opportunities for social interaction by concentrates people so that they are more likely to interact.	P 97, Para 6.0
Good recreational facilities	■	■	■	■	Concentrated growth (Option 2) creates the critical mass needed to ensure good recreational facilities, as opposed to dispersed growth (Options 3 and 4)	
Involvement in decision-making	■	■	■	■	All four options are neutral to this outcome	
Safety	■	■	■	■	Concentrated growth (Option 2) enables regulatory and enforcement efficiency by confining settlement, rather than dispersing growth over larger areas.	P 97, Para 6.0
Crime-free	■	■	■	■	Concentrated growth (option 2) enables efficiency in policing by confining, rather than dispersing, growth.	P 97, Para 6.0
Support for youth	■	■	■	■	Concentrated growth (Option 2) creates the critical mass needed to establish good support systems, in contrast to dispersed growth (Options 3 and 4).	
Support for disadvantaged	■	■	■	■	Concentrated growth (Option 2) creates the critical mass needed to establish good support systems, in contrast to dispersed growth (Options 3 and 4).	P 97, Para 6.0
Safe farming practices	■	■	■	■	All four options are neutral to this outcome	P 104, Para 8.2
Free from preventable disease	■	■	■	■	All four options are neutral to this outcome	
Continuous improvement of health	■	■	■	■	Concentrated growth (Option 2) creates the critical mass to support the best health system, in contrast to dispersed growth (Options 3 and 4).	
Preserve social infrastructure	■	■	■	■	Concentrated growth (Option 2) creates the critical mass to preserve and support the continued existence of the District's social infrastructure	P 94, Para 4.7
Free of discrimination	■	■	■	■	All four options are neutral to this outcome	P 97, Para 6.0
<b>CULTURAL</b>						
Promote special character of towns	■	■	■	■	Concentrated growth (Option 2) allows preservation initiatives to be focussed, in contrast to dispersed growth (Options 3 and 4) which is less efficient	P 96, Para 5.1
Access to traditional foods	■	■	■	■	Concentrating growth (Option 2) away from natural areas, enables best access to traditional foods	P 76, Para 1.5
Preserve history, customs and identity	■	■	■	■	Concentrated growth (Option 2) allows preservation initiatives to be focussed, in contrast to dispersed growth which is less efficient.	P 76, Para 1.5
Protect wahi tapu	■	■	■	■	Concentrating growth (Option 2) away from wahi tapu, enables these features to be protected, as opposed to dispersed growth (Options 3 and 4).	P 76, Para 1.5
Preserve character of main streets	■	■	■	■	Concentrating growth (Option 2) allows preservation initiatives to be focussed resulting in a better outcome as opposed to dispersed growth models.	P 96, Para 5.1
Preserve small town lifestyle	■	■	■	■	Dispersed growth (Option 3) will enable the towns to remain small and will better serve this outcome as opposed to concentrating growth (Option 2).	
Just governance	■	■	■	■	All four options are neutral to this outcome	P 77, Para 1.8

**LEGEND:**

■ Positive  
■ Neutral  
■ Negative Impact

## 2.3 URBAN POPULATION SPLIT

Over the last ten years (1996 – 2006), the population of Morrinsville and Matamata has grown at rates of respectively 1.11% and 0.69% per annum, while Te Aroha's population has not shown significant population growth because of an exodus of people from the town after a number of government agencies were centralized during the late 1980's.

It is considered that Te Aroha is showing signs of recovery from the 1980's and that it will benefit to some extent from the growth drivers shaping the future of the District. Therefore, the Growth Strategy has made the assumption that the population of all three towns will grow at the average growth rate of Morrinsville and Matamata (jointly) for 1996 – 2006 (0.91%).

Based on the above assumption, the populations of Morrinsville and Matamata are predicted to grow to approximately 8,500 - 9,000 residents each and Te Aroha to 5,000 people, by the year 2038.

The above projection reflects Morrinsville's and Matamata's favourable locations respectively to Hamilton and Tauranga, two of the Country's fastest growing urban areas. Growth in the nearby urban centres is likely to "spill over" and to strengthen the role of Morrinsville and Matamata as future commuter towns. Improvements to the transport links between Morrinsville and Hamilton, for instance by means of the expressway advocated in the Sustainable Transport Strategy, will reduce commuting times and provide additional stimulus for Morrinsville's growth into the future. Matamata is likely to see further impetus for growth as the new large-scale urban expansion on the western periphery of Tauranga gains momentum.

Te Aroha does not have the same locational advantages relative to the main centres, and this is reflected in its lower population estimate. However, it is envisaged that its heritage and recreational qualities will enable the continued growth of Te Aroha as a tourism-based town.

**Table 20: Matamata-Piako District: Projected Population of the Urban Areas**

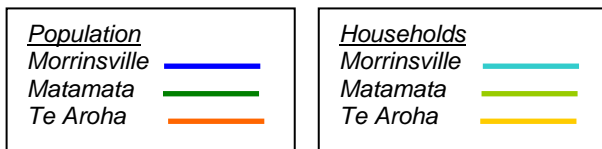
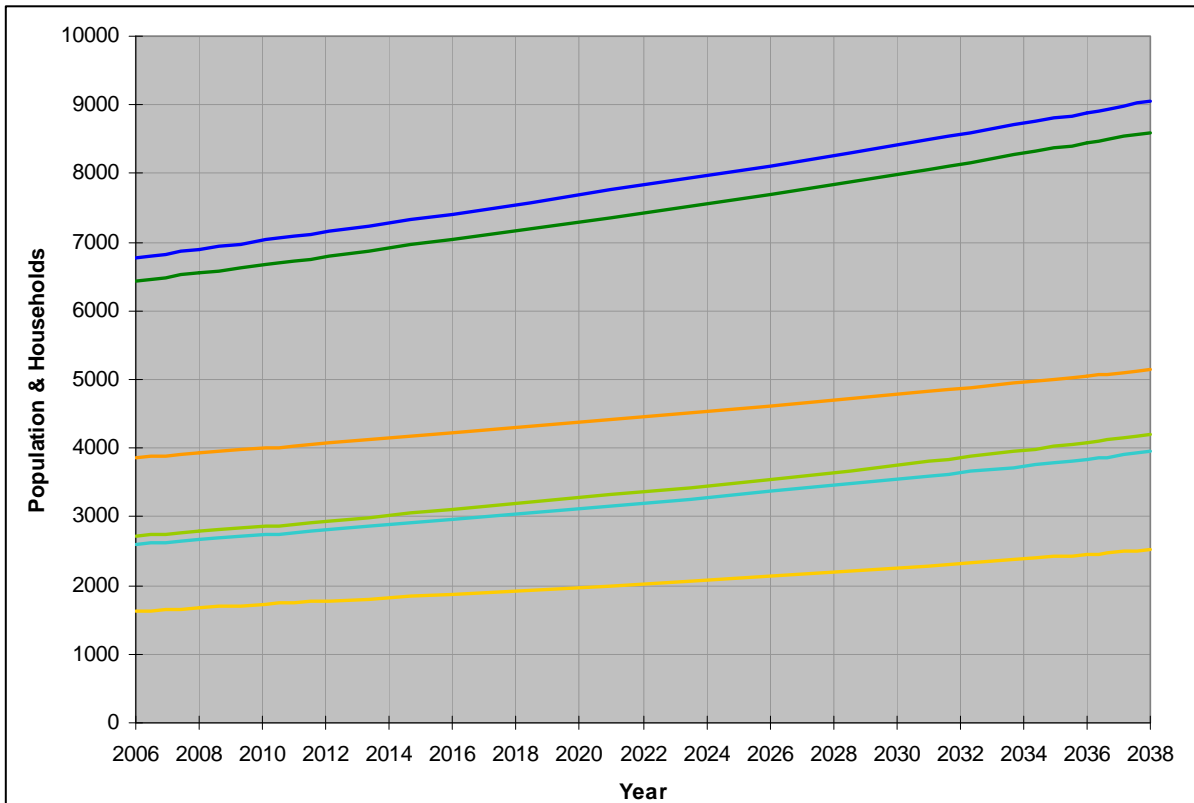
Area	2006	2008	2011	2016	2021	2026	2031	2036	2038
Morrinsville	6,770	6,894	7,083	7,411	7,755	8,114	8,489	8,882	9,045
Matamata	6,430	6,548	6,728	7,039	7,365	7,706	8,063	8,436	8,591
Te Aroha	3,850	3,920	4,028	4,215	4,410	4,614	4,828	5,051	5,144
<b>TOTAL</b>	<b>17,050</b>	<b>17,362</b>	<b>17,839</b>	<b>18,665</b>	<b>19,530</b>	<b>20,434</b>	<b>21,380</b>	<b>22,369</b>	<b>22,779</b>

Based on the same assumptions for changes in the household size as discussed before, the number of households in Morrinsville and Matamata is predicted to increase to approximately 4,000 in each town by the year 2038, with the number of households in Te Aroha is predicted at around 2,500.

**Table 21: Matamata-Piako District: Projected Number of Households in the Urban Areas**

Area	2006	2008	2011	2016	2021	2026	2031	2036	2038
Morrinsville	2,593	2,662	2,767	2,953	3,152	3,367	3,597	3,845	3,950
Matamata	2,712	2,786	2,900	3,101	3,318	3,551	3,803	4,075	4,191
Te Aroha	1,631	1,675	1,744	1,865	1,995	2,136	2,288	2,452	2,521
<b>TOTAL</b>	<b>6,936</b>	<b>7,123</b>	<b>7,411</b>	<b>7,919</b>	<b>8,465</b>	<b>9,054</b>	<b>9,688</b>	<b>10,372</b>	<b>10,662</b>

**Figure 36: Population & Households projection 2038**



## 2.4 SETTLEMENT

Within the above context, the Growth Strategy seeks to maintain the rural population, and focus population growth around the three towns, with provision for Morrinsville and Matamata to grow to a population of 9,000 people each, and Te Aroha to grow to 5,000 people.

## 2.5 ACTIONS

To give effect to the Sustainable Population Strategy, the following actions are required:

No.	Action	Who	When	Costs	Linkages
P1	Inform RPS	Community Development	2009 - 2012	Existing resources	Z1; I1; I2; U1; H1; O1; O2

P2	Inform RLTS	Roading Manager	2009	Existing resources	Z1; I1; I2; U1; H1; O1; O2
----	-------------	-----------------	------	--------------------	----------------------------------

**Advice Note:** the prefix “P” denotes actions under the “Sustainable Population Strategy”.

### 3.0 SUSTAINABLE ZONING

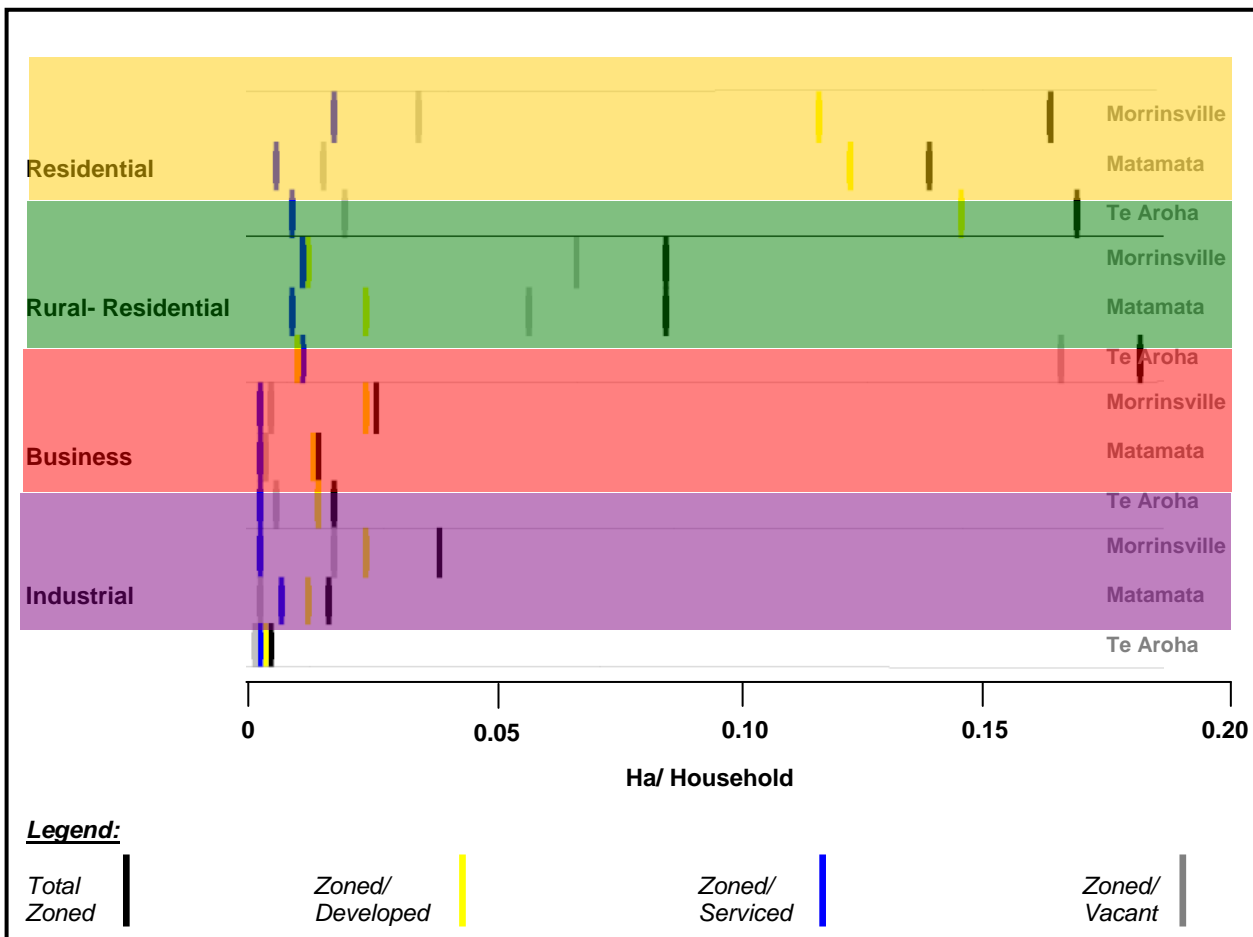
To ensure the availability of sufficient zoned land to accommodate the predicted urban growth requires the preparation of a “land budget”, and a strategy to ensure that the new zonings are put in place timely.

#### 3.1 LAND BUDGET

The land budget was prepared by analyzing the existing ratio of zoned land for the various land-uses in the three towns, the extent to which the current ratios meet demand, and the anticipated future role of each of the three towns.

The existing (2008) ratio of zoned land per household in each of the three towns is shown in Figure 37 and the Table 22 below. The ratio of residentially zoned land in Matamata is the lowest, at 0.127 ha/ household. Residentially zoned land in Matamata is largely already developed with little vacant land (0.012 ha/ household) or serviced land not yet built on (0.003 ha/ household) still available. In Morrinsville residentially zoned land is currently provided at a ratio of 0.150 ha/ household, while the corresponding figure for Te Aroha is 0.155 ha/ household.

**Figure 37: Ratio of Zoned Land/ Household (2008)**



**Table 22: Ratio of Zoned Land/ Household (2008)**

ZONING	MORRINSVILLE		MATAMATA		TE AROHA	
	TOTAL (ha)	RATIO (ha/hhd)	TOTAL (ha)	RATIO (ha/hhd)	TOTAL (ha)	RATIO (ha/hhd)
<b>RESIDENTIAL</b>	<b>400</b>	<b>0.150</b>	<b>353</b>	<b>0.127</b>	<b>259</b>	<b>0.155</b>
Developed	282	0.106	311	0.112	223	0.133
Serviced	38	0.014	9	0.003	10	0.006
Vacant	80	0.030	33	0.012	26	0.016
<b>RURAL-RESIDENTIAL</b>	<b>205</b>	<b>0.077</b>	<b>215</b>	<b>0.077</b>	<b>279</b>	<b>0.167</b>
Developed	25	0.009	56	0.020	11	0.007
Serviced	20	0.008	18	0.006	14	0.008
Vacant	160	0.060	141	0.051	254	0.152
<b>BUSINESS</b>	<b>59</b>	<b>0.022</b>	<b>31</b>	<b>0.011</b>	<b>24</b>	<b>0.014</b>
Developed	54	0.020	31	0.011	18	0.011
Serviced	0	0.000	0	0.000	0	0.000
Vacant	5	0.002	0	0.000	6	0.004
<b>INDUSTRIAL</b>	<b>90</b>	<b>0.034</b>	<b>36</b>	<b>0.013</b>	<b>2</b>	<b>0.001</b>
Developed	53	0.020	24	0.009	2	0.001
Serviced	0	0.000	12	0.004	0	0.000
Vacant	37	0.014	0	0.000	0	0.000
<b>DESIGNATIONS</b>	<b>90</b>	<b>0.034</b>	<b>89</b>	<b>0.032</b>	<b>121</b>	<b>0.072</b>
<b>TOTAL</b>	<b>843</b>	<b>0.317</b>	<b>723</b>	<b>0.260</b>	<b>685</b>	<b>0.409</b>

Morrinsville and Matamata currently have a similar provision of rural-residentially zoned land (0.077 ha/ household), while the corresponding figure for Te Aroha is higher at 0.167 ha/ household. The ratio of vacant rural-residentially zoned land is 0.060 ha/ household for Morrinsville; 0.051 ha/ household for Matamata; and 0.152 ha/ household for Te Aroha.

Morrinsville has the highest ratio of zoned business land (0.022 ha/ household); followed by Te Aroha (0.014 ha/ household); and Matamata (0.011 ha/ household). There is no vacant business zoned land in Matamata. Morrinsville has 0.002 ha/ household of vacant business zoned land, and Te Aroha 0.004 ha/ household.

Morrinsville has the highest ratio of industrial zoned land (0.034 ha/ household); followed by Matamata (0.013 ha/ household); while Te Aroha has a low provision at 0.001 ha/ household. There is no vacant industrially zoned land in Matamata and Te Aroha. In Matamata, there is 0.004 ha/ household of serviced industrial land that has not yet been built on. Morrinsville still has 0.014 ha/ household of vacant industrially zoned land.

With the above analysis as background, the following assumptions were made regarding the provision of zoned land to meet the demand in the three towns:

- Residential Zoning:

The current ratio of residentially zoned land in Morrinsville appears to be well balanced with market demand. By contrast, there is a shortage of residentially zoned land at the current ratio of supply in Matamata evidenced by recent applications for non-complying subdivisions and private plan change initiatives. Therefore, Morrinsville's current ratio of residentially zoned land (0.150 ha/ household) was considered as the best indicator of demand and was adopted to project the future residential land budget for all three towns.

- Rural-Residential Zoning:

The current ratio of rural-residentially zoned land in Morrinsville and Matamata is similar and is considered to be in line with market demand. The ratio of supply in Te Aroha is higher and potentially oversupplied given the current rate of take-up. Therefore, Morrinsville's and Matamata's current ratio of rural-residentially zoned land (0.077 ha/ household) was considered as the best

indicator of demand and was adopted to project the future rural-residential land budget for all three towns.

- **Business Zoning:**

Matamata's (0.011 ha/ household) and Te Aroha's (0.014 ha/ household) current ratio of supply of business zoned land is approximately half of that of Morrinsville (0.022 ha/ household). However, there are more commercial and service industrial developments located on business zoned in Morrinsville (compared to Matamata and Te Aroha), which accounts for the disparity. Accordingly, Morrinsville's current ratio of developed business land (0.020 ha/ household) was adopted to project the future demand for business land in that town. For Matamata and Te Aroha, the future demand for business zoned land was based on the current ratio of actual developed business land in these two towns (0.011 ha/ household). The lower ratio of actual developed business land (as opposed to total zoned business land) was used in recognition that existing service industrial developments within the business zones in all three towns may, over time, relocate to the industrial zone thus freeing up centrally located "brown fields" sites for redevelopment.

- **Industrial Zoning:**

Currently, the highest ratio of supply of industrially zoned land is in Morrinsville where there is provision for conventional as well as heavy industry. Even so, there are indications of excess demand given the ownership structure of the available zoned land, development constraints, and the diverse needs of industry. Matamata at its current ratio is likely to be undersupplied as evidenced by strong demand when a recent industrial extension was offered for public sale. Therefore, the current ratio of total industrially zoned land in Morrinsville (0.034 ha/ household) was adopted to project the future demand for both Morrinsville and Matamata. Te Aroha, because its predicted role is predominantly as a tourist destination, will require less industrial industrially zoned land. Therefore, Te Aroha's future industrial land budget was calculated based on the existing ratio of 0.001 ha/ household in that town.

- **Total land budget**

Based on the above assumptions, the total land budget for the three towns, for 2008, 2026, and 2038 is shown in Table 23. It is evident, with reference to Table 23 that there is presently an oversupply of zoned land in Te Aroha, except in the industrial zone. Morrinsville's supply is considered in line with demand, except for a minor oversupply in the business zone. In Matamata, there is a predicted shortage of residential and industrial zoned land. Over the 30 year term of the Strategy, all three towns will require additional land in all zoning classes, except in Te Aroha where an excess supply of rural-residential land will remain.

**Table 23: Matamata-Piako District: Land Budget**

TOWN/ ZONING	RATIO (ha/ household)	ADDITIONAL ZONED LAND REQUIRED (ha)		
		2008	2026	2038
<b>Morrinsville:</b>				
Residential	0.150	0 ha	106 ha	88 ha
Rural-Residential	0.077	0 ha	54 ha	45 ha
Business	0.020	-5 ha	9 ha	12 ha
Industrial	0.034	0 ha	24 ha	20 ha
<b>Matamata:</b>				
Residential	0.150	66 ha	115 ha	96 ha
Rural-Residential	0.077	0 ha	58 ha	50 ha
Business	0.011	0 ha	9 ha	7 ha
Industrial	0.034	58 ha	26 ha	22 ha
<b>Te Aroha:</b>				
Residential	0.150	-7 ha	62 ha	58 ha
Rural-Residential	0.077	-150 ha	-115 ha	-85 ha
Business	0.011	-5 ha	0 ha	4 ha
Industrial	0.001	0 ha	1 ha	0 ha

### 3.2 ACTIONS

To give effect to the Sustainable Zoning Strategy, the following action is provided for:

No.	Action	Who	When	Costs	Linkages
Z1	Align District Plan	Community Development	2009 - 2019	Included in O2	P1; I1; I2; I4; U1; H1; O3; T2; T6; T7; T10; T12; A1; A2; A4; R1; E1; E2; E5; E10; SE1; O1; O2.
Z2	Inform RPS	Community Development	2009 - 2012	Existing resources	
Z3	Inform RLTS	Roading Manager	2009	Existing resources	

**Advice Note:** the prefix “Z” denotes actions under the “Sustainable Zoning Strategy”.

### 4.0 SUSTAINABLE INFRASTRUCTURE

Ensuring sufficient zoned land to accommodate urban growth is, by itself, not enough. Equally important is the timely provision of the necessary infrastructure required to serve new development, including: water supply and reticulation, sanitary sewer, solid waste, and stormwater disposal, reticulated gas (where available), electricity supply, and telecommunication coverage.

#### 4.1 INTEGRATING LANDUSE AND INFRASTRUCTURE

To deliver on the District’s aims to provide for growth in the towns; the zoning of future development areas, provision of infrastructure, and the funding requirements associated with the development, must be integrated into a single, coordinated process. The integration of land-use with infrastructure planning will require the District to re-assess the capacity of its current bulk services and network reticulation as well as the recovery of growth related expenditure through development contributions, while taking cognisance of the major future challenges such as:

#### 4.2 WATER

The future will bring an increasing awareness of the scarcity of the water resource and a tightening of the national and regional policy frameworks aimed at conservation and the appropriate allocation of water through initiatives such as the National Environmental Standard for Freshwater and the Regional Policy Statement. Simultaneously, the changing weather patterns caused by climate change will require additional water storage capacity to cater for extended dry periods. Also of note is that the District’s surface waters are approaching full allocation and are compromised due to increasing contamination. Future water demand to supply the growing towns will have to compete with farming and industrial users, and will more than likely have to come from groundwater sources.

With the looming uncertainties regarding water supply and allocation, it is timely that consideration be given to demand management methods such as metering water usage, as well as encouraging the use of rain water and recycling of “grey water” for non-domestic purposes.

### **4.3 SEWERAGE DISPOSAL**

Conservation of the scarce water resource also requires minimisation of the discharge of contaminants into surface and groundwater. The National Environmental Standard for Sources of Human Drinking Water requires the potential for contamination of community water supplies to be considered, requiring advanced treatment of sanitary sewerage. While Maori cultural values favour discharge to land, all of the District's treated sewerage is currently discharged into rivers.

To cater for expansion of sewer treatment facilities, a high standard of treatment must be adopted, and land-based options for disposal considered. Where rural-residential development or areas with existing septic tanks (such as Waharoa) are incorporated into reticulated schemes, consideration should be given to demand management techniques such as "low flow" systems to treat the overflow only.

### **4.4 STORMWATER**

More severe and more frequent weather events will be a trade mark of climate change in the future, placing additional demands on the District's stormwater disposal systems. Regulations requiring a high quality of discharge, and treatment to remove contaminants, will be tightened.

Planning for future development must take into account the effects of climate change, and must consider appropriate treatment and demand management techniques such as "enviro-pods" to remove contaminants, and the use of ground soakage (where soil conditions allow), swales and detention facilities to reduce peak demand.

### **4.5 SOLID WASTE**

Recycling is already a key component of the District's waste management strategy and will become increasingly important as a significant increase in the cost of solid waste disposal is predicted in the future, and in recognition of the focus on resource recovery and avoiding waste, advocated by the Waste Minimisation Act 2008. Techniques to encourage recycling and to educate the public, businesses, and industry on the advantages of waste minimisation should be continued.

The Waste Minimisation Act 2008 requires the District to prepare Waste Management and Minimisation Plans and to report on progress towards waste minimisation. Levies applied under the Act, will assist the Council to fund future waste minimisation projects. The steps necessary to ensure compliance with the Act are included below, as specific actions of the Infrastructure Strategy.

### **4.6 GAS, POWER AND TELECOMMUNICATION**

To ensure integrated planning of the utilities required to serve new development, early liaison with the District's gas, electricity, and telecommunication network providers must be encouraged.

### **4.7 SOCIAL INFRASTRUCTURE**

The growth in the urban population will also bring about an increased demand on the District's social infrastructure, its schools, hospitals and medical facilities, and its sports and recreational amenities. Liaison with central government, regional, and local providers such as the Department of Education, Te Puna Kohkore, Waikato District Health Board, Sport Waikato, local iwi, schools and community groups and the Council's Community Facilities Department will encourage integration of the District's social needs during the planning process.

## 4.8 ACTIONS

To give effect to the Sustainable Infrastructure Strategy, the following actions are provided for:

No.	Action	Who	When	Costs	Linkages
I1	Assess capacity of bulk services and network reticulation in view of population projections	Infrastructure Management	2009	See I3	P1; Z1; U1; H1; E2; E5; E6; E7; E9; W2; O1; O2
I2	Integrate infrastructure planning with District Plan review	Infrastructure Management	2009 - 2019	\$ 100 k per town	P1, Z1, U1, H1; E2; E5; E6; E7; E9; W2; O1; O2
I3	Liaise with central, regional, and local providers of social infrastructure regarding the future and changing needs of the District, the desired community outcomes, and potential for cooperation amongst agencies, and between agencies and the Council	Community Development	2009	Existing resources	P1; Z1; U1; H1; H2; R1; O1; O2
I4	Provide infrastructure for newly zoned areas	Infrastructure Management	2009 - 2038	Unknown	P1; Z1, U1, E2; E5; E6; E7; E9; O1; O2
I5	Inform RPS	Infrastructure Management	2009 - 2012	Existing resources	
I6	Prepare Waste Management and Minimisation Plans	Infrastructure Management	2009	Existing resources	I7; W1; W2
I7	Prepare waste minimisation projects	Infrastructure Management	2009 - 2038	Funded through levies applied under Waste Minimisation Act 2008	I6; W1; W2

**Advice Note:** the prefix "I" denotes actions under the "Sustainable Infrastructure Strategy".

## 5.0 SUSTAINABLE URBAN ENVIRONMENTS

To attract people of all ages, from young people and working families to support our social infrastructure and bolster our labour force, “empty-nesters” fleeing the environmental decay in the cities, immigrants seeking a new beginning, through to retirees looking for the ultimate lifestyle, the Growth Strategy needs to ensure the development of quality urban places.

### 5.1 NEW ZEALAND URBAN DESIGN PROTOCOL

In order to achieve quality in urban “place-making” the District will adhere to the principles of the New Zealand Urban Design Protocol, to which it is a signatory, thus giving expression to the seven essential design qualities (the co-called seven “C’s”) embodied by the Protocol:

- **Context:** Making buildings, places and spaces part of the whole town;
- **Character:** Enhancing the distinctive character, heritage and identity of our towns;
- **Choice:** Ensuring diversity and choice for people;
- **Connections:** Linking roads and pedestrian networks so that it is easy to get around;
- **Creativity:** Encouraging innovative and imaginative solutions
- **Custodianship:** Ensuring design is environmentally sustainable, safe and healthy;
- **Collaboration:** Planning with, rather than for, communities.

### 5.2 STRUCTURE PLANNING

The Growth Strategy anchors the aim of creating high quality urban environments by making provision for the completion and timely review of structure plans for Morrinsville, Matamata, and Te Aroha.

The structure plans will, at the broad scale, entrench those urban qualities that will ensure affordable, liveable built environments for all segments of the community, environmental responsiveness, well connected transport and pedestrian linkages, safe and healthy environments with provision for recreational needs, walking and cycling tracks to reduce dependency on private vehicles and to improve energy efficiency, while avoiding or mitigating natural hazards.

The preparation and review of the urban structure plans, need to give careful consideration to the implications of an ageing population on urban development such as the need for mobility access and public transport, smaller housing units, higher density, low maintenance environments, ease of access and proximity to essential services, and a shift to passive recreational facilities.

To broaden the District’s ability to attract workers in sufficient quantities to support growth in the economy, in the face of increased competition for an ever shrinking labour pool as the population ages, it is not only the quality of the built environment that needs to be ensured, but also housing affordability and price advantage compared to other competing locations.

### 5.3 URBAN DESIGN GUIDELINES

At the more detailed scale, the Growth Strategy provides for the completion of Urban Design Guidelines to guide both infill (“greenfield”) and new (“brown field”) development in the District, and for mechanisms to promote quality urban design and to educate the community on the use of appropriate building and landscape design to strengthen the unique identity and character of the District’s towns.

## 5.4 ACTIONS

To give effect to the Sustainable Urban Environments Strategy, the following actions are provided for:

No.	Action	Who	When	Costs	Linkages
U1	Complete the preparation of Structure Plans for the three towns	Community Development	2009 - 2019	Included in O2	O1; O2; P1; Z1; I1; I2; I3; I4; H1; T2; T10; T11; T12; R1; E5; E7; E8; E10; SE1
U2	Complete the preparation of Urban Design Guidelines	Community Development	2009	\$ 50 k	U1; H1; T10; E10; SE1
U3	Inform RLTS	Community Development	2009 - 2012	Existing resources	
U4	Inform RPS	Community Development	2009	Existing resources	

**Advice Note:** the prefix "U" denotes actions under the "Sustainable Urban Environments Strategy".

## 6.0 SUSTAINABLE HEALTH AND SOCIAL WELLBEING

The Growth Strategy recognises the importance of ensuring that that health and wellbeing issues are taken into account in future planning and development of the District.

In order to do so, the Growth Strategy identifies the need to undertake a comprehensive Health and Social Impact Assessment (HSIA), comprising a risk-benefit assessment of the impacts associated with implementing the Growth Strategy, on the health and wellbeing of the Community and identifying mitigation measures/ alternatives that may be required to complement the Growth Strategy or counteract health inequalities.

The HSIA will analyse the influence of factors that lie outside the health sector on the wellbeing of the Community such as housing, the effects of air and water quality on human health, urban design, access to recreation and sports facilities, provision of walking and cycling tracks, accessibility of health facilities, accident rates, social connectedness and the effects of severance of communities as a result of transportation and services corridors, stress, and anxiety. It will ensure that health, social wellbeing, and equity are given adequate consideration in the implementation of the Growth Strategy.

### 6.1 ACTIONS

To give effect to the Sustainable Health and Wellbeing Strategy, the following actions are provided for:

No.	Action	Who	When	Costs	Linkages
H1	Commission a comprehensive HSIA	Community Development	2009 - 2010	\$ 50 k	P1; I3; T1; T6; T7; T8; H2; T10; T11; A2; A3; A4; R1;

H2	Community needs input into the Waikato DHB Strategic Plan 2006 - 2015	Community Development	First Review: 2009	Existing resources	R3; E1; E10; W1; W2 P1; I3; H1; R1
H3	Inform other Growth Strategy Actions	Community Development	2009 - 2038	Existing resources	P1; I3; H1; H2; T1; T6; T7; T8; T10; T11; A2; A3; A4; R1; R3; E1; E10; W1; W2; O1; O2
H4	Inform RPS	Community Development	2009 - 2012	Existing resources	
H5	Inform RLTS	Community Development	2009	Existing resources	

**Advice Note:** the prefix “H” denotes actions under the “Sustainable Health and Wellbeing Strategy”

## 7.0 SUSTAINABLE TRANSPORT

The Sustainable Transport Strategy has four components:

- Improving road linkages both within and external to, the District;
- Providing for the predicted increase in rail traffic;
- Enhancing public transport both within, and external to, the District;
- Providing cycle and walking tracks to decrease the dependence on private vehicle trips within the urban areas.

### 7.1 IMPROVING ROAD LINKAGES WITHIN THE DISTRICT

Analysis has highlighted the roads providing important linkages within the District that carry high traffic volumes, and the need to improve the legibility of road links between the three main towns.

The Growth Strategy thus signals the need to revisit the District’s road hierarchy with a view to distinguishing between inter-district connectors (Sub-Regional Arterials), and external connectors (Regional Arterials).

Road linkages between the three towns are generally adequate, but there is a need to provide directional signage to assist people from outside the District to identify the connections easily.

### 7.2 IMPROVING EXTERNAL ROAD LINKS

The District is generally well connected to external road links through State Highway 26, 27, 28, and 29, and State Highway 1. State Highway 1 along the western District boundary is the “backbone” of the national road network. To improve the levels of service for long-distance through-traffic between Auckland, Waikato, Bay of Plenty, and the southern regions, the Government recently pledged an additional \$ 790 million for the four lane-ing of State Highway 1 between Mercer and Cambridge (known as the Waikato Expressway), within the next ten years.

The Waikato Expressway will complement the strategic transportation network integrating the “golden triangle” of Auckland, Waikato and the Bay of Plenty, the focus of the Country’s population and economic growth. With the District’s favourable location relative to the “golden triangle”, the early completion of the Waikato Expressway presents new opportunities to enhance integration of the District’s external road connections and improve the link between Morrinsville and Hamilton.

Improved linkages with the Expressway will make the District more accessible to markets and thus more competitive for manufacturing and processing. It will also enable the District to increase its share of the freight handling and distribution activities associated with the large volumes of commercial goods being transported between Auckland, Hamilton, and Tauranga. In addition, State Highway 1 is the gateway for tourist trips to the south, and improved linkages will enable the District to better exploit its tourism potential.

To optimise the benefits that will result from the completion of the Waikato Expressway, consideration should be given to improving Tahuna-Ohinewai Road between the Mercer Interchange and State Highway 27. Liaison with the New Zealand Transport Agency should be encouraged, with a view to providing an interchange on the Waikato Expressway at Gordonton and improving the linkages via Tauhei Road, to Morrinsville and State Highway 27. Equally important is provision for an interchange from the Waikato Expressway at Holland Road, and the re-alignment of Holland Road to form the “Morrinsville Expressway”, cutting commuting time between Hamilton and Morrinsville.

### **7.3 PROVIDING FOR AN INCREASE IN RAIL TRAFFIC**

The rail network which traverses the District accounts for approximately 26% of the freight movement between the Waikato and its surrounding regions, connecting the Auckland, Tauranga and New Plymouth seaports, providing rail heads to large dairy and forestry plants.

Given the predicted increase in the volumes of freight transported by rail, ONTRACK and Kiwirail should be engaged to ensure that the need for upgrading of the rail network is integrated with future land-use planning in the District, particularly at Morrinsville where rail interfaces with industrial uses, Waharoa where two major railway lines intersect, and at Hinuera where the rail infrastructure intersects with road transport between State Highway 1 and the Port of Tauranga.

### **7.4 PUBLIC TRANSPORT**

To enable the District to better exploit its tourism potential, improve access to the wider range of services and facilities available in neighbouring cities, provide mobility for its ageing population, and to take advantage of the cities’ larger and more diverse labour pool, consideration should be given to improving public transport linkages between Morrinsville, Te Aroha and Hamilton; and between Matamata and Tauranga. The District’s three towns can also benefit from public transport links between Morrinsville, Te Aroha, and Matamata. This will enable the Community to access local facilities and services more easily and lead to less “leakage” out of the District. To achieve the aims of improving public transport, Environment Waikato should be engaged with a view to planning an integrated system that links public transport between the District’s three towns, with services from Matamata and Morrinsville to respectively Tauranga and Hamilton.

### **7.5 WALKING AND CYCLING TRACKS**

The provision of walking and cycling tracks within the three towns should be encouraged through review of the District’s Track Strategy, and structure planning, and urban design guidelines by promoting its incorporation into future township development.

## 7.6 ACTIONS

To ensure the implementation of the Sustainable Transportation Strategy, the following actions are provided for:

No.	Action	Who	When	Costs	Linkages
T1	Review implications for District of any Central Government Infrastructure review for the Waikato region.	Roading Manager	Following December mini-budget	Existing resources	T4; T5; T6; T7; T8; T9
T2	Review road hierarchy	Roading Manager	2009	\$ 20 k	Z1; U1; U2; R1; E1; E2; E5; E7; E8; E10; O1; O2
T3	Provide directional signage on main routes	Roading Manager	2009	\$ 5 k	R1; R3; R4
T4	Review safety/ efficiency of Tahuna-Ohinewai/ Tauhei Roads; and prepare cost estimate for 2009 RLTP.	Roading Manager	2010-2020 RLTP	\$ 10 k	T1; T6; H1; A6; R1; R3; R4; E1; E2; E3; E5; E7; E8; E11; O1; O2
T5	Upgrade Tahuna-Ohinewai and Tauhei Roads; and prepare cost estimate for 2009 RLTP	Roading Manager	2009 RLTP	Unknown	T1; T4; T6; H1; A6; R1; R3; R4; E1; E2; E3; E5; E7; E8; E11; O1; O2
T6	Advocate for intersections from Waikato Expressway at Gordonton and Holland Roads; prepare cost estimate for 2009 RLTP	Roading Manager	2009 RLTP	Existing resources	T1; T4; H1; P6; R1; R3; R4; E1; E2; E3; E5; E7; E8; E11; O1; O2
	Obtain design funds for Morrinsville Expressway.	Roading Manager	2009 - 2011	Existing resources	

T7	Review feasibility of Morrinsville Expressway	Roading Manager	2009	\$ 20 k	T1; T6; H1; A6; R1; R3; R4; E1; E2; E3; E5; E7; E8; E11; O1; O2
T8	Advocate to Environment Waikato and the NZTA that the Morrinsville Expressway be included in the RLTP/ cost estimate to be completed for first RLTP Review 2011	Roading Manager	RLTP Dec 2008 – 2010	Existing resources	T1; T7; H1; A6; R1; R3; R4; E1; E2; E3; E5; E7; E8; E11; O1; O2
T9	Construction of Morrinsville Expressway	Roading Manager	2010 - 2018	Unknown	H1; A6; R1; R3; R4; E1; E2; E3; E5; E7; E8; E11
T10	Liaise with ONTRACK on upgrades of the rail network	Roading Manager	2009 - 2038	Existing resources	H1; A6; E2; E3; E5; E7; E8; E11
T11	Advocate to Environment Waikato for future improvements to public transport levels of service. Agree sources of funding.	Roading Asset Manager	RLTP Dec 2008 – RLTS 2010	Existing resources	H1; U1; P1; R1; R3; R4; E1; E3; E4; E10; E11; O1; O2
T12	Align track strategy	Community Facilities	2010	Existing resources	Z1; U1; U2; I3; H1; H2; A4; R1; R3; R4; E10; SE1
T13	Inform RLTS/ RPS	Community Development	2009	Existing resources	

**Advice Note:** the prefix “T” denotes actions under the “Sustainable Transportation Strategy”.

## 8.0 SUSTAINABLE AGRICULTURE

Farming is the “backbone” of the District’s economy, its culture, and its heritage. Ensuring the long-term viability and prosperity of the rural sector is therefore key to the Growth Strategy.

The most important determinants of the future of agriculture in the District that form the basis of the Sustainable Agricultural Strategy, are:

- The preservation of the District's soil resource; and:
- Improving environmental performance;
- Seeking opportunities to "add value" locally, through processing the District's primary produce.

## **8.1 PRESERVATION OF THE SOIL RESOURCE AND PRODUCTIVE CAPACITY**

The background analyses that underlies the preparation of the Growth Strategy has highlighted the value and importance of the District's soil resource both nationally and globally, in the face of rising demands for food to sustain the growing world population.

The District's rural area is increasingly coming under pressure for lifestyle and other uneconomical forms of subdivision, as land values in proximity to neighbouring cities increase and as the urban population spills over into the hinterland.

Inappropriate subdivision in the rural area not only fragments titles and withdraws land from rural production, but also introduces reverse-sensitivity effects which can restrict the ability to farm land productively. Experience in adjacent districts such as Waikato, Waipa, and Franklin, where these pressure have been evident for some years, reinforce the need to act timely and decisively to protect the soil resource and the productive capacity of the rural sector. The Growth Strategy therefore recommends, as a priority, that the District Plan's rural subdivision rules be reviewed and that a robust regulatory regime be put in place to guard against inappropriate subdivision.

Climate change, increased access to markets, growing food shortages, and the dwindling supply of arable land closer to Auckland, suggests that the District could see increasing expansion of horticulture in the future. It is timely that the effects of the likely increase in horticulture be considered and that methods be put in place to mitigate adverse effects on the environment, while maximising the economic benefits.

Large scale litter poultry farming is one of the District's growth industries. With increasing pressures on food supply, it is likely that the poultry industry and other forms of intensive farming will see rapid growth. Discharge of odour and other contaminants to air is ingrained in intensive farming processes. The land application of the by-products of intensive farming such as litter and pig farm effluent requires careful management to avoid adverse environmental and amenity effects. In anticipation of rapid growth in this sector, it is timely to review the District plan rules for intensive farming now, and to engage with industry, to ensure that a robust regulatory regime and integrated land-use management practices are in place.

## **8.2 IMPROVING ENVIRONMENTAL PERFORMANCE**

The impact of intensive dairy farming on the District's soil and water resource is beginning to be understood, with unmistakable evidence of deteriorating surface and ground water quality, and nitrification of soils. In addition, farming is also the largest single source of greenhouse gas emissions in the Country.

Notwithstanding its economic and social contribution, society is becoming more environmentally aware and less accepting of the environmental impacts of farming. Consumers express their conviction by choosing, and paying a premium for, sustainably produced food.

New Zealand's "clean green" image enables it to demand high prices for its quality rural produce to help offset freight costs due its remote location. Maintaining, and improving environmental standards is vital to long-term prosperity of the agricultural section.

The District as a major player in New Zealand's dairy industry must take the environmental challenges seriously and through the Growth Strategy, anchor its commitment to protect the environment from adverse farming impacts.

Recent research proves that a significant reduction in the discharge of contaminants to surface water can be gained through fencing streams and riparian planting. The most significant contribution that the District can make towards improving the environmental performance of farming is through facilitating riparian management.

To this end, it is recommended that the large body of work that the District has done in the past on the issue of riparian management, be reviewed and updated and that, through consultation with farmers and industry groups, regulatory and other methods be developed to ensure the exclusion of river margins from farming activities.

Given the importance of riparian management, it is recommended that the feasibility of introducing a policy aimed at a district-wide financial contribution on new subdivision be considered as one of the methods to fund the acquisition and management of riparian margins.

The introduction of a "cap-and-trade" system to control greenhouse gas emissions and its impact on the farming sector is likely to have some impact into the future. Details of the nature of the impact is at this stage unclear but it is recommended that the issue is important enough to warrant that the District adopts a "watching brief", to stay abreast of, and where possible influence, developments as they unfold.

### 8.3 RURAL PROCESSING

Creating opportunities for processing rural produce locally will benefit the District's economy by "adding value", creating employment opportunities, stimulating the construction industry, and strengthening the rates-base as new industrial buildings are developed.

The District can promote local rural processing in three ways; by ensuring the availability of sufficient zoned and serviced land for development, dealing with regulatory requirements efficiently and equitably, and acting as promoter by actively seeking and pursuing new entrepreneurs.

### 8.4 ACTIONS

To ensure the implementation of the Sustainable Agriculture Strategy, the following actions are provided for:

No.	Action	Who	When	Costs	Linkages
A1	Review District Plan rural subdivision rules	Community Development	2009	Included under O2	P1; Z1; H1; H2; A2; A3; A4; A6; R1; R3; R4; E3; E9; E10; E11; W1; W2; SE1; O1; O2
A2	Review need for amended controls for horticulture and intensive	Community Development	2010	Included under O2	H1; H2; A1; A3; A4; A6; R1; R3; R4; E3;

	farming				E9; E10; E11; W1; W2; SE1; O1; O2
A3	Liaise with industry (horticulture and intensive farming)	Community Development	2010	Existing resources	H1; H2; A1; A2; A4; A6; R1; R3; R4; E3; E9; E10; E11; W1; W2; SE1; O1; O2
A4	Review need for amended regime for riparian management, including financial contributions	Community Development	2011	\$50 k	H1; H2; A1; A2; A3; A6; R1; R3; R4; E9; E10; W1; W2; SE1; T12
A5	Adopt a "watching brief" over emissions control and trading	Development Officer	2010		A1; E3; E10; T9; T11
A6	Encourage rural processing	Development Officer	2010 - 2039		E3; E9; W1; W2; T1; T4; T5; T6; T7; T8; T9; T10; T11
A7	Inform RPS	Community Development	2009 - 2012	Existing resources	

**Advice Note:** the prefix "A" denotes actions under the "Sustainable Agriculture Strategy".

## 9.0 SUSTAINABLE RECREATION AND TOURISM

Given its natural beauty, heritage, developed infrastructure of recreational and tourist facilities, and its favourable location, it is considered that the District has major, hitherto unexploited, tourism potential across a broad spectrum including nature, wellness, sporting, adventure, heritage, special interest tours, eco- and agri-tourism.

It is recommended that the Council engage an expert consultant to develop a policy for exploiting the District's recreational and tourism potential. Of particular interest in undertaking this work, will be ways of promoting the District's tourist potential at the annual Field Days in nearby Hamilton which is now an established international event attracting thousands of tourists.

No.	Action	Who	When	Costs	Linkages
R1	Commission Tourism Study	Development Officer	2010	\$ 50 k (underway) and government assistance will be	E3; T1; T3; T4; T5; T6; T7; T8; T9; T11; T12; SE1

				sought	
R2	Inform RPS	Development Officer	2010		
R3	Liaison with central, and regional tourism organisations	Development Officer	2010 - 2038		R1; E3
R4	Assisting tourism development	Development Officer	2010 - 2038	Unknown	E3; R1; R2

**Advice Note:** the prefix “R” denotes actions under the “Sustainable Recreation and Tourism Strategy”.

## 10.0 SUSTAINABLE ECONOMY

The key objective of the District’s Economic Development Strategy is business development and job creation through the retention, attraction and expansion of existing and new firms. The Council will seek to achieve that objective through its traditional role as public service provider/ regulator, and by expanding into an entrepreneurial role as business facilitator.

The Economic Development Strategy has many close links to a number of associated strategies, and include the following actions:

### 10.1 ACCESSIBILITY

Accessibility to supplies and markets and transport cost (a function of travel time) are important determinants for many business and industries. The Transportation Strategy seeks to improve road and rail linkages, thereby promoting economic growth.

### 10.2 PROMOTING ECONOMIC DEVELOPMENT

The Growth Strategy recognises the importance of promoting economic development in the District, and recommends participation in chambers of commerce and economic development organisations at regional and national level. To this extent, the Organisational Alignment Strategy recommends that a dedicated Development Officer be appointed to, amongst others, represent the economic interests of the District at appropriate forums.

### 10.3 TRAINING AND EDUCATION

The Growth Strategy recognises that there is a growing shortage of skilled workers to support the development of the local economy, an absence of young school leavers of working age, and an ageing population. To address the shortage, the Strategy recommends engagement with local educational organisations to explore ways of retraining older members of the Community through adult education, to continue longer careers under more flexible employment terms.

### 10.4 ENSURING THE AVAILABILITY OF ADEQUATE LAND/ INFRASTRUCTURE

An expanding economy relies on the availability of appropriately zoned and serviced land to accommodate the needs of business. The Growth Strategy seeks to concentrate development in the three towns and has provided a “land budget” which will provide the basis for District Plan changes to ensure an adequate supply of available zoned land. In addition to setting aside land for

business and industrial use in the three towns, Hinuera was identified as a possible location for a freight handling depot and Waharoa as an expanding storage/ freight/ processing centre, the viability of which should be further investigated as part of the implementation of the Growth strategy. The supply of infrastructure to serve newly zoned areas will be ensured through the Infrastructure Strategy's requirement for integrated planning.

The Economic Development Strategy also recommends that the Council should go beyond its "core" business of providing for zoned land and services, to either facilitate or even develop industrial land in the towns of Morrinsville and Matamata. Stepping into the role of land developer or facilitator will guarantee the availability of land especially during times of economic recession when private land owners and developers are unlikely to proceed.

## **10.5 BUSINESS CLUSTERS**

Similar businesses tend to locate together where they support emerging specialist suppliers, share labour, and exchange ideas. Given the significant growth predicted in the field of "green" technology in the agricultural sector and considering the District's significant involvement in agriculture and favourable location relative to Hamilton, the centre of agricultural science, the Economic Strategy recommends the establishment of a "green" industry hub in Morrinsville.

## **10.6 FREIGHT HANDLING/ STORAGE DEPOTS**

Large volumes of freight move through the District en route to shipping ports and markets. Presently, the freight industry relies heavily on road transport but the modal share of rail may well increase in the future.

A significant increase in freight transported both by road and rail is predicted over the thirty year term of the Strategy, including commodities such as logs and wood products, retail and couriers, aggregate, petroleum, milk and dairy products.

The intricate logistics which underpin the operation of the transport sector, in itself presents economic opportunities. Where freight changes direction, or from one mode to another, necessitating the need to offload goods, opportunities for freight handling and storage are created.

Land for storage near ports are often at a premium, which creates opportunities for so called "inland ports", where goods offloaded from ships can be stored cost effectively, or where goods can be held for direct delivery to ships.

Given the District's favourable location relative to the Port of Tauranga and its exposure to through routes, especially at Hinuera in the south where rail and main road connections cross; and at Waharoa where the direction of freight changes, opportunities for transport depots may exist. The Strategy recommends that these opportunities be further investigated.

## **10.7 QUALITY OF LIFE**

A high level of amenity, quality of life, and affordable housing attracts people, in particular skilled workers, thereby ensuring an adequate labour pool and decreasing labour cost for businesses. The Urban Environments Strategy has close linkages with the Economic Strategy, by ensuring that the District becomes a place of choice for those seeking quality of life.

## 10.8 EFFICIENT REGULATORY REGIME

Regulatory obligations and compliance costs are major issues facing businesses. The reputations of jurisdictions as fair, efficient, and equitable regulators are becoming important determinants in the choice of business locations. To this end, the Organisational Alignment Strategy recommends that consideration be given to the appointment of a Development Officer to act as facilitator to assist existing and new businesses in dealing with regulations and compliance.

## 10.9 ACTIONS

To ensure implementation of the Economic Strategy, the following actions are identified:

No.	Action	Who	When	Costs	Linkages
E1	Improving transport linkages including the Morrinsville Expressway	Roading Manager	2010 - 2038	Included under Transport Strategy	T1 – T11; E3; E2; E5; E7; E8; E11; R1; R3; R4
E2	Investigate potential for inland storage/transport hubs as part of inter-regional freight movement.	Development Officer/ Community Development	2009-2010	Existing resources	E1; E3; E5; E5; E7; E8; E11; T1 – T11.
E3	Lobbying for economic development	Development Officer	2010 - 2038		E1; E2; E5 – E8; E10; T1 – T11; R1; R3 – R4
E4	Promote adult education	Community Development	2010 - 2038		E10; E3; H1; H2; P1
E5	Zoning land for commercial development	Community Development	2010 – 2019	Included in O2	Z1; U1; I1; I2; I4; T1 – T11; A6; E3; E11
E6	Prepare a cost estimate for; and implement infrastructure to serve newly zoned commercial land.	Activity Manager	2012 - 2038		Z1; U1; I1; I2; I4; T1 – T11; A6; E3; E5; E7; E8; E11
E7	Developing industrial land at Morrinsville and Matamata	Activity Manager	2012 - 2038		Z1; U1; I1; I2; I4; T1 – T11; A6; E3; E5; E6; E8; E11
E8	Promoting business cluster at Morrinsville	Development Officer	2009 - 2038		Z1; U1; I1; I2; I4; T1 – T11; A6; E3; E5; E6; E11

E9	Monitor Environment Waikato's discharge standards to ensure no adverse economic effects.	Community Development	2009-2010	Existing resources (as part of commenting on review of RPS)	W1 – W3; E10; A1 – A4
E10	Promoting quality lifestyle	Community Development	2009 - 2038	Existing resources and other strategies	P1; H1; H2; E3; E10; R1; R3; R4
E11	Development facilitation	Development Officer	2009 - 2038		P1; Z1; I1 – I7; U1 – U2; H1; H2; T1 – T11; A1 – A6; R1 – R4; W1; W2; SE1; O1; O2
E12	Inform RPS/ RLTS	Community Development	2009 - 2012	Existing resources	

**Advice Note:** the prefix “E” denotes actions under the “Sustainable Economy Strategy”.

## 11.0 SUSTAINABLE WASTE DISPOSAL

Disposal of the large quantities of industrial waste from the District's many, and remotely located rural processing industries presents significant environmental challenges in so far as contamination of water, land, and air and the associated adverse impact on amenity values are concerned.

The Growth Strategy recognises that, if these challenges can be overcome in a cost effective manner, it will pave the way for continued growth of the rural processing sector and lead to further diversification of the District's economy.

With recent technological advances, the potential to utilise the waste stream to generate renewable energy holds promise, and it is recommended that the District, through the office of its proposed Development Officer, should adopt a leadership role to coordinate efforts to deal sustainably with industrial waste disposal.

### 11.1 ACTIONS

To ensure implementation of the Waste Disposal Strategy, the following actions are provided for:

No.	Action	Who	When	Costs	Linkages
W1	Coordinate industry initiatives for sustainable waste disposal	Development Officer	2009 - 2038		H1; H2; I1; I2; I4; I6; I7; U1; U2; A1 – A5; E3; E9; E10; E11
W2	Liaise with regional and central government	Development Officer	2009 - 2038		H1; H2; I1; I2; I4; I6; I7; U1; U2; A1 – A5;

	regarding initiatives for sustainable waste disposal				E3; E9; E10; E11
W3	Inform RPS	Development Officer	2009 – 2012	Existing resources	

**Advice Note:** the prefix “W” denotes actions under the “Sustainable Waste Disposal Strategy”.

## 12.0 SUSTAINABLE ENVIRONMENT

Ensuring the sustainability of the District’s Environment, in the broader sense, is the focus of most of the actions that collectively make up the District’s Growth Strategy. The remaining issue, not already addressed elsewhere, is preserving the bio-diversity of the District, its fauna and flora. These matters can best be addressed through continuation of the current processes to identify significant natural features, and to provide for its preservation through District Plan controls and incentives to land owners.

No.	Action	Who	When	Costs	Linkages
SE1	Continue identification and preservation of significant natural resources	Community Development	2009 - 2019	Existing resources	Z1, O2; R1; R3; R4; E10
SE2	Inform RPS	Community Development	2009 - 2012	Existing resources	

**Advice Note:** the prefix “SE” denotes actions under the “Sustainable Environment Strategy”.

## 13.0 SUSTAINABLE ORGANISATION

Implementation of the Growth Strategy will require alignment of the District’s organisational and funding structure. In the policy area, the Long-Term Council Community Plan and the District Plan will require review, to ensure full alignment with the Growth Strategy. Budgets will have to be aligned, and financing options evaluated. The Growth Strategy will increasingly take the Council beyond its traditional role as service provider/ regulator and expose it to new obligations as lobbyist, promoter and facilitator of development. To meet the new obligations, a new role of Development Officer, under the guidance of the CEO should be created.

No.	Action	Who	When	Costs	Linkages
O1	Alignment with LTCCP	Cross-organisational	2009 - 2038	Existing resources	All Actions
O2	Alignment with District Plan and District Plan review to ensure that the population projections, land budget and other Strategy actions are accommodated.	Community Development	2009 - 2019	Additional \$ 150 k per year over 10 years. (\$100 k per year already committed) <b>Note:</b> Investigate cost capitalisation/ recovery	P1, Z1, A1,

				<i>through development contributions.</i>	
O3	Budgetary alignment	Treasury	2009 - 2038	Existing resources	All actions
O4	Appointment of a Development Officer	CEO	2009	\$ 200 k per year (including overhead)	

**Advice Note:** the prefix “O” denotes actions under the “Sustainable Organization Strategy”.

## 14.0 MONITORING AND REVIEW PROGRAMME

The Growth Strategy sets out our desired future for the District and the actions required to achieve our goals. However, the actions on their own will not guarantee the implementation of the Strategy. To ensure its implementation and effectiveness, a monitoring and review process needs to be put in place as an integral component of the Strategy.

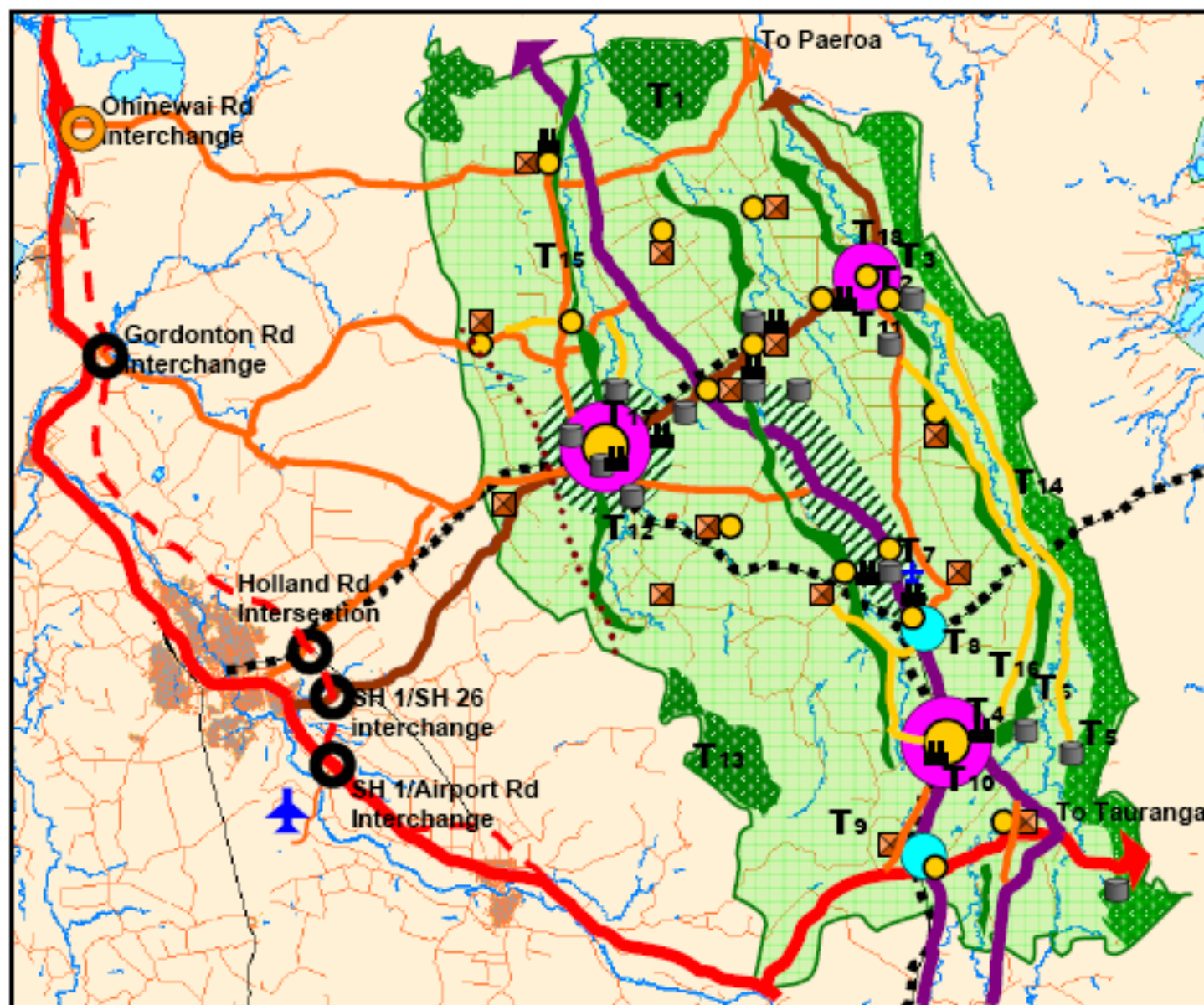
The Monitoring and Review Programme will, over time, assess both progress with implementation and whether the Strategy’s related actions are having the desired effect. To this end, regular monitoring results will provide the necessary inputs to inform the need for review of the Strategy in the future. Monitoring and review are concerned with the following issues:

- Whether the Strategy Actions are being implemented;
- Whether the implementation of the Actions is having the desired effect;
- Whether there are any circumstances that warrant changes to the Strategy.

To some extent monitoring of progress with the implementation as well as the effects of implementation of the Strategy, is already covered through the regular monitoring of the LTCCP performance measures required under the Annual Plan process. This is the case because the community outcomes which are the drivers of the LTCCP (the achievement of which is being monitored through performance measures based on agreed indicators); also form the basis of the Growth Strategy.

The Growth Strategy Monitoring and Review Programme, therefore needs to focus predominantly on testing the alignment between the Growth Strategy, LTCCP, and District Plan provisions, and on monitoring trends to serve as inputs to future Strategy reviews. The required actions are summarised in the Table below:

# STRATEGY MAP



## Legend:

- Existing**
- National H'way —
  - Regional H'way —
  - Sub-Regional H'way —
  - Regional Arterial —
  - Railway Line - - - - -
  - Existing Interchange ●
- Town/Settlement** ●
- School** ⊠
- Rural Processing Plant** ⊠
- Tourist Spot** ●
- Conservation**
- Hamilton Airport** ✈
- Matamata Aerodrome** ✈
- Electricity Substation** ⊠
- Gas Reticulation** ⊠
- Proposed**
- Waikato Expressway - - - - -
  - Morrinsville Expressway - - - - -
  - Sub regional Arterial —
- Future Interchange** ○
- Future Urban Development** ●
- Future Freight/Depot Industry** ●
- Transpower Line** ●●●●●
- Riparian Margin**
- Agriculture**

### Tourist Sites Legend

T1 – Kopuatai Peat Dome	T4 – Tower Rd Museum & buildings	T8 – Kaimai Cheese visitor centre	T12 – Maori Parliament site	T 16 – Matamata Golf Course
T2 – Te Aroha Domain/Hot pools	T5 – Scenic Viewing platform	T9 – Hobbiton	T13 – Te Tapui Scenic Reserve	T17 – M'ville Golf Course
T3 – Kaimai Ranges (walks/trekking)	T6 – Okauia Hot springs	T10 – Matamata Race course	T14 – Waihou River	T18 – Te Aroha Golf Course
	T7 – Matamata Aerodrome	T11 – Te Aroha Race course	T15 – Piako River	

## **Glossary**

- **Activity Plans** – description of each of the Councils main activities contained within the LTCCP.
- **Bio-diversity** – the variation of life forms within a given ecosystem.
- **Business Cluster** – conglomeration of similar businesses which support emerging specialist suppliers, share labour, and exchange ideas.
- **Climate Change** – refers to the phenomena of global warming caused by greenhouse gas emissions that lead to additional heat/ energy being retained in the earth’s atmosphere.
- **Community Facilities** – includes housing and other Council property, libraries, parks and reserves, public amenities, and recreation and culture.
- **Community Infrastructure** – includes local roads, stormwater, wastewater, water and waste management.
- **Community Outcomes** – describes the community’s values and aspirations, and the kind of future that they seek for the District.
- **District Plan** – a statutory plan prepared under the RMA that addresses the key environmental issues of the District, objectives and policies, and methods (including rules) to achieve the stated objectives.
- **Greenfield** – subdivision and/or housing development of previously undeveloped, commonly rural land
- **Green Technology** – application of the environmental sciences to conserve the natural environment and resources, and to curb the negative impacts of human involvement.
- **Growth Drivers** – trends, opportunities, constraints and external influences that translate into a succession of growth drivers that exerts its influence on the growth of an area over time.
- **Growth Management** – a detailed analysis of all of the physical and environmental factors together with those economic and social factors which directly impact on the physical environment
- **Household** – person or group of people living in a single home or dwelling.
- **Hamilton-East Sub-Regional Growth Strategy (HSRGS)** – strategy to manage future growth in the Sub-Region through integrating land-use, transport and infrastructure.
- **Health and Social Impact Assessment (HSIA)** - risk-benefit assessment of the impact on the health and wellbeing of a community and identification of mitigation measures/ alternatives to counteract health inequalities.
- **Infill** – Subdivision and/or housing development of previously developed, or existing urban land
- **Intensive Farming** – indoor animal and poultry farming.
- **Kyoto Protocol** – an agreement by some of the world’s industrialised countries to reduce their greenhouse gas emissions over a compliance period.
- **LGA** – Local Government Act 2002.

- **Long-Term Council Community Plan (LTCCP)** – ten year plans which describe the community outcomes and the priorities and activities that the council will undertake to contribute to the outcomes.
- **LTMA** - Land Transport Management Act 2003 (as amended 2008).
- **Memorandum of Understanding (MOU)** –a [document](#) describing a [bilateral](#) or [multilateral agreement](#) between parties, expressing a convergence of will and an intended common line of action.
- **NZTA** – New Zealand Land Transport Agency (formerly Transit New Zealand).
- **Policy Framework** - plans and strategies determined by central, regional, and local government.
- **Public-Private Partnerships** – where parties within the private and public sectors have identified shared interests by agreeing to share the cost and risk of particular projects.
- **Regional Arterial Routes** – busier routes in the District, in terms of annual traffic volumes.
- **Renewable Energy** - [energy](#) generated from [natural resources](#) which are naturally replenished such as [sunlight](#), [wind](#), [rain](#), [tides](#) and [geothermal heat](#).
- **Right Debate** – consultation with the community on the most important issues, options, and implications.
- **Riparian Management** – management (planting/ fencing) of the strip of land directly adjacent to a waterway which contributes to the natural functioning, quality and character of the waterway.
- **RLTS** - Regional Land Transport Strategy (a framework for managing land transport within the region).
- **RMA** – Resource Management Act 1991.
- **RMAAA** – Resource Management Amendment Act 2005.
- **RPS** - Regional Policy Statement (a growth management tool under the RMA 1991, the purpose of which is to provide an overview of the resource management issues of the region and the policies and methods through which integrated management of the region’s natural and physical resources is to be achieved).
- **Social Infrastructure** – includes schools, sport, recreation, tourist and medical facilities.
- **Structure Plans** – plans showing the preferred future development of an area in broad terms.
- **Sustainable Development** – development in a manner that balances the environmental, economic, social and cultural wellbeing of the community, while recognizing the needs of future generations.
- **Urban Design** – design of the arrangement, appearance and functionality of towns, and in particular the shaping and uses of urban public space.
- **Vision** – a statement defining the values, desired qualities, and aspirations of a community.

- **Waikato Expressway** – four lane-ing of State Highway 1 between Mercer and Cambridge.