

Matiatia Strategic Planning Project

Draft report for Direction Matiatia Inc. relating to all work done in phases 1 and 2

25th October 2016



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EXECUTIVE SUMMARY

The Matiatia strategic plan project commenced in late June 2016. It is a six stage project, with Business Lab being retained to undertake phases 1 and 2, which this report covers.

Phases 1 and 2 were focused on understanding the complex history of recent planning and development at Matiatia, and engaging a range of stakeholders to begin to understand the key themes for developing a comprehensive strategic plan in partnership between the community, Mana Whenua, and the council. The conclusions of the report outline the key findings from phases 1 and 2, the further work required to undertake phases 3 to 6, and an estimated cost to complete the project.

Planning and development controls at Matiatia

Over the last decade or so Matiatia has been subject to a number of development proposals. The initial development proposal in the early 2000s ultimately led to Auckland City Council purchasing much of the land at Matiatia from Waitemata Infrastructure Limited and the development of a Directional Plan in 2009 for the sustainable development of the land. After the amalgamation of Auckland's local government agencies into the Auckland Council, the management of council owned land at Matiatia was divided across a range of council controlled organisations. Despite the Directional Plan, the only legally binding planning provisions controlling development at Matiatia are set out in section 10a.18 of the Hauraki Gulf Island District Plan.

Development at Matiatia has occurred on a rather ad hoc basis, evolving to meet ongoing pressures from the local community's needs and growing visitor numbers. The current infrastructure in both respects has now reached a critical point. Car parking for residents is at capacity, and the growth of tourism and the visitor industry means that congestion at peak periods is creating safety issues as well as undermining the quality of the sense of arrival to Waiheke, which is now rated as one of New Zealand's best destinations.

Key findings

The key findings from phases 1 and 2 of the project are:

- The fragmented ownership and governance of Matiatia has been a barrier to proactive, integrated and long-term planning

- The cultural and ecological significance of Matiatia is increasingly recognised, and could offer a distinct point of interest that lift Matiatia above being seen simply as a transport hub
- The current district plan provisions are out of step with commercial reality and community aspirations
- Health and safety is an increasing issue as a result of the increased number of people and vehicles passing through and using Matiatia for both commercial and non-commercial reasons
- Growth of visitor numbers is highly likely, with Waiheke having recently been rated as the 4th best island in the world, and the 5th best place in the world to visit by recognised international tourism publications
- Achieving investment for infrastructure and development solutions at Matiatia means that a strategic plan needs to be implementable by public agencies, and be integrated into their budget and planning processes
- The timing for developing a comprehensive strategic plan is ripe. All key stakeholders are keen to work towards practical solutions that both retain the character and values of Matiatia, whilst also providing a high quality experience for residents and visitors. Imminent local government planning processes also mean that the opportunity to capture a range of benefits and achieve a good long-term outcome is timely.

Recommendations

- The following recommendations reflect the conclusions from phases 1 and 2 of the project:
- The need to co-create the strategic plan in genuine partnership with key stakeholders is acute to ensure it reflects the wishes of the community, leverages the economic potential of Waiheke, preserves and retains the special cultural and ecological features of Matiatia, and is capable of being implemented with the support of those local government agencies that will provide the bulk of investment funding for future infrastructure development
- To avoid the previous challenges of ad hoc and piece-meal development, the plan needs to adopt an integrated and holistic approach that will effectively future-proof the sustainable development of Matiatia in a way that recognises the interconnections and linkages with Waiheke's villages and larger transport system
- The strategic plan should address the following priority themes:

- The flow of people and vehicles
- Cultural values and heritage
- Ecological values and heritage
- Integrated planning

Next steps

The next steps to complete phases 3 to 6 of the project should build on the inclusive, participatory and practical approach that has been identified as required to achieve a relevant, appropriate and implementable strategic plan.

The future work includes completing the meaningful engagement with Mana Whenua and Tangata Whenua; the community; council controlled organisations, and particularly Auckland Council, Auckland Transport and ATEED. Once the stakeholder engagement process is complete, the final content of the plan should be developed in an open, transparent and inclusive manner whilst also reflecting the need to engage appropriate expertise and retain a practical approach that will ensure the plan can be implemented.

We believe all work in phases 3 to 6 can be completed before the end of March 2017 subject to when work on phase 3 is approved to begin, and the rescheduling of any key meetings.

SECTION 1

LITERATURE REVIEW

Of the documents reviewed for phases 1 and 2, the primary material considered is in the table below. A full list of all documents reviewed is set out in Appendix 1:

Document	Relevant observations
Waiheke Local Board PPT - Long Term Plans - The Gateway to Waiheke - June 2016	Background information on Matiatia Strategic Planning project.
Matiatia Gateway Project List - Local Board - 14 December 2015	A list of current Local Board initiatives relating to Matiatia that are completed, underway or on hold.
Summary of Matiatia Plans - Janine Geddes - 20 June 2016	Useful summary of various plans relating to Matiatia and their status. Main conclusion is that the District Plan (section 10a.18) is the only plan with legal status relating to development activity at Matiatia.
Matiatia Directional Plan - 14 May 2009	Endorsed by Auckland City Council's City Development Committee on 14 May 2009 to approve land-banking the council owned land at Matiatia. The plan incorporates the objectives of the draft Matiatia Transport Plan, but does not have formal legal status in terms of the Resource Management Act.

Document	Relevant observations
<p>Draft Matiatia Transport Plan - 9 July 2010</p>	<p>Has not been adopted and has no formal legal status under the Resource Management Act.</p> <p>The draft plan sets out some useful principles for future long-term development of publicly owned land at Matiatia; transport objectives; and prioritised transport uses that are consistent with Essentially Waiheke 2000.</p> <p>Importantly, the plan provides development principles, developed with the community, to create Matiatia as:</p> <ul style="list-style-type: none"> ● A transport hub ● The main gateway to Waiheke ● A destination ● A significant coastal landscape and ecology ● A place of special value to Tangata Whenua ● A sustainable development <p>The plan also identified key transport principles, prioritised as follows:</p> <ul style="list-style-type: none"> ● Walk / cycle ● Bus ● Taxi ● Car drop off/ pick up ● Car share ● Private car <p>The draft plan also identifies a new traffic management layout with key features being:</p> <ul style="list-style-type: none"> ● it encourages a pedestrian gateway experience in the area of narrow land leading to and from the wharf by relocating all vehicle movements (except for emergency vehicles, servicing, freight, mobility parking and the like) away from this area; ● relocates the recreational boat ramp further south away from the wharf; ● gives public transport a clear and separate advantage; ● introduces a street cycle lane to and from the terminal; ● introduces a new road alignment to provide separate traffic circulation for private cars / boats (including pickup and drop-off areas);

Document	Relevant observations
	<ul style="list-style-type: none"> ● identifies car parking areas that would be retained in the short term; and ● identifies the Owhanake carpark as an integral part of the long-term overall operation for the transport hub.
District Plan Provisions - Matiatia	<p>Operative and beyond challenge.</p> <p>Importantly, the provisions divide the land area into a Transport Area, a Mixed Use Area, and the Wetland Area, with 10,000m of aggregate gross floor area mixed use development being permitted, and up to 12,000m being discretionary.</p> <p>The Hauraki Gulf Island District Plan provisions will be incorporated into the Unitary Plan in 2017 which will allow some scope for review.</p>
Draft Cultural Values Assessment - Matiatia - Ngati Paoa Iwi Trust - April 2016	<p>Sets out eight specific recommendations with respect to Ngati Paoa's future relationship with Matiatia and its surrounding environs on pages 57 - 59</p> <p>Provides a rich cultural context and detailed history of Ngati Paoa's connection to the land at and around Matiatia.</p>
Matiatia Conversations 30 June 2012	<p>Summary of stakeholder and community discussions relating to aspirational ideas for solutions at Matiatia - with high-level summary of short, medium and long-term ideas; and issues for each key stakeholder group.</p>
Environment Court Marina Decision 2016 - Part 1 [2015] NZEnvC 218	<p>Decision of Judge LJ Newhook which reinforces aspects of Matiatia's environmentally and culturally significant aspects. The most relevant themes from the decision are set out below from the interview with Merran Lawler.</p>
Essentially Waiheke 2016	<p>Sets out the community aspirations for future development on Waiheke as a village and rural community strategic framework. It contains the aspirations and opinions of over 600 people, representing a broad range of stakeholder interests, from consultation carried out over 7 months.</p> <p>The purpose of Essentially Waiheke is to facilitate real sustainable development, and protect Waiheke's unique</p>

Document	Relevant observations
	<p>character.</p> <p>A vision for Waiheke to 2035 is set out on p.14 - 15</p> <p>Waiheke, a beautiful Island that embraces its essential and unique character, by:</p> <ol style="list-style-type: none"> 1. Restoring, protecting and enhancing what makes Waiheke Island unique: its special character as a place and as a Community. 2. Keeping the beauty that combines the precious natural environment with the ‘magic’ of the Island’s village and rural features. 3. Being home to a small, active Community, that is thriving, caring, creative, diverse, environmentally-aware, where resources are accessed equitably. 4. Creating social, cultural and economic opportunities that give hope and prosperity for the Community today and for future generations. 5. Becoming a world-class sustainable tourist destination, that attracts people both for its beautiful natural environment, and for the symbiotic, relaxed lifestyle of its Community. <p>Pillars/Beliefs</p> <ul style="list-style-type: none"> ● Our natural Island environment. ● Our sense of Community: unity in diversity, and together as one (Piritahi). ● Our sense of place: a village and rural Community in the Hauraki Gulf (not a suburb of Auckland/<i>Tamaki</i>). ● Our essential Waiheke Island character: opinionated, resourceful, caring, creative, unconventional, relaxed and environmentally-aware. ● Our deep sense of history that reflects the fact that Waiheke has been regarded as a prime location for 1000 years. <p>Transport and parking feature in the document, with ideal scenarios painted under the Infrastructure and Services section. The section on developing a sustainable transport system also advocates for a more integrated solution and local community involvement in designing that; and the document urges consideration about the development of the two main access points to the Island (Matiatia and Kennedy Point) with thought being given to a visitor or tourist levy.</p>

Document	Relevant observations
ATEED presentation for Sea Change - Hauraki Gulf Islands Focus	<p>Provides overview of Auckland tourism economy and sets out three main areas for Hauraki Gulf focus:</p> <ul style="list-style-type: none"> ● Target high yielding visitors ● Develop world class attractors and experiences ● Be visitor friendly.
Design Brief- Matiatia Stage 2 - Final Brief	Brief for stage 2 of the Design Competition for Matiatia in 2006 which resulted in the Dennis Scott and Hilary Priest successful design concept.

SECTION 2

STAKEHOLDER ENGAGEMENT

There were three elements of stakeholder engagement during phases 1 and 2:

1. Key stakeholder interviews
2. Key stakeholder workshops
3. Interested parties workshop

1. Key stakeholder interviews

Interviewees	Main points
Nikki Kaye - MP for Auckland	<ul style="list-style-type: none">● Need to identify the required budget for plans to be implemented at Matiatia and how that is allocated across different organisations● Too many plans already for Matiatia. Nikki will support something that can be implemented and funded● Currently working on CBD ferry berthing mix to enable more competition
Michael Quinn - Auckland Council Executive Officer	<ul style="list-style-type: none">● Strategic plan for Matiatia will need reprioritisation of funding by Auckland Transport, which requires a special case to be made● Needs all stakeholders to work together with a focus on the issue, rather than any one organisation solving it● Requires a balance between doing something at Matiatia and putting other long-term plans in place for Waiheke
Joao Machado - Auckland Council Senior Planner Hauraki Gulf Islands	<ul style="list-style-type: none">● The Hauraki Gulf Islands District Plan will be integrated into the Unitary Plan in early 2017. This may be done using an Area Planning Process, and then look in more detail at certain 'precincts' or 'centres' like Matiatia and Waiheke villages● Auckland Council could consider a process to 'repurpose' land under the Local Government Act, which

Interviewees	Main points
<p>Also in attendance</p> <p>Matt Spiro</p>	<ul style="list-style-type: none"> requires a special consultative process From a planning perspective, development to serve local community needs is preferred in Ostend
<p>Chris Morgan - Auckland Transport</p> <p>Group Manager - Strategic Development</p>	<ul style="list-style-type: none"> Outcome of the planning project must be implementable if Auckland Transport are to support it The Long Term Plan is the only option for securing AT project funding NZTA's business case and Investment Logic Mapping requirements need to be adhered to This planning process can potentially meet the necessary requirements
<p>Anthony Blom - Auckland Transport</p> <p>Account Manager</p>	<ul style="list-style-type: none"> Current focus is overly dominated by private cars and is 'broken' from a public transport perspective, and 'hideous' as a Gateway Solution requires good coordination across landowners and a clear set of transport priorities for future planning Need to understand and respect 'sacred' land areas for Ngati Paoa AT can't fund anything until there are proper, feasible plans in place
<p>Karen Thompson-Smith - ATEED</p> <p>Destination Development Manager</p>	<ul style="list-style-type: none"> MBA student is currently completing a study of the impacts of tourism on Waiheke
<p>Toni Giacon - Panuku Development</p> <p>Team Leader</p>	<ul style="list-style-type: none"> Land use analysis concluded that it is not currently feasible for commercial development to take place on Panuku property at Matiatia Panuku sees Matiatia very much as a transport hub, so future development will depend on investment by Auckland Transport Panuku will await further instructions from Auckland Council about use and development of the land at Matiatia Any planning for Matiatia will depend on having budget allocated to realise the aspirations
<p>Allan McGregor - Panuku</p>	<ul style="list-style-type: none"> Main issues for development on Panuku land at Matiatia is the loss of car-parking Residential development could be feasible, but is unlikely because of cost of relocating car parks

Interviewees	Main points
<p>Development Consultant</p>	<ul style="list-style-type: none"> ● Retail or mixed use development does not currently appear to be commercially feasible ● District plan is not consistent with Matiatia playing only a 'Gateway' function ● Restricting development to tourism / Gateway services only may be an acceptable use of the land for Panuku
<p>Brent Evans - Watercare Manager Local Board and Stakeholder Liaison</p> <p>Also in attendance:</p> <p> Peter Nicol - Property Manager</p> <p> Karl Tucker - Commercial Manager</p> <p> Ilze Gotelli - Development Services</p>	<ul style="list-style-type: none"> ● Gravel car park is important to ensure security of access to wastewater treatment plant ● District Plan should determine development options at Matiatia, not the wastewater treatment plant capacity ● Current plant is beyond its use-by date and at full capacity, but upgrade will be expensive and possibly prohibitive on a cost per-connection basis ● Watercare doesn't need to own all this land at Matiatia, and there is potential for a strategic land-swap
<p>Berin Smith - Darby Partners / Swordfish Holdings</p>	<ul style="list-style-type: none"> ● No current development plans for the land owned by Swordfish Holdings ● Wouldn't want to see the amount of development currently allowed by the District Plan reduced ● A good solution for Matiatia requires a holistic view of how Matiatia relates to the rest of Waiheke
<p>Jenny Holmes Waiheke Tourism Group</p>	<ul style="list-style-type: none"> ● Currently there is no sense of arrival ● 88% of tourists are day visitors not knowing what's on offer - so a Gateway design should take that into account ● High-season tourist sailings create havoc at Matiatia ● Lack of parking for commuters

Interviewees	Main points
	<ul style="list-style-type: none"> ● Bus system is inefficient ● Not enough toilets
<p>Jean Goodbrand Waiheke Wine Tours</p>	<ul style="list-style-type: none"> ● Matiatia becoming more and more difficult for tour operators ● Draft plan for summer of 2016 developed by Auckland Transport and currently being considered by tourism and transport operators ● Need good signage in the terminal so visitors know where to go ● Need more coordination for parking tourist and taxi operators that enable visitors to be greeted on the wharf ● Tour operators are not included in hierarchy of transport modes in Directional Plan ● Freight movements do present safety issues ● Rental car parking is not an efficient use of space ● Tourism growth has changed and caused a lot of pressure at Matiatia
<p>Merran Lawler Direction Matiatia Inc.</p>	<ul style="list-style-type: none"> ● Environment court decision on the Marina case addresses 5 important issues: ● Cultural significance - the need to protect the visual connection to the southern headland ● Arrival experience - the first time arrival experience for visitors of the whole bay, is paramount ● Visual impacts of development for local residents is a material issue ● Traffic - needs an integrated solution that redesigns the current ad hoc situation ● Naturalness of the bay - Matiatia is a Gateway and not suited to be a destination. The Gateway is the bay as a whole, not just the ferry terminal. Development that recognises the importance of ecological aspect of the Gateway is to be favoured
<p>Dennis Scott Landscape Architect</p>	<ul style="list-style-type: none"> ● Avoid design by committee and focus on the special character of the land and the natural / human / traffic flows ● Decide the purpose and function of Matiatia - is it a Gateway, a Destination, or both? ● Boat ramps are a constraint - there is no viable alternative at present ● There are complex environmental issues at play ● Swordfish land is ideal for a denser car-parking solution ● Any development must retain the natural character of the whole bay and provide a truly integrated solution

Interviewees	Main points
<p>Jacqueline Joseph - Chair Forest and Bird</p> <p>Also in attendance:</p> <p>Flynn Washington</p> <p>Ivan Kitson</p> <p>Sue Fitchett</p>	<ul style="list-style-type: none"> ● F&B does a lot of work monitoring health of flora and fauna, maintaining the replanted bush areas and weed control ● F&B would be interested in managing some of the natural reserve land controlled by Panuku, but would need funding support to do that properly ● A sensitively designed eco-tourism centre would work well at Matiatia to make the most of the ecological and biodiversity features ● Run-off is a big issue, and should be addressed in the design of any development ● A high-quality ecological survey of the Matiatia area is needed

2. Key stakeholder workshops

Two mini-workshops were held with a group called ‘key stakeholders’. These are organisations or groups with a significant interest and degree of influence in the strategic planning process. This group includes:

- Ngati Paoa and Piritahi Marae
- Auckland Council
- Auckland Transport
- ATEED
- Swordfish Holdings (a holding company of Darby Partners)
- Waiheke Local Board

Due to timing challenges, the meeting with Ngati Paoa and Piritahi Marae took place as a separate workshop. That discussion identified a number of issues relating to locating the boundaries of specific Maori owned land on the Matiatia foreshore where Urupa are located. The session concluded with an agreement that Ngati Paoa and Piritahi Marae would hold a separate discussion to clarify and agree their vision and wishes for Matiatia as Mana Whenua

and Tangata Whenua at the earliest opportunity and prior to the planned value and business case workshop with ATEED and Auckland Transport on 10th November 2016.

The meeting with other key stakeholders took place on 22nd August 2016. The participants were each asked to address three questions:

1. What value does Matiatia represent from the perspective your organisation?
2. What can your organisation contribute to help unlock that value?
3. What do you think is required to ensure the right long-term outcome for Matiatia, in terms of implementable initiatives that have the full support of all key stakeholders?

The relevant summarised responses to those questions are set out in the graphic below:



DARBY PARTNERS LIMITED



THE VALUE WE SEE

- TBC
- Only volume passenger terminal
- Great amenity - could be a destination
- Transport interchange with forced mode-change
- Customer experience
- Development potential as a 'blank canvas'
- Ability to design with public good rather than commercial focus
- Commuter convenience and safety
- Visitor welcome and information
- Opportunity for recreation space that meets community needs
- Economic opportunity for the Island
- Development opportunity
- Potential gathering point for events
- Transport, Visual, Gateway, Ecological, Coming home

HOW WE CAN HELP

- TBC
- Develop and assess value proposition with alternative options
- Provide tourism growth data
- Technical support
- Integrated planning
- Funding through AT's Long-Term Plan
- Work with CCOs to ensure coordinated decision-making
- Hold space for community discussion
- Help determine irreconcilable issues
- Access discretionary funding
- Work with council to ensure an integrated plan
- Participate in collaborative planning process
- Contribute to planning analysis
- Help engage the community and bring them along

GETTING THE RIGHT RESULT

- TBC
- Develop an agreed set of data from all perspectives
- Host a Value Proposition workshop on Waiheke (Nov 2016)
- Identify and agree the 'problems' to be solved and benefits of solving them
- Develop NZTA business case for funding
- Work out which other council departments and teams need to be involved
- Adopt strategic plan document and submit to council Annual Plan process
- Clarify governance for implementation

3. Interested parties workshop

A workshop for organisations and community members with a relevant interest in the future planning for Matiatia was held on 28th September 2016. A full record of the input obtained during this workshop is set out in Appendix 2, with a brief summary of the main outcomes set out here.

Invitations for the workshop were sent out to a wide range of organisations and individuals including:

- Piritahi Marae
- Tour operators
- Fullers
- Taxi operators
- Shuttle operators
- Courier companies
- Rental car companies
- Darby Partners
- Department of Conservation
- Forest and Bird
- Ferry Users Group
- Ferry Action Group
- St Johns Ambulance
- Waiheke Tourism Forum
- Ross Kayaks
- Charter boat operators
- Headland Sculpture organisation
- I-site
- Waiheke Historical Society
- Historic Places Trust
- Waiheke Coastguard
- Fire Brigade
- NZ Police
- Residents of Lower Ocean Road
- Hauraki Gulf Conservation Trust
- Schools

Local board members and candidates for the elections held in October 2016, as well as representatives of the key stakeholder group were invited as observers.

The workshop process involved:

- Describing a vision for an ideal future outcome at Matiatia with a future-focus of 5 - 10 years
- Identifying the priority issues to be addressed, and ranking them in order by a weighted voting exercise
- Identifying potential solutions to the priority issues

The key outcomes of this workshop were:

Vision of future success

- Appropriately reflect and celebrate the features of cultural and ecological significance

- Provide an appropriate sense of arrival and departure for residents and visitors
- Be safe, convenient and comfortable
- Have sensible prioritisation of travel modes, with a focus on pedestrians closer to the ferry terminal
- Provide appropriate recreational, events and artistic opportunities
- Make a better use of the available space
- Be vibrant, yet low impact and reflect values of sustainability
- Reflect good long-term planning and recognise the interconnections with Waiheke's villages and Kennedy Point

Priority issues

The following issues were identified as the key priorities, in this order:

1. Flow of people - residents and visitors
2. Look after Matiatia's ecology and environment
3. Create more space - improve flow and reduce congestion
4. Conserve and enhance the cultural heritage and values
5. Ensure a sense of arrival
6. Safety
7. Coordinated ownership and planning

Solutions

The workshop groups addressed four areas to develop a range of ideas for potential solutions. The detailed solutions are set out in Appendix 2. The four areas addressed were:

1. Flow - people and freight
2. Ecology and environment
3. Create more space
4. Cultural heritage and values

SECTION 3

FINDINGS AND RECOMMENDATIONS

This section covers the following:

1. Key findings and insights
2. Recommendations and proposed focus areas for the Matiatia strategic plan
3. Next steps to develop the strategic plan

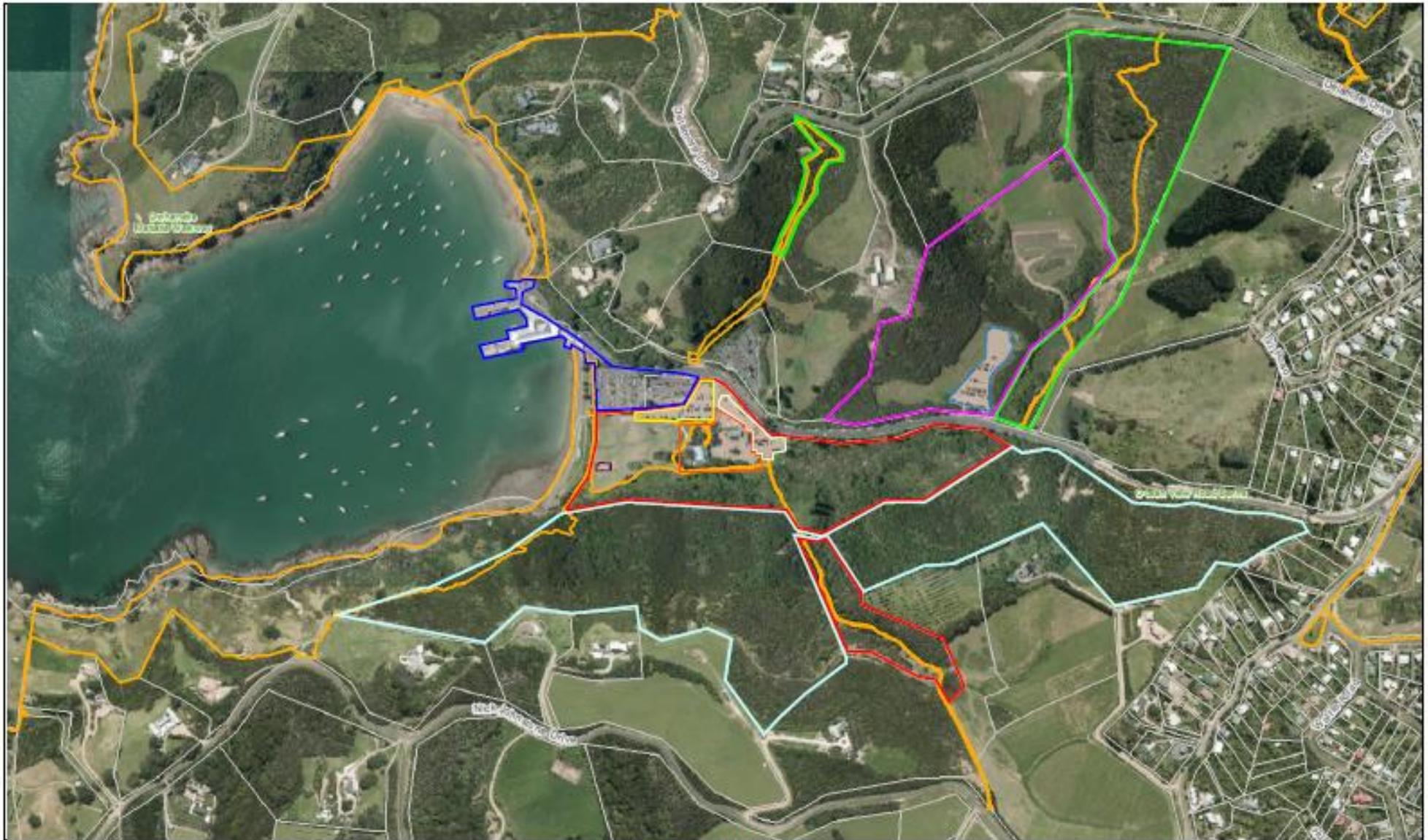
1. Key findings and insights

Governance

After the amalgamation of Auckland's local government authorities, the management of the land at Matiatia previously owned and managed by Auckland City Council was spread out across Auckland Council, Auckland Transport, Panuku Development and Watercare. The map below shows which areas are controlled by the different organisations. The small parcel of land to the north of Ocean View Road, currently used as a private car park, is not in public ownership but is owned by Swordfish Holdings (a holding company of development firm Darby Partners).¹

This fragmented ownership and management has mitigated against an integrated planning solution for Matiatia, as each organisation has been primarily focused on its core role for the land it controls rather than a more holistic and interconnected approach. The challenge of sustainable development at Matiatia has been compounded by the strained relationship between the Waiheke community and Auckland Council; which has included a number of previous community planning processes that resulted in overly aspirational outcomes that were too unrealistic to be capable of implementation.

¹ During discussions with Mana Whenua and Tangata Whenua, the issue of legally recognised Maori land on the foreshore of Matiatia was recognised. At the time of writing this report, the precise location and boundaries of any formally recognised Maori land on the Matiatia foreshore had not been confirmed. The below map will be updated once this is confirmed.



This map is illustrative only and all information should be independently verified on site before taking any action. Copyright Auckland Council. Boundary information from L.R.I. (Crown Copyright Reserved) which due care has been taken. Auckland Council gives no warranty as to the accuracy and completeness of any information on this map and accepts no liability for any error, omission or use of the information. Height datum: Auckland mean.

Matiatia

- Auckland Transport
- Parks extent (Northern foreshore/headland is DOC)
- Auckland Council
- Watercare
- AT lease (48 hrs free parking)
- Forest & Bird
- Panuku
- AT lease (pay & display parking)
- AT lease (Permit holders only parking)
- Lemon Hill lease (rental car business)
- Rose Adventures ground lease (jazzing)



Auckland Council
Whānau Whaitakeke

Scale @ A3 1:5000

Created: Wednesday, 24 August 2016, 11:55:43 a.m.

Mana Whenua

Ngati Paoa is Mana Whenua at Matiatia and is close to completing the Treaty settlement process. A cultural values assessment of Ngati Paoa's relationship with Matiatia has been undertaken which describes in detail the long-standing relationship to the land that goes back over more than 300 years. Ngati Paoa is now ready and willing to play a more active role as Mana Whenua, and has acknowledged the role that Piritahi Marae has played as Tangata Whenua, as well as the work of Don Chappell and Forest & Bird in restoring the land at Matiatia. Discussions between Ngati Paoa and Piritahi Marae are continuing to discuss their aspirations for Matiatia. Once concluded, those aspirations will be an important input to future discussions to develop a strategic plan for Matiatia in genuine partnership.

To this point, discussions have referred to the sacred Urupa at Matiatia as well as important cultural heritage sites that Ngati Paoa want to protect. However, Ngati Paoa is also acutely aware that Matiatia plays an important role economically for Waiheke and Auckland, and that a realistic approach is needed.

Development planning

The current district plan provisions for Matiatia are set out in Section 10a.18 of the Hauraki Gulf Island plan and allow a significant amount of built development, up to 10,000m² as a permitted activity and up to 12,000m² as a discretionary activity. On the other hand, after a formal feasibility assessment Panuku has determined that there are no commercially viable development opportunities on the land it controls. Much of this incompatibility arises because of the conflict with Matiatia's primary role as a transport hub, and the need to retain enough space for parking and vehicle movements.

Despite the district plan provisions, engagement with the local community through the initial phases of this project suggest that the community also prefers more modest development at Matiatia. Initial input has suggested that the community would prefer any development at Matiatia to be of an appropriate scale and with a purpose that complements the dominant transport and gateway functions at Matiatia.

Safety

A number of safety issues arise at Matiatia because of the current dominance of vehicles and the potential conflict with cyclists, scooters, pedestrians and ferry passengers which have arisen from the piece-meal, evolutionary development of the various facilities and infrastructure. Current vehicle movements include private cars, cars with boat-trailers, buses, tour operators, taxis, as well as freight vehicles and couriers that need to drive along the wharf where passengers wait for the ferry.

A number of stakeholders have suggested making the 'keyhole' area and the current drop-off and pick-up area primarily for pedestrians, with development to ensure convenient and appropriate facilities for residents, tour operators, and bus operators. The health and safety risks are likely to only become more acute as the number of vehicle movements at Matiatia increase with population growth and increased visitor numbers. Initial feedback and conversations suggest that there are no easy solutions to this challenge; but that an integrated, foresighted and visionary planning approach is required to ensure that the needs of all those who use Matiatia, and need to gain access to it, are met in the most appropriate way possible to ensure an efficient and safe flow of vehicles, cycles, scooters and pedestrians.

Gateway experience

The conversations in phases 1 and 2 of this project have demonstrated a broad agreement that the current 'Gateway Experience' at Matiatia is somewhat underwhelming and could be improved. Matiatia serves as a gateway for three main groups: commuters, who use the ferry on a daily basis; residents who travel across to Auckland less regularly; and visitors to the Island. In 2015 an estimated 1.5 million visitors passed through Matiatia. In his Environment Court judgement on the recent marina application, Judge Newhook considered that the whole of Matiatia Bay is, in reality, the gateway that welcomes those arriving, or coming home, to Waiheke. This included the wider cultural and ecological features of the bay, which are significant.

From a more logistical perspective, the growth of visitor numbers has put increasing pressure on the wharf and ferry terminal infrastructure. This has caused some challenges in terms of ferry capacity, with commuters and residents occasionally being left on the wharf at peak travel times; congestion of buses and tour operator vehicles at peak arrival and departure times; challenges for tour operators to provide an easy and orderly meet and greet service for visitors; and growing safety concerns about the conflict between pedestrians and vehicles.

The other observation that has emerged is the current lack of awareness about Matiatia's cultural and ecological values and features. Judge Newhook made a number of observations in his judgement that these were a significant aspect of Matiatia's character and should not only be protected, but celebrated. The cultural heritage features and connections are described in detail in Ngati Paoa's cultural values assessment document. The ecological features were described during the interview with Forest and Bird representatives, and raised by community members at the interested parties workshop.

Growth pressure

Whilst the population of Waiheke is rising gently, the most significant growth pressure at Matiatia arises from the visitor industry, with a reported 1.5 million visitors arriving in 2015. Waiheke has been voted the 4th best island in the world by Calibre 2015 and US Travel and Leisure 2016; and the 5th best place to visit in the world by Lonely Planet 2015. These ratings are likely to result in increased visitor numbers in 2016 and beyond. ATEED has forecast

tourism growth at 4.46% per year, which may actually prove conservative. It has also developed the chart below showing the current number of tourists visiting Waiheke as compared to the number of residents.

Discussions with tour operators have revealed that the current facilities are already inadequate and overly-congested at peak visitor arrival times; and this situation will only be exacerbated by growing visitor numbers. There are some short term fixes being proposed, in discussion between tourist operators and Auckland Transport, to help alleviate the situation for the 2016 peak season. However, increased numbers will likely impact upon the arrival and welcome experience for visitors, which may ultimately impact upon the brand of Waiheke as a high quality destination.

Funding reality

During discussions with key stakeholders, there were strong comments that any community led and developed strategic plan for Matiatia needed to be realistic and capable of being implemented. In the past, the plans and community ideas for development at Waiheke had been, particularly in the view of Auckland Transport and Auckland Council, unrealistic - which meant they could not be funded, and therefore nothing happened.

The most likely sources of funding for infrastructure improvements and development at Waiheke will come from Auckland Council and Auckland Transport, with the possibility of some funding through ATEED and the Tourism Growth Partnership. In the case of Auckland Transport, funding needs to be prioritised through the long-term planning process with the next plan being released in 2018. Auckland Transport's funding process also requires an Investment Logic Mapping process through its relationship with NZTA. Auckland Council funding also, ordinarily, requires a certain process to be followed for projects to be identified in the long-term planning process and then funded through the annual plan; though discretionary funding is sometimes available for priority projects.

To ensure a strategic plan can be implemented really means making sure that the short and medium-term projects are integrated into the budgeting processes of those organisations that will provide the funding to bring them to life. For Matiatia, the obvious funding options that have been identified are through Auckland Transport and Auckland Council, with the possibility of some funding for tourism growth through ATEED. It therefore makes sense to ensure any strategic plan aligns with the budgeting processes of those organisations.

Timing

In terms of the current timing for developing a strategic plan for the development of Matiatia, there are both challenges and opportunities.

A significant opportunity is that the key stakeholders with strong interests in shaping the future of Matiatia, and the influence to achieve it, are ready and willing to work towards a solution. The active engagement of Auckland Council, as the major land owner; Ngati Paoa as Mana Whenua, Auckland Transport,

ATEED, Swordfish Holdings and the Local Board bodes very well for the potential to genuinely achieve a solution in partnership between the community, Mana Whenua and the council. The next long-term planning cycles for Auckland Council and Auckland Transport are also conveniently timed for 2018, which provides an immediate opportunity to align with those processes.

The challenges are twofold. Whilst a willing and active participant, Ngati Paoa is only at the early stages of discussions with Tangata Whenua (Piritahi Marae) about their shared aspirations for the future of Matiatia and the significant cultural heritage there. Secondly, phases 1 and 2 of this strategic planning project have been supported and sponsored by the Local Board, which has provided assistance and funding to Direction Matiatia Inc. to lead this work. For the project to proceed further, it's critical that the recently elected Local Board continues to support and sponsor the project to completion.

2. Recommendations and proposed areas of focus for the Matiatia strategic plan

A need to genuinely co-create an integrated strategic plan in partnership

The governance challenges and complexity of stakeholder relationships outlined in the previous section means an authentic and genuine approach to co-create the key elements of an integrated strategic plan for Matiatia's future is critical to its success.

Business Lab's approach for phases 1 and 2 has been to actively engage key stakeholders in an open and participative approach to enhance the collective opportunity for agreement on a vision for Matiatia, and a strategic route to get there. In particular, the active participation of Auckland Council, Mana Whenua, Auckland Transport, the community and the Local Board is fundamental to work towards a plan that can be supported by the key organisations, adopted and then implemented. At this stage, we see the key elements of the final plan that these organisations need to co-create as including:

- Purpose: an agreed and shared intention for the purpose of the plan, and what the plan needs to achieve
- Vision of success: a set of measurable future-focused outcomes that describe success as an integrated solution that will future-proof Matiatia and ensure sustainable development
- Design priorities: an identified set of priority themes that need to be woven throughout the plan as fundamental design principles

Governance for implementation

To be effective and to be implemented, the final strategic plan really needs to be formally supported and adopted by Auckland Council, Ngati Paoa, Auckland Transport and the Local Board. This is necessary to ensure the smooth implementation of the plan, and to prevent it becoming just another

aspirational document on the shelf, as has happened with community developed plans in the past. An important part of this is to make sure the final plan can be, and is, integrated into the formal long-term planning processes of Auckland Council and Auckland Transport. This is where an open, participatory and inclusive approach can help co-create a plan that has wide support, is realistic and can be seen as 'implementable' by those who will ultimately fund the plan initiatives.

Priority themes

The engagement and conversations during phases 1 and 2 of the project have strongly identified the following key themes that should be developed in the next phase of the project and addressed by the strategic plan. Whilst the themes are set out one by one, it's important to understand that they are all very much integrated in terms of planning for a desired future outcome at Matiatia, and relate dynamically to each other. This overarching theme of an integrated approach to planning for the future of Matiatia has come strongly through the various interviews, workshops and discussions. It recognises the reality that there are many different aspects to the role of Matiatia which interconnect between economic, people and environmental issues.

The flow of people and vehicles

Key elements of this theme relate to:

- A convenient transport mode change for residents and visitors
- Efficient movement of people and goods
- Providing an appropriate welcome for visitors
- Ensuring the safety of people, wild-life and the environment
- Providing for access to recreation on land and on the sea
- Appropriate provision for different transport modes
- Integration of the Matiatia strategic plan into Auckland Transport's 2018 Long-Term Plan review

Cultural values and heritage

Key elements of this theme relate to:

- Taking account of and finding ways to give effect to the recommendations in Ngati Paoa's cultural values assessment
- Understanding and finding ways to give effect to the shared aspirations that emerge from discussions between Ngati Paoa and Piritahi Marae
- Recognising any Maori land and allowing for any pending claims to rights over land or water

- Integrating Matiatia’s cultural heritage as a feature that is recognised as adding value and contributing positively to the vision for Matiatia
- Raising residents’ and visitors’ awareness of, and pride in the cultural heritage and interest features at Matiatia

Ecological values and heritage

Key elements of this theme relate to:

- Preserving and enhancing the unique ecological and environmental features at Matiatia
- Continuing the environmental restoration work on land that is unsuitable, or inappropriate for development
- Enhancing and improving access to walkways and features of ecological and environmental interest
- Raising residents’ and visitors’ awareness of, and pride in the ecological heritage and interest features at Matiatia

Integrated planning

Key elements of this theme relate to:

- Ensure the interconnected relationship of Matiatia to Oneroa, Kennedy Point and other villages on Waiheke are appropriately considered in terms of transport connectivity
- Finding ways to leverage and align with the council’s spatial area planning work for the Hauraki Gulf Islands. The timing of this work will be considered and decided in early 2017.
- Finding ways to leverage and align with the council’s integration of the Hauraki Gulf District Plan into the Unitary Plan. The timing of this work will be considered and decided in early 2017.

3. Next steps to develop the strategic plan

Through the work carried out during phases 1 and 2 of this work, and in line with the conclusions above, we recommend the following next steps for phases 3 to 6. We estimate it is possible to have all work completed before the end of March 2017, subject to being given the go-ahead to start work and the rescheduling of any key meetings.

PHASE 3 – (estimated time required is **6 weeks**, subject to scheduling and sequencing of key meetings)

Ngati Paoa meeting

- Once finalised through ongoing discussions, share and understand the aspirations and intentions of Ngati Paoa and Piritahi Marae with the key stakeholder group

Project Committee meeting

- Project committee meeting with Ngati Paoa to confirm the group’s collective commitment, aspirations and intentions, and – taking that input into account – complete all necessary preparation for the value proposition / ILM business case workshop with Auckland Transport and ATEED
- Use Project Committee meeting as a general planning meeting for phases 3 through to 6

Value proposition / ILM business case workshop

- Agree in advance any further information or steps required to complete the ILM and value mapping processes for integration into LTP process
- Ensure the right organisations are represented by the right people at the workshop so that all relevant information and perspectives are included in the process
- Project sub-committee meeting - Meeting of the project management sub-committee to review outcomes of value workshop and confirm next steps towards final draft plan

Engage with experts

- Seek advice and input from appropriate experts on any issues that require expert perspective. Specifically, consider:
 - Planning expertise to address issues relating to the current district plan provisions and the desire to achieve an integrated planning outcome that reflects the desired outcomes and is financially feasible
 - Traffic design expertise to develop a design concept that would provide an ideal, future-proofed vehicle, traffic and people flow solution that reflects commercial feasibility and desired outcomes

Wider community input

- Use efficient and effective approaches to start communicating the emerging outcomes and themes of the Matiatia strategic plan project with the wider Waiheke community to support more in depth consultation during phase five
- Interactive online engagement techniques to be used to understand the priority issues and aspirations of the wider community relating to Matiatia and provide their input for the final plan

Co-create first draft plan content

- Following the value proposition / ILM workshop and after obtaining relevant expert input; hold a workshop with the key stakeholder group to draw together the conclusions and recommendations to develop a first draft of the plan content with the support of all key stakeholders

Test first draft plan content

- Once the first draft of the plan content has been developed with the key stakeholder group, hold an open meeting with the interested parties group and wider community to present and test the plan content, and identify any further work required

Complete final draft plan

- Complete any further work identified after testing the draft plan content, and incorporate as appropriate into a draft final plan

PHASE 4 - (estimated time required is **1 week)**

Present final draft plan

- Present final plan to key stakeholder group for any further and final comments and input
- Incorporate feedback and comments by key stakeholder group as appropriate, and finalise plan for consultation
- Present final draft of plan to DMI and the Local Board for final input
- Commission design work for a professional presentation of plan

PHASE 5 - (estimated time required - as per RFP - is **10 weeks**)

Public consultation

- Support a council led, best practice consultation procedure to align with process for input to the council's Area Spatial Planning process

PHASE 6 – (estimated time required is **4 weeks**)

Finalise plan for adoption

- Review feedback from consultation process and feed into the final plan as appropriate and agreed
- Present final plan to DMI and key stakeholder group for approval prior to adoption by the Local Board
- Update professional design work, if required, for final presentation of plan

APPENDIX 1

REFERENCE MATERIAL

The following materials were provided for the literature review:

Design Brief- Matiatia Stage 2 - Final Brief 2006
Matiatia Directional Plan - 14 May 2009
Draft Matiatia Transport Plan - 9 July 2010
District Plan Provisions - Matiatia
Matiatia Conversations 30 June 2012
Waiheke Local Board Plan 2014
Matiatia Gateway Project List - Local Board - 14 December 2015
Draft Cultural Values Assessment - Matiatia - Ngati Paoa Iwi Trust - April 2016
Waiheke Local Board PPT - Long Term Plans - The Gateway to Waiheke - June 2016
Environment Court Marina Decision 2016 - Part 1 [2015] NZEnvC 218
Memo: Status and progress of all previous plans for Matiatia - Janine Geddes, Senior Local Board Advisor - 20 June 2016
Essentially Waiheke 2016

The materials below were also reviewed and considered as part of the work for Phases 1 and 2:

Certificate of Title Lot 51 DP159304 and Lot 8 DP146325 - 31 March 2000
The Waiheke Project - Overview of tourism, wine and development on Waiheke Island; Dr Lucy Baragwanath, University of Auckland, School of Environment May 2010
The Waiheke Project - Appendix to Overview of tourism, wine and development on Waiheke Island; Dr Lucy Baragwanath, University of Auckland, School of Environment May 2010
Tamaki Drive - a place for people: A masterplan for the future; Orakei Local Board, February 2013 (Parts 1 and 2)
ATEED - Sea Change - Hauraki Gulf Islands Focus - November 2014
ATEED - Auckland Visitor Plan 2021 - May 2014

Ponsonby Road Plan - A framework for Ponsonby Road - 2014-2044

Auckland Transport - Report on Consultation on Regional Land Transport Plan and Long Term Plan; 28 April 2015

DMI Statement of Intent - August 2016

Article covering Local Board Agenda item - 25 April 2016 - Local board chair prompts a thorough governance rethink

Map - Matiatia Land Responsibilities - August 2016

Map - Matiatia Land Responsibilities Central Area - September 2016

ATEED - Waiheke, an Island paradox: finding the right balance between those who want to visit and those who want to stay. September 2016

APPENDIX 2

FEEDBACK FROM INTERESTED PARTIES WORKSHOP

This workshop took place at Palm Beach Hall on 28th September 2016. People and organisations with a relevant interest in the future development of Matiatia were invited including: local residents, tour operators, transport operators, taxi operators, environmental groups and other community groups with an interest in transport related issues. The list of attendees is below.

The workshop invited to work in groups and provide their input to the following questions:

1. What does an ideal and realistic future outcome (5 - 10 years) for Matiatia look like from your perspective?
2. What are the priority issues at Matiatia right now?
3. What do you consider to be the right short-term solutions to address the priorities in working towards the desired state?

Full notes of the responses to these questions are below:

Ideal future state - Vision

- Reflect cultural significance - Waharoa
- Reflect recreational and artistic focus
- Reflect ecological and environmental significance
- Be beautiful
- Be a homecoming and welcoming area
- Provide a cultural welcome
- Provide a sense of arrival
- Protect people from the elements with covered walkways
- Be safe and avoid undesirable impacts from:
 - Cars / rentals
 - Buses

- Being a transport hub
- Crowding at peak times
- Move carparks further from the terminal to ensure a pleasant gateway
- Prioritise shuttles, pedestrians and bikes closer to the ferry terminal
- A hub for tourists and shuttle buses (electric)
- Less cars - park and ride
- Shift the impression that Matiatia is just a car park
- Be freight free
- A loading zone for small freight
- Have more of an events focus
- More community involvement and engagement
- Be vibrant and low impact - low key, good quality architecture - minimalist to celebrate the landscape
- Provide community benefit (e.g. Day-care centre?)
- Provide hospitality (e.g. club, cafe, bar)
- Long-term success means:
 - Good governance, long-term planning and vision, and efficiency
 - Better use of space
 - Visitors, residents and people generally feel proud and pleased to be at Matiatia
 - People feel that they move through a pleasant, safe transition to the rest of the Island
 - Some people linger longer at Matiatia to enjoy the cultural and ecological aspects
 - There are more entry points for people and freight to the Island

Current priority issues

- Governance and ownership - needs to be coordinated and holistic for Matiatia's long-term sustainability
- Cultural recognition of entry - Waharoa - positive for tourism brand
- Efficient and effective
 - Signage
 - Toilets

- Infrastructure
- Metrics (e.g. passenger / tourist numbers)
- Viable / efficient - needs to be financially viable and practically functional to manage the flow of people, goods and vehicles
- More of a funnel than a threshold or gateway
- Vehicle pressure - too many vehicles (cars and buses) in too small a space at some times
- Safety
- Conflict of use with boat ramp
- No integrated plan for Matiatia or for Waiheke's long-term sustainability
- Environmental impacts, especially water - kauri dieback - dogs on a leash
- Lack of awareness of natural aspects of Matiatia - education

These issues were summarised and then prioritised by asking people to invest \$100, with \$60 going to their top priority, \$30 to the second, and \$10 to the third:

1. Flow of people - residents and visitors (\$540)
2. Look after Matiatia's ecology and environment (\$470)
3. Create more space - improve flow and reduce congestion (\$390)
4. Conserve and enhance the cultural heritage and values (\$300)
5. Ensure a sense of arrival (\$230)
6. Safety (\$70)
7. Coordinated ownership and planning (\$40)
8. Viable investments (\$0)
9. Rural urban boundary (\$0)

Solutions

Flow - people and freight

- Arrival information on a video on the ferry to inform people, and align with bold, clear signage at the terminal
- Labelled / colour-coded pedestrian lines on the ground - i.e. taxis, buses, shuttles, rentals just like at a busy airport
- Ambassadors / guides to direct and assist tourists

- Simple coding of bus routes to help visitors make the right choice, and avoid tourists missing the bus
- Controlled access - only authorised vehicles into the keyhole - 5 min loading zone for mooring holders, couriers, goods vehicles only - limit boat ramp access and (ideally) provide a new boat ramp elsewhere
- Priority ferry boarding for commuters

Ecology and environment

- Tourist tax - to control visitor numbers and provide sustainable funding
- Wise long-term planning that protects environmental treasures (incremental change will inevitably chip away at the environmental assets)
- Ban cars at Matiatia
- Vehicle tax - to ensure cars pay their way
- Move the 'problems' elsewhere - e.g. people and freight to Kennedy Point
- Spread the load by using other access points
- Learn from what went wrong at places like Airlee Beach in Australia

Create more space

- Improve flow and congestion
- Improve sense of arrival
- Move freight and couriers to Kennedy Point
- Use Allison Park to cater for cars with park and ride
- Use Swordfish land for more car parking
- Change the rules at the keyhole to prioritise smaller vehicles (shuttles and taxis) and provide shelter in the car park area for a terminus bus stop
- Acquire leases back when they end to increase the amount of space available
- Use public land to provide public services
- Open up the Delamore Drive route to create a one-way flow

Cultural heritage and values

- Create an artistic Waharoa as an entrance to the Bay incorporating both headlands - use Island artists – celebrate past and present
- Cultural centre (information, education, museum) – leverage tourist interest – also an educational facility

- Link into the network of walkways that connect to the reserves - and provide informational and directional signage
- Requires better location of transport pick up – drop off
- Use app technology to provide cultural information - e.g. Wharf App, YouMe App