

AGENDA

Meeting of the
Buller District Council

Commencing at 3:30PM
Wednesday 18 December 2024

To be held at the
Clocktower Chambers
Palmerston Street
Westport



CORE COUNCILLOR ROLE AND RESPONSIBILITIES

The Governance role entails:

- Strategic planning and decision-making;
- Policy and strategy review;
- Community leadership and engagement, and stewardship;
- Setting appropriate levels of service;
- Maintaining a financially sustainable organisation; and
- Oversight/scrutiny of Council's performance as one team.

The governance role focusses on the big picture of 'steering the boat' - management's role focusses on 'rowing the boat'

Our commitments to best support each other and meet the challenges and opportunities of 2024 include:

CLEAR AND RESPECTFUL COMMUNICATION

We are committed to:

Actively listening and not interrupting;

Remaining conscious of 'tone', body language, and amount of time speaking (allowing time for others);

Responding/answering in a timely manner; and

Being honest, reasonable, and transparent.

TRUST AND RESPECT

We recognise that trust and respect must be earned and that a team without trust isn't really a team. Trust can be built by:

Valuing long-term relationships; being honest; honouring commitments; admitting when you're wrong; communicating effectively; being transparent; standing up for what's right; showing people that you care; being helpful; and being vulnerable.

CONTINUOUS LEARNING AND IMPROVEMENT

Continuous learning and improvement are critical for growing together as a team.

We are committed to constantly reviewing what is going well and what needs to improve in relation to the way we work together, the processes we follow, and the outcomes we deliver.

NONE OF US IS AS SMART AS ALL OF US

Council

Chairperson:	Mayor
Membership:	The Mayor and all Councillors
Meeting Frequency:	Monthly – or as required.
Quorum:	A majority of members (including vacancies)

Purpose

The Council is responsible for:

1. Providing leadership to, and advocacy on behalf of, the people of Buller district.
2. Ensuring that all functions and powers required of a local authority under legislation, and all decisions required by legislation to be made by local authority resolution, are carried out effectively and efficiently, either by the Council or through delegation.

Terms of Reference

1. To exercise those powers and responsibilities which cannot legally be delegated by Council:
 - a) The power to set district rates.
 - b) The power to create, adopt and implement a bylaw.
 - c) The power to borrow money, or purchase or dispose of assets, other than in accordance with the Long Term Plan.
 - d) The power to adopt a Long Term Plan or Annual Plan, or Annual Report.
 - e) The power to appoint a Chief Executive Officer.
 - f) The power to adopt policies required to be adopted and consulted on under the Local Government Act 2002 in association with the Long Term Plan, or developed for the purpose of the Council's governance statement, including the Infrastructure Strategy.
 - g) The power to adopt a remuneration and employment policy for Chief Executive Officer.
 - h) The power to approve or change the District Plan, or any part of that Plan, in accordance with the Resource Management Act 1991.
 - i) The power to approve or amend the Council's Standing Orders.
 - j) The power to approve or amend the Code of Conduct for Elected Members.
 - k) The power to appoint and discharge members of committees.
 - l) The power to establish a joint committee with another local authority or other public body.
 - m) The power to make the final decision on a recommendation from the Parliamentary Ombudsman, where it is proposed that Council not accept the recommendation.
 - n) Health & Safety obligations and legislative requirements are met.
-

2. To exercise the following powers and responsibilities of Council, which the Council chooses to retain:
- a) Resolutions required to be made by a local authority under the Local Electoral Act 2001, including the appointment of an electoral officer and reviewing representation arrangements.
 - b) Approval of any changes to Council's vision, and oversight of that vision by providing direction on strategic priorities and receiving regular reports on its overall achievement.
 - c) Adoption of governance level strategies, plans and policies which advance Council's vision and strategic goals.
 - d) Approval of the Triennial Agreement.
 - e) Approval of the local governance statement required under the Local Government Act 2002.
 - f) Approval of a proposal to the Remuneration Authority for the remuneration of Members.
 - g) Approval of any changes to the nature and delegations of the Committees.
 - h) Approval of funding to benefit the social, cultural, arts and environmental wellbeing of communities in Buller District
 - i) Ensuring Buller is performing to the highest standard in the area of civil defence and emergency management through:
 - i) Implementation of Government requirements
 - ii) Contractual service delivery arrangements with the West Coast Regional Group Emergency Management Office
 - j) All other powers and responsibilities not specifically delegated to the Risk and Audit Committee, subcommittees, independent hearing panels or Inangahua Community Board.

Buller District Council

Venue: Clock Tower Chambers, Westport. Live streamed on Buller District Council YouTube Channel



18 December 2024 03:30 PM

Agenda Topic	Page
1. Apologies	7
2. Members Interests	8
3. Confirmation of Previous Minutes	9
3.1 Attachment 1 - Council Public Meeting Minutes 27 November 2024	10
4. Action Points Report	18
4.1 Attachment 1 - Council Action Points December 2024	19
5. Westport Stormwater Management Strategy And Conceptual Delivery Plan	20
5.1 Attachment 1 - Buller District Council Resilient Westport Stormwater Strategy And Conceptual Delivery Plan	22
6. Master Planning Programme Update – Communication And Engagement	39
6.1 Attachment 1 - Engagement Overview – Master Planning	49
6.2 Attachment 2 - Cutting Our Own Track – Westport Concept Framework	62
6.2.1 Part One	62
6.2.2 Part Two	81
6.2.3 Part Three	82
6.2.4 Part Four	83
6.2.5 Part Five	84
6.2.6 Part Six	89
6.3 Attachment 3 - 2100 report – supporting documentation	110
6.4 Attachment 4 - Kawatiri Multi Tool Business Case – supporting documentation	116

7.	<u>Adoption Of Report Under Section 10a Of The Dog Control Act 1996</u>	216
7.1	<u>Attachment 1 - Annual Statistical Information</u>	220
7.2	<u>Attachment 2 - What Your Registration Pays For</u>	221
7.3	<u>Attachment 3 - Extract From Dog Control Act 1996</u>	223
7.4	<u>Attachment 4 - Policy s10a(1)(a)</u>	224
8.	<u>Buller District Council Procurement Policy - Revision</u>	225
8.1	<u>Attachment 1 - Revised Buller District Council Procurement Policy</u>	230
9.	<u>Mayors Report</u>	235
9.1	<u>Attachment 6 - Mayors Correspondence</u>	239
10.	<u>CEO Report</u>	264
11.	<u>Portfolio Leads Verbal Updates</u>	270
12.	<u>Public Excluded Report</u>	271

BULLER DISTRICT COUNCIL

18 DECEMBER 2024

AGENDA ITEM: 1

Prepared by Simon Pickford
Chief Executive Officer

APOLOGIES

1. **REPORT PURPOSE**

That Buller District Council receive any apologies or requests for leave of absence from elected members.

DRAFT RECOMMENDATION

2. **That there are no apologies to be received and no requests for leave of absence.**

OR

3. **That Buller District Council receives apologies from (insert councillor name) and accepts councillor (insert name) request for leave of absence.**

BULLER DISTRICT COUNCIL

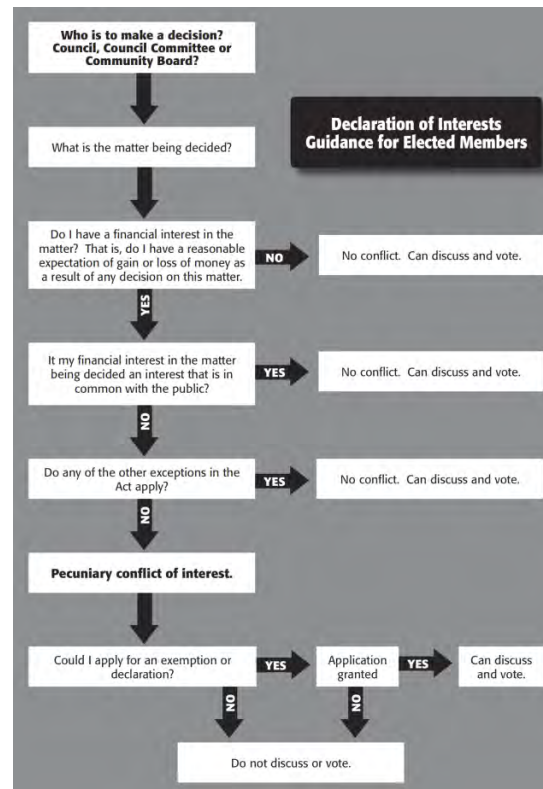
18 DECEMBER 2024

AGENDA ITEM: 2

Prepared by Simon Pickford
Chief Executive Officer

MEMBERS INTEREST

1. Members are encouraged to consider the items on the agenda and disclose whether they believe they have a financial or non-financial interest in any of the items in terms of Council's Code of Conduct.
2. Councillors are encouraged to advise the Governance Secretary, of any changes required to their declared Members Interest Register.
3. The attached flowchart may assist members in making that determination (Appendix A from Code of Conduct).



4. DRAFT RECOMMENDATION:

That Members disclose any financial or non-financial interest in any of the agenda items.

BULLER DISTRICT COUNCIL

18 DECEMBER 2024

AGENDA ITEM: 3

Prepared by Simon Pickford
Chief Executive Officer

Attachments 1. Council Meeting Public Minutes 27 November 2024

CONFIRMATION OF MINUTES

1. DRAFT RECOMMENDATION

That Council receive and confirm the Public Minutes from:

- **Council Meeting 27 November 2024**



**ORDINARY MEETING OF THE BULLER DISTRICT COUNCIL, HELD AT 3:30PM
ON WEDNESDAY 27 NOVEMBER 2024 AT CLOCKTOWER CHAMBERS,
PALMERSTON STREET, WESTPORT.**

PRESENT: Mayor J Cleine, Deputy Mayor A Basher, Cr P Grafton, Cr T O'Keefe, Cr Joanne Howard, Cr A Pfahlert, N Tauwhare (Iwi Representative), Cr G Neylon, Cr R Sampson, Cr L Webb, Cr G Weston

PRESENT VIA ELECTRONIC LINK: Cr C Reidy

IN ATTENDANCE: S Pickford (Chief Executive Officer), K Trigg (Group Manager Community Services), N Woodward (Manager Community Engagement), B Little (Policy Advisor), S Bastion (Group Manager Regulatory Services), A Blom (Group Manager Infrastructure Services), P Numan (Group Manager Corporate Services), J Salmond (Senior Project Lead), C McDonald (Governance Secretary)

IN ATTENDANCE VIA ELECTRONIC LINK: Nil

MEDIA: Ellen Curnow (Westport News), Lisa Gregory (Greymouth Star), Raquel Joseph (Westport News)

PUBLIC FORUM:

Matiu Manuel - Spoke to his experiences with the TUIA Mentorship Programme and how this has provided him with great learning experiences and that it has changed his connections with the world in a positive way.

Lee Scanlon – Spoke to the decision by Buller District Council to move their communications to the Messenger and the value Westport News has to the community.

Ray Curnow – Spoke to the Westport News being a superior publication to the Messenger and how elected members need to intervene in what is a 'political decision.'

Shannon Hollis – Speaking as the Chair of the Board of Buller Electricity. There is a strong community focus from Buller Electricity, and they rely on the Westport News for communication with their consumers (the Westport News has a wide range on the coast)

Charlie Elley – Spoke to the spend from his business with the Westport News and how the Buller District Council is responsible for democratic decision making. The shift to the Messenger is not an operational decision but should be a governance decision.

Sheree Cargill – Is annoyed that the Council has created a split in the community because of the decision to move print media to the Messenger. If she is unable to sell her photos to the News, it puts her business in jeopardy as the COVID epidemic changed the way retail shopping operates.

Lee Harris – Is a member of the Public Relations Institute of New Zealand. The Westport News is an important local newspaper, but the role of a communication and engagement strategy is to reach as many people as possible. She supports the communication and engagement strategy as being an operational decision.

Sean Judd – Spoke to the communication strategy being an operational decision and offered a challenge to the Westport News to hold to the ethics of investigative journalism. The Westport News is a good publication, and they potentially need to think about how they run their business.

Rae Reynolds – Spoke to how the Council has created a community disconnect with the decision to move print media from the Westport News. The strategy does not need changing, it requires a change of heart from the organisation. The Westport News gives this town a voice and is the best and most authentic form of communication.

Garry Howard – There is a high level of community anxiety in Buller (flooding, TTPP, Master Planning) Commends management on how ratepayers can be involved in communications. The current change is a 'PR Disaster,' and elected members should be involved in this decision. Mr Howard circulated a resolution to Elected Members.

Pauline Hamill – Asked how much the community actually supports the paper? The Westport News must know how much money they will be losing if the Council moving their print media has threatened closure of their business. Council is not pulling their entire advertising, the Westport News will still be making money through road closure notices, water notices, changes of meeting notices etc.

Pat O'Dea – Doing away with the advertising in the Westport News is a Council cover up for their own inability to answer questions that the public need to know. Asked Elected Members to look in the mirror and reflect on themselves.

MEETING DECLARED OPEN AT: 4:34PM

A resolution was added to move Agenda Item 6 to Agenda Item 3 and reads as follows:

RESOLVED that Agenda Item Six 'Communication and Engagement Strategy' be moved prior to Agenda Item Three 'Confirmation of Previous Minutes'

Mayor J Cleine/Cr P Grafton

11/0

CARRIED UNANIMOUSLY

1. APOLOGIES (Page 7)

Discussion:

N Tauwhare (Iwi Representative) for an early departure.

RESOLVED that there are no apologies to be received and accepts N Tauwhare (Iwi Representative) request for leave of absence.

Mayor J Cleine/Deputy Mayor A Basher

11/0

CARRIED UNANIMOUSLY

2. MEMBERS INTEREST (Page 8)

Discussion:

Nil

RESOLVED that members disclose any financial or non-financial interest in any of the agenda items.

Mayor J Cleine/Cr G Weston

11/0

CARRIED UNANIMOUSLY

6. COMMUNICATION AND ENGAGEMENT STRATEGY (Page 63)

Discussion:

S Pickford spoke to the work put into this strategy and that the decision to move print media is only one small part of the communication and engagement strategy.

N Woodward answered questions in relation to 'Let's Talk Buller' and the App that is proposed as part of the Strategy.

Discussion was held around the communication and engagement strategy.

Cr P Grafton departed the meeting at 5:08PM

Cr P Grafton returned at 5:09PM

RESOLVED That Council receive the Buller District Council's Communication and Engagement Strategy for information.

Deputy Mayor A Basher/Cr P Grafton

4/7

**Cr R Sampson, Cr L Webb, Cr G Neylon, Cr C Reidy against
MOTION LOST**

An alternative resolution was proposed and reads as followed:

RESOLVED

1. That Council thanks the management and staff for the work on improving community communications

Cr A Pfahlert/Cr L Webb

11/0

CARRIED UNANIMOUSLY

2. That Council Acknowledges community concerns and want to ensure options are developed and come back to Council for consideration.

Cr A Pfahlert/Cr L Webb

9/2

MOTION CARRIED

3. That Council request a working group of six with two council staff, two councillors and two community representatives, develop Media Communications Strategy and report back to Council's meeting 26 February 2025

Cr A Pfahlert/Cr L Webb

4/7

Cr C Reidy against

MOTION LOST

4. That Council has considered item 3 above that Connect and advertising revert to methods used in June of 2024.

Cr A Pfahlert/Cr L Webb

4/7

MOTION LOST

Meeting adjourned at 5:26PM

Meeting reconvened at 5:38PM

3. CONFIRMATION OF PREVIOUS MINUTES (Page 9)

Discussion:

Nil

RESOLVED That Council receive and confirm the Public Minutes from:

- Council Meeting 30 October 2024
- Extraordinary Council Meeting 13 November 2024

Cr G Weston/Deputy Mayor A Basher

10/0

Cr A Pfahlert not present for the vote

CARRIED UNANIMOUSLY

4. ACTION POINTS REPORT (Page 24)

Discussion:

Cr A Pfahlert returned to the meeting at 5:39PM

Update to Action Point 25: Staff to also report on what element of Rate Payer money has been invested into the Campground.

RESOLVED that Council receive the Action Point list for information.

Mayor J Cleine/Cr A Pfahlert

11/0

CARRIED UNANIMOUSLY

5. BULLER HOLDINGS LIMITED ANNUAL REPORT - 30 JUNE 2024 (Page 26)

Discussion:

P Numan spoke to the report and answered questions.

Cr P Grafton departed the meeting at 5:58PM

Cr P Grafton returned at 5:59PM

RESOLVED That the report Buller Holdings Limited (BHL) Annual Report - 30 June 2024 and attachments be received for information.

Cr G Weston/Cr T O'Keefe

10/1

MOTION CARRIED

7. APPLICATION BY THE TRUST COMMUNITY FOUNDATION LIMITED FOR THE COSMOPOLITAN HOTEL, WESTPORT UNDER BULLER DISTRICT COUNCIL CLASS 4 GAMBLING AND TOTALISATOR AGENCY BOARD (TAB) VENUE POLICY (Page 80)

Discussion:

N Tauwhare (Iwi Representative) departed the meeting at 6:01PM and is a leave of absence for the remainder of the meeting.

RESOLVED

1) Notes that at the Extraordinary Council meeting of 13 November 2024 the application, and submissions to the application, by Trust Community Foundation Ltd for a further three gambling machines to operate at the Cosmopolitan Hotel at 136 Palmerston Street, Westport were considered after hearing from the applicant and three of the submitters;

2) Notes that after deliberations the motion to decline the application resulted in a tied vote with four councillors in favour and four councillors in opposition;

3) Notes that a resolution 'to request advice be brought to the next meeting on how this application can be determined because of a tied vote to decline the application (in the absence of a casting vote)' was made at the meeting;

4) Notes the requirement of the Gambling Act 2003 under section 100 to either grant the application (with or without conditions) or not grant the application;

5) Notes the advice outlined in this report;

Deputy Mayor A Basher/Cr P Grafton

11/0

CARRIED UNANIMOUSLY

6) Grants the application by Trust Community Foundation Limited for the addition of three new gaming machines in the Class 4 gambling venue at the Cosmopolitan Hotel at 136 Palmerston Street, Westport, noting that:

a) Should this resolution be lost, then the application shall be declined.

b) Should this resolution be tied, then the application shall be declined, pursuant to clause 24(2)(b) of Schedule 7 of the Local Government Act 2002 that states 'the mayor or chairperson or other person presiding at the meeting has a deliberative vote; and in the case of an equality of votes, does not have a casting vote (and therefore the act or question is defeated, and the status quo is preserved)'

Mayor J Cleine/Cr R Sampson

5/6

**Cr L Webb against
MOTION LOST**

8. MAYOR'S REPORT (Page 88)

Discussion:

Discussion was held around the TTPP and what Council should be doing to advocate for those who are potentially going to be affected by this.

Mayor J Cleine departed the meeting at 6:33PM and Deputy Mayor A Basher took over as the Chair of the Meeting.

Cr L Webb indicated that she wishes to be a part of the panel and Cr A Pfahlert is happy to step in should she be unavailable. The resolution has been updated to include Cr L Webb as the Councillor on the panel and reads as follows:

RESOLVED That Council:

- 1) Receive the report for discussion and information.
- 2) Notes Inwards and Outwards Correspondence and provide direction for any responses required.
- 3) Endorses participation in the TUIA mentoring programme for 2025, and a public expression of interest process to identify a suitable candidate, and, a panel including one Councillor (Cr L Webb), Iwi representation and the Mayor to select and confirm a candidate.

Deputy Mayor A Basher/Cr P Grafton

10/0

CARRIED UNANIMOUSLY

9. CHIEF EXECUTIVE OFFICER'S REPORT (Page 184)

Discussion:

S Pickford answered questions regarding the report.

RESOLVED That the Chief Executive Officer's Report be received for information.

Deputy Mayor A Basher/Cr Joanne Howard

10/0

CARRIED UNANIMOUSLY

10. PORTFOLIO LEADS VERBAL UPDATE (Page 195)**Discussion:**

Mayor J Cleine returned to the meeting at 6:42PM and resumed as Chair of the meeting.

RESOLVED That Council receive verbal updates from the following Chairs and Council Representatives, for information:

a) Inangahua Community Board – Councillor Webb

Good meeting at beginning of the month at Inangahua Junction Hall with a large turnout. The subcommittee expressed frustration with deferred maintenance for the hall. The Senior Housing Portfolio Meeting keeps getting deferred.

b) Regulatory Environment & Planning - Councillors Neylon and Basher

Nothing to report. Welcome Simon Bastion to the role of Group Manager Regulatory Services.

c) Community Services - Councillors Howard and Pfahlert

Portfolio update – discussion around communication and engagement strategy. The grants moving forward will be easier and accountability will be incorporated. There will be a paper coming to Council around the Paparoa Way Options.

d) Infrastructure - Councillors Grafton and Weston

Nothing to report.

e) Corporate Policy and Corporate Planning - Councillors Reidy and Sampson

Nothing to update.

f) Smaller and Rural Communities - Councillors O'Keefe and Webb

Promoting and helping subcommittees. Encouraging people to fill out the reserve management feedback survey. Waimangaroa Hall has Certificate of Public Use. Development of a subcommittee handbook is underway. Chasm Creek Bridge is opening 1st December.

g) Iwi Relationships - Ngāti Waewae Representative Ned Tauwhare and Mayor Cleine

Noting that Friday (29 November) there is the official opening of the Dolomite Point Redevelopment Project.

h) Te Tai o Poutini Plan – Mayor Cleine and Councillor Neylon

Has been discussed earlier in the meeting.

i) Joint Committee Westport Rating District – Mayor Cleine, Councillor Howard and Councillor Reidy

Meeting scheduled 13 January 2025

j) Regional Transport Committee – Councillor Grafton

Nothing to update.

Mayor J Cleine/Cr Joanne Howard

11/0

CARRIED UNANIMOUSLY

PUBLIC FORUM RESPONSE: Written responses will be given. R Reynolds, G Howard, and P O'Dea to receive as part of their response that Council has not actually endorsed the Master Plan.

Cr R Sampson departed the meeting at 7:05PM

Cr R Sampson returned at 7:07PM

11. PUBLIC EXCLUDED (Page 222)**Discussion:**

RESOLVED That the public be excluded from the following parts of the proceedings of this meeting:

Item No.	Minutes/Report of:	General Subject	Reason For Passing Resolution Section 7 LGOIMA 1987
PE 1	Simon Pickford Chief Executive Officer	Confirmation of Public Excluded Minutes	(s 7(2)(i)) - enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations); or (s 7(2)(j)) - prevent the disclosure or use of official information for improper gain or improper advantage.

Mayor J Cleine / Cr T O'Keefe

11/0

CARRIED UNANIMOUSLY

MOVED INTO PUBLIC EXCLUDED: 7:02PM

BULLER DISTRICT COUNCIL

18 DECEMBER 2024

AGENDA ITEM: 4

Prepared by Simon Pickford
Chief Executive Officer

Attachments 1. Council Action Points December 2024

COUNCIL ACTION POINT LIST

1. **REPORT PURPOSE**

A summary of council resolutions requiring actions.

2. **DRAFT RECOMMENDATION**

That Council receive the Council Action Point List for information.

Council Action Points – CURRENT

No	Meeting Date / Action Point	Responsible	Update	Date Required By
25	<p>28 February 2024 Punakaiki Campground Lease D Marshall to bring back reports to April Council regarding proposal from the Lessee Update 25 September 2024 Staff to report on what needs to come back to Council in terms of decision-making regarding modifications and negotiations to the lease. Update 27 November 2025 Staff to also report on what element of Rate Payer money has been invested into the Campground.</p>	<p>D Marshall M Sutherland P Numan</p>	<p>Staff have been focused on achieving the additional funding from TIF during the last month and on preparing the draft enhanced annual plan.</p> <p>Staff will be contacting the lessee over the effluent system installation in the coming month and will engage and report back on their proposal by end of June.</p> <p><u>Update 26 June 2024</u> Once the TIF Funding Agreement has been received and approved by Council, staff will contact the lessee regarding the effluent system project and report back to the August 2024 meeting.</p> <p><u>Update 31 July</u> The 28 August Update is to include Camp Development Plans of the Lessee</p> <p><u>Update 28 August</u> Due to staff illness this will be included in the September update to Council with the update on the Punakaiki Wastewater Treatment Plant</p> <p><u>Update 19 Sept 2024</u> Commencement of negotiations are being deferred until after the completion of the upgrade of the Punakaiki Wastewater Treatment Plant and due to staff changes in the Property Portfolio.</p> <p><u>Update 9 October 2024</u> Development of options for leasing and ownership of the Punakaiki Beach Camp will be undertaken following the completion of the Punakaiki Beach Camp Wastewater Disposal System Upgrade (expected completion by end of October 2024)</p> <p><u>Updated 12 November 2024</u> The Punakaiki Beach Camp Wastewater Disposal System Upgrade was completed by the end of October 2024 and the work is not in its maintenance period that expires in March 2025. This Action Point is now referred to the Group Manager Corporate Services with regards to the lease conditions and an update on this is to be brought to the December Council Meeting.</p> <p><u>Update 12 December 2024</u> Once all the information requested is gathered, a report outlining this information will be brought back to Council in the new year</p>	<p>26 June 2024 28 August 2024 25 September 2024 30 October 2024 27 November 2024 18 December 2024 26 February 2025</p>
26	<p>28 February 2024 Brougham House Update Staff will report back in December 2024 on progress update on options being considered for Brougham House, EOC and Library.</p>	<p>K Trigg</p>	<p><u>Update 30 October 2024</u> Staff to investigate if the report needs to come to council prior to 18 December meeting.</p> <p><u>Update 12 December 2024</u> A report is due to come back to Council in the new year from Infrastructure Services to outline options.</p>	<p>18 December 2024 26 February 2025</p>

BULLER DISTRICT COUNCIL

18 DECEMBER 2024

AGENDA ITEM: 5

Prepared by Jess Curtis
Capital Works Manager

Reviewed by Anthony Blom
Group Manager, Infrastructure Services

Attachments 1. Buller District Council Resilient Westport Stormwater Strategy And Conceptual Delivery Plan

Public Excluded: No

WESTPORT STORMWATER MANAGEMENT STRATEGY AND CONCEPTUAL DELIVERY PLAN

1. **REPORT PURPOSE**

Information is being provided, and no decision is needed in relation to this information.

2. **EXECUTIVE SUMMARY**

The Council has proposed a strategy to improving stormwater management in Westport township. While feasibility studies are continuing, an application to the Regional Infrastructure Fund has been initiated for \$18.9 million for a two-stage project. The first stage would aim to purchase mobile pumps and upgrade pipe outlets where required. The second stage would look to increase retention and detention points and improve overland flow through roadside swales.

3. **DISCUSSION**

Westport faces multiple challenges due to a wide catchment area lacking secondary overland flow paths, which would allow excess stormwater to drain away from residential properties. This issue is exacerbated by an aging and undersized pipe network, a small population base, and a history of flooding events, all of which place additional strain on existing assets and infrastructure.

4. In 2022, a business case was developed for Minister Mahuta at an invitation for a co-investment proposal <https://bullerdc.govt.nz/media/lbod4ujq/final-report->

[westport-flood-resilience-30-june-2022docx-002-002.pdf](#). This business case set up a PARA model to Protect, Avoid, Retreat/Relocate and Accommodate.

5. One of the elements from the Business Case was the approval of flood wall construction, which is underway by the West Coast Regional Council, however stormwater pumps were removed from the funding request while 3 waters reforms were underway. Since then, along with changes in the 3 waters reforms, integrating stormwater into the flood wall construction has become a priority for the Buller District Council.
6. Stormwater and groundwater modelling is underway to understand the impacts to the Westport township of different heavy rain event scenarios and is expected to be completed in April 2025. In parallel, Infrastructure Services have proposed a strategy to incorporate green infrastructure and supporting groundwater management systems to reduce reliance on large-scale pumping and pipe networks. This strategy is still in the initial stages, and additional work is required to evaluate its feasibility.
7. To advance this initiative, we have initiated an application to the Regional Infrastructure Fund for capital funding of \$18.9 million. Please note that depreciation costs will not be included in this funding. The proposed approach involves a comprehensive project to be executed in two phases, with an estimated minimum timeline of two years for delivery.
8. Stage 1)
 - Mobile pump stations to allow reactive pumping.
 - Pipe outlet upgrades where required.
9. Stage 2)
 - Land based water collection schemes to allow for increased soil absorption and retention.
 - Nature based solutions to encourage overland flow.
 - Retention and detention points where land is available.
10. Once further work is done to test the feasibility of the strategy, the intention is to complete a workshop with councillors mid-2025 to confirm what will be aimed for achievement in relation to existing stormwater flooding during heavy rain events.
11. The standard considerations have been thoroughly evaluated, and there are no additional comments at this time.
12. **DRAFT RECOMMENDATION**
That the Westport Stormwater Management Strategy And Conceptual Delivery Plan dated 18 December 2024 be received.



INFRASTRUCTURE SERVICES

WESTPORT STORMWATER STRATEGY AND CONCEPTUAL DELIVERY PLAN

Introduction

The purpose of this document is to identify the Buller District Council's Westport stormwater strategy and a conceptual plan for delivery. The stormwater strategy moves from an industrialized approach based on engineered solutions to holistic management focusing on sustainable, decentralized systems that integrate green infrastructure with support for groundwater management. The goal remains to create a flexible and cost-effective stormwater management system to reduce flooding in Westport during both routine and extreme weather events.

Background

In New Zealand, stormwater networks are typically designed to manage rainfall events up to a 10-year Annual Recurrence Interval (ARI). This design standard ensures that the infrastructure can handle runoff from moderate, frequently occurring storms without causing significant flooding. The network comprises a primary conveyance system of pipes and channels intended to manage rainfall within this threshold, balancing flood protection with infrastructure costs.

In Westport, however, the stormwater network struggles to meet even this 10-year ARI standard due to its reliance on a gravity-fed system paired with aging infrastructure alongside a compromised capacity. The system often becomes overwhelmed during events within the 2- to 5-year ARI range, particularly during periods of high tide or elevated river levels, which limit discharge capacity. During such conditions, the network's reliance on low river levels to drain stormwater effectively is a critical vulnerability. When the river or tide levels are high, stormwater backups within the system, leading to localized flooding, as the gravity-based network has no alternative means to discharge.

Moreover, storm events exceeding the 10-year ARI threshold are ideally managed through a secondary overland flow network, which would channel excess water overland via natural contours, low-lying areas, or roads designed to act as temporary flow paths to designated discharge or storage points. However, large parts of Westport lack functional overland flow paths. The town's existing layout and infrastructure do not support effective overland drainage, leaving stormwater with limited options for controlled runoff during extreme events.

This lack of overland flow paths leaves many areas in Westport highly vulnerable to flooding, particularly during intense rainfalls that exceed the capacity of the primary network. Developing and designating overland flow routes is essential to improving water conveyance during larger storm events and to enhancing the resilience of Westport's stormwater management system.

To understand Westport's stormwater network better stormwater modelling work is currently underway with elements carried out that informs this strategy.

The preliminary stormwater model for Westport includes simulations for 5-year, 50-year, and 100-year Annual Recurrence Interval (ARI) storm events, each with a storm duration of 120 minutes. These models provide a comprehensive view of the system's performance under different levels of storm intensity, ranging from frequent, moderate events to severe, rare occurrences.

The 5-year ARI model identifies network vulnerabilities during more typical, moderate storms. The 50-year and 100-year ARI models, on the other hand, show the system's limitations under intense, prolonged rainfall, highlighting areas most likely to experience flooding and overflow. This analysis enables targeted planning for upgrades to both the primary pipe network and potential overland flow paths, guiding improvements to make Westport's stormwater infrastructure more resilient to varying storm conditions.

The model results reveal widespread small-scale flooding across Westport, largely due to the lack of effective overland flow paths. This absence of secondary drainage routes means that stormwater is confined to the primary network, which struggles to handle even moderate rainfall events. As a result, localized flooding occurs frequently, especially in low-lying areas where water has limited pathways to disperse.

The images below show the predicted spread of flooding across urban Westport using a 100-year ARI, using a heat map to display different water depths. Flood depths range from 0.1 to 0.9 meters on the colour scale, highlighting areas where water is expected to gather. The last colour band goes up to 3.7 meters, covering ponding areas like Cats Creek, which have less risk of damage to dwellings.

The heat map shows where flood depths are likely to be highest, especially in urban areas without effective drainage. Shallow flooding in these areas can lead to water entering homes, damaging roads, and affecting infrastructure. By identifying these areas, the map provides essential information for planning upgrades to manage water more effectively and reduce the risk of damage during storm events.

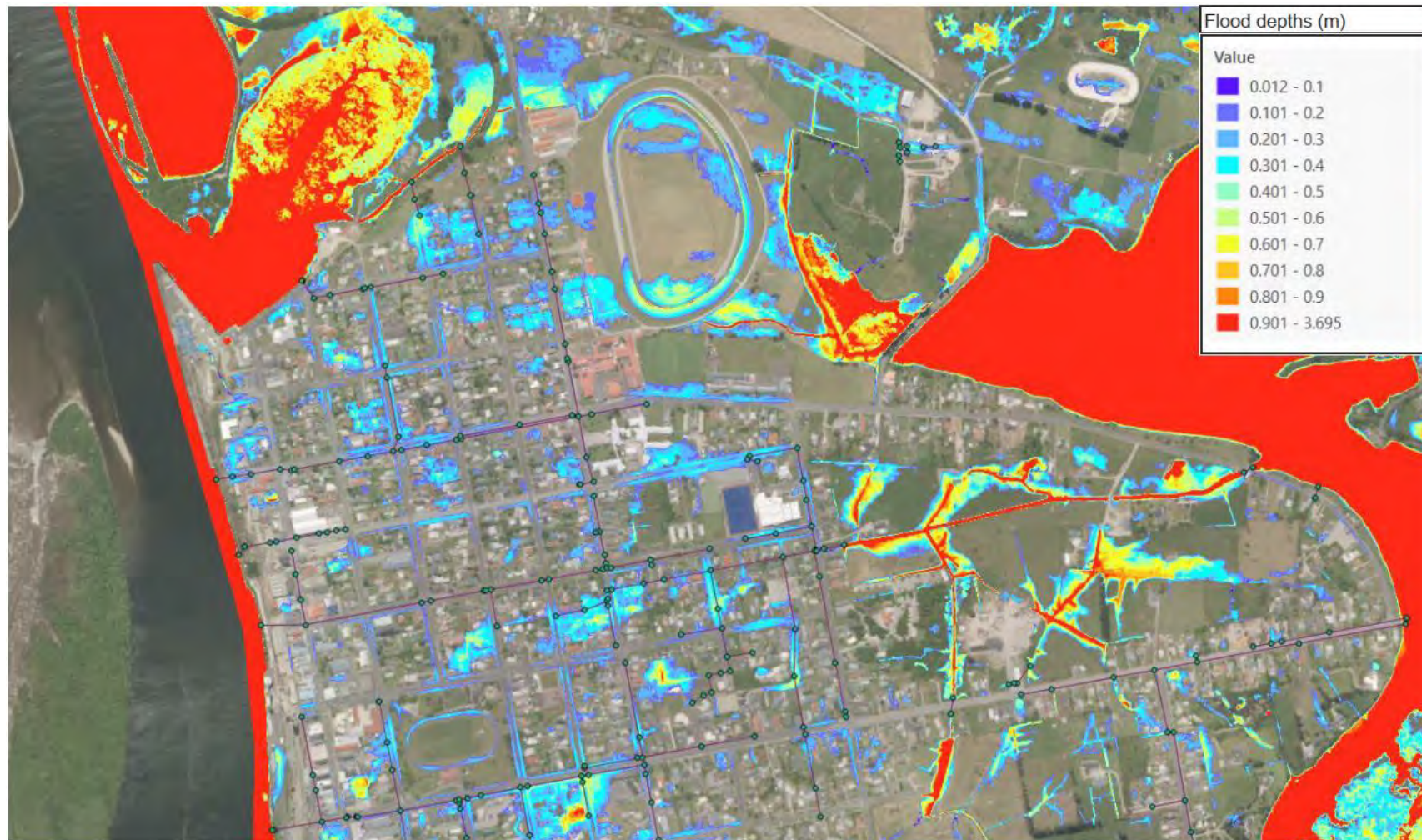


Figure 1 North Westport stormwater flood extent 100 ARI

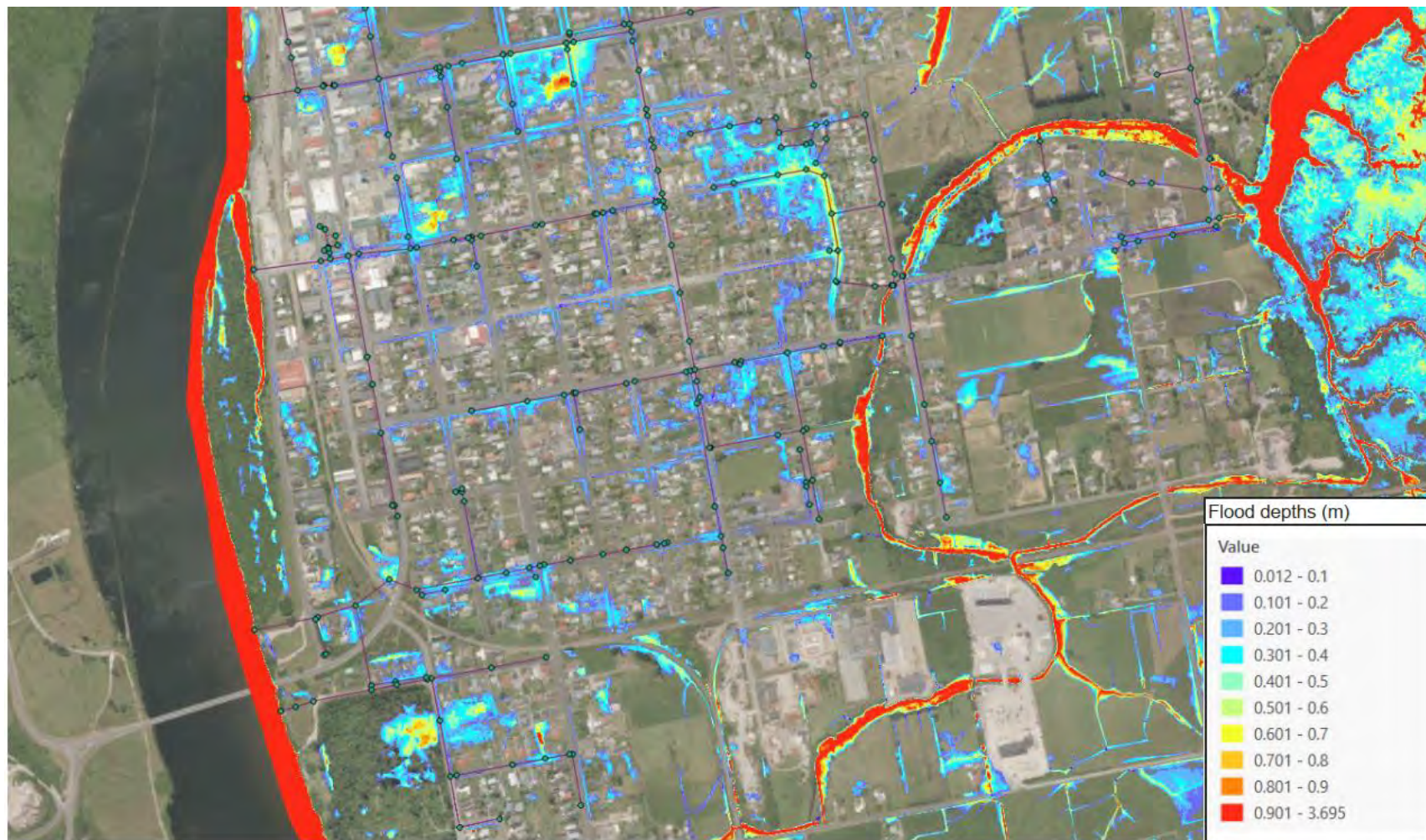


Figure 2 South Westport stormwater flood extent 100ARI

Assessing the flood maps reveals several isolated flooding areas in Westport with high potential for property damage. The maps, with a colour spectrum from light blue to red, represent flood depths exceeding 0.3 meters, indicating zones at higher risk of property damage. Many of these vulnerable areas are concentrated in the town centre and near the upper ends of pipe networks, where water tends to accumulate due to limited flow capacity. Addressing these areas would require long sections of pipe upgrades to improve conveyance and manage stormwater effectively.

This pattern of small-scale, decentralized flooding complicates stormwater management, as it demands a range of localized solutions rather than a single, centralized fix. Effective management would involve extensive pipe upgrades or establishing overland flow paths to direct excess water safely during heavy rain. Combining these approaches could improve flood resilience, but it also requires careful planning due to the financial and practical implications.

In high-risk urban areas located far from primary discharge points into the Orowaiti and Buller Rivers, enhancing pipe capacity to handle events beyond a 1-in-10-year magnitude could cost over \$35 million. Achieving a 1-in-100-year flood capacity with pipe upgrades alone is neither financially nor practically feasible, necessitating a blend of pipe improvements and overland flow paths. Developing overland flow routes would allow water to follow natural drainage channels, requiring adjustments like lowering roads, re-levelling contours, and formalizing paths to efficiently direct water to discharge points. This dual approach provides efficient flood management but is among the most expensive options.

A modern, holistic approach to stormwater management also emphasizes decentralized solutions, managing stormwater at the source. By incorporating features such as rain gardens, detention basins, and permeable surfaces, stormwater can be slowed and stored where it falls, reducing the demand on pipes and pumps. While these solutions may have a smaller impact on large-scale flooding, they offer site-specific benefits that are cost-effective and adaptable to individual locations.

Given the influence of surrounding water bodies and tidal fluctuations on Westport's network, stormwater pumps are essential for maintaining resilience during high tides and heavy rainfall. However, the efficiency of any pumping system depends on a well-designed drainage network to convey stormwater from flood-prone areas to pump outlets. A balanced approach that includes decentralized storage, targeted pipe upgrades, overland flow paths, and stormwater pumps could enhance Westport's flood resilience.

The revised approach includes high-capacity pumps for key overland flow outlets, such as Averys Drain, Cats Creek, and Brougham Street's main stormwater line (see figure 3). These are supported by medium-range pumps for smaller networks. To assist drainage in the most flood-prone town centre areas, two high-pressure pumps would pump water overland through portable pipes, bypassing the limitations of gravity-based networks. This combination of high-capacity and high-pressure mobile pumps with portable piping aims to enhance flood resilience while addressing network limitations.

However, mobile pumps alone cannot cover all flood-prone areas without designated overland flow paths. While pumps improve Westport's resilience, particularly when discharge capabilities are limited due to high river levels or prolonged rainfall, they do not fully mitigate the risk from high-intensity storms. A long-term strategy must incorporate established overland flow paths to safely guide excess water from urban areas. This combined approach is critical for reducing overall flood risk and building a resilient stormwater management system for Westport.

To accurately assess the efficiency of Westport's current stormwater network, planned pumps, and necessary pipe upgrades, further modelling and detailed investigations are required. This analysis will provide a clear understanding of how existing and proposed infrastructure will perform under various storm conditions, enabling informed investment decisions and ensuring adequate flood protection for Westport.

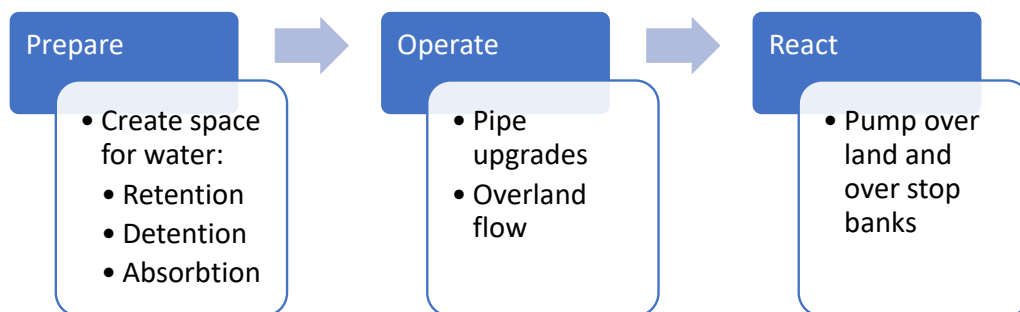
A high-level strategy has been developed to adapt Westport's drainage system to current storm events and allow for future adjustments. This phased strategy includes network upgrades, mobile pump stations, and creating overland flow paths. Pipe upgrades are planned where the West Coast Regional Council is building an engineered stop bank, specifically at points where the stormwater network intersects with this new flood protection structure. These upgrades aim to prevent any future disruption to the stop bank's effectiveness, ensuring that the stormwater system and flood protection are aligned. This use of mobile pump stations allows for flexible responses to changing flood risks and urban layouts.

Comparatively, an assessment of installing nine stationary pump stations in specific locations was completed in 2024. While stationary pumps are easy to operate, they lack the flexibility needed for adapting to changes in rainfall patterns, climate change, and urban planning, such as potential residential relocations. In addition, a wider pipe network upgrade was required adding to costs and disruption during installation.

These steps aim to strengthen Westport's resilience in the short term and establish a flexible framework that can adjust to changing climate conditions and urban development, supporting long-term flood protection for the town.

Strategic Shift in Stormwater Management

The proposed Buller District Council stormwater management strategy embraces a Prepare, Operate, and React concept to achieve cost-effective and sustainable approaches to stormwater management. The key focus of this strategy is to incorporate green infrastructure and supporting groundwater management systems to reduce reliance on large-scale pumping and pipe networks.



Prepare: Green Infrastructure and Decentralized Storage

A key part of this new approach is using green infrastructure to manage water storage needs with a system that keeps water closer to where it falls. This helps reduce the amount of water that needs to move through pipes and cuts down on the need for extensive and costly infrastructure upgrades, especially in areas with limited drainage.

This decentralized strategy is particularly relevant for areas of Westport furthest from outlet points, where existing pipe capacity is constrained. By retaining water in these regions, we offset the need for major upgrades, resulting in cost savings for the Buller District Council (BDC).

Work with BECA is currently underway on a concept study through the Ministry for the Environment funded Nature Based Solutions to develop low-cost designs that can be applied throughout

Westport. These designs focus on balancing green infrastructure and traditional conveyance systems for effective stormwater management.

In parallel with the green infrastructure approach, a dewatering concept is being investigated to enhance soil absorption and infiltration during prolonged rain events. This strategy is aimed at supporting areas with high water tables and identifies locations for new retention or detention ponds. It ensures water levels remain manageable even during heavy rainfall, and by increasing storage and enhanced absorption, it provides additional time to react and prepare for the deployment of pumps as needed.

BDC is collaborating with Water Siphon NZ to explore innovative options for this concept, seeking to prove the feasibility of dewatering as a core part of a sustainable and cost-effective stormwater strategy.

Operate: Enhancing Gravity Networks to Reduce Pumping Reliance

Our strategy focuses on improving the operation of the gravity-based stormwater network to reduce reliance on pumping systems. One of the primary goals is to ensure that water is conveyed more efficiently through the existing primary network and establishing a secondary network. This will minimize the need for pumps by making better use of natural overland flow paths and gravity-fed conveyance.

We are investigating specific upgrades to overland flow paths in areas where larger stormwater volumes can be naturally directed to outlet points. Where improvements to overland flow are not feasible, we will consider targeted pipe upgrades to handle increased water volumes. This is a long-term project that requires careful planning, but it is a critical step toward reducing dependence on pumping systems during storm events.

In the short term, upgrades will focus on areas where the new stop bank intersects with existing pipelines. Upgrading these pipes will ensure they have the capacity to manage future water volumes and maintain the structural integrity of assets under flood protection systems.

Additionally, we plan to address the major outlets along the Wharf structure of the Buller River later in the process. The West Coast Regional Council (WCRC) has indicated that a lighter engineering approach may be viable in these areas, as the land is naturally elevated. WCRCs flood mitigation measures, which include a "planter box" arrangement, are expected to provide sufficient protection. This configuration will allow us to install pipe upgrades with minimal disruption to the existing flood protection structures, ensuring that future improvements can be made without significant interruptions.

React: Mobile Pumping Solutions

In preparation for extreme storm events, the strategy incorporates mobile diesel pumps for rapid response. Westport's geographical location leaves the electrical network particularly vulnerable during severe weather, making diesel-driven pumps a more resilient option than previously considered electrically powered alternatives.

Mobile pumps provide greater flexibility of response compared to stationary pumps. They can be deployed despite restrictions caused by elevated river levels. They can be used to bypass network bottlenecks and transport water to a range of outlet points where needed and their deployment can be adapted to the specific demands of each event. This flexibility allows them to address discharge overland pumping. Additionally, they offer a scalable solution that can adapt to Westport's evolving infrastructure and future planning needs.

To enhance our response capabilities, a workshop with Prime Fluid Management has been scheduled. This session will explore industry best practices for flood event responses and the strategic design of mobile flood pump stations.



Figure 3 Westport high level option overview

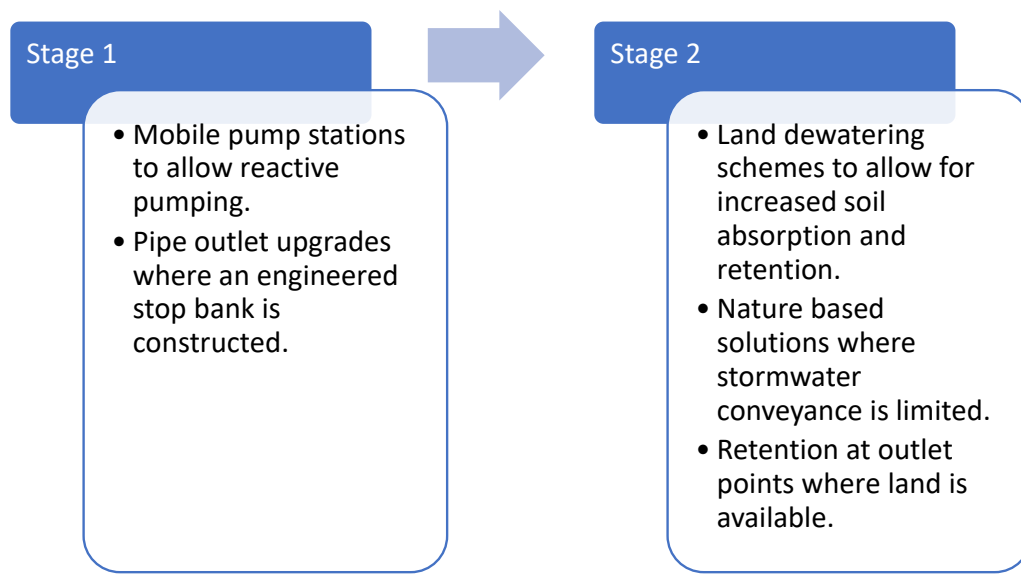
The map of Westport highlights key locations for proposed stormwater management enhancements:

1. High-Pressure Pump Locations: Two indicative sites are identified for high-pressure pumps:
 - Colvin Street: This area is prone to flooding due to its position within the town centre. Implementing a high-pressure pump here aims to alleviate water accumulation during heavy rainfall events.
 - St. Clair's College: Situated in a low-lying zone, this location is susceptible to water pooling. A high-pressure pump would help manage stormwater, protecting both the college and surrounding residential areas.
2. High-Capacity Pump Sites: Specific locations such as Averys Drain, Cats Creek, and the main stormwater line along Brougham Street are marked for high-capacity mobile pumps. These pumps will help manage water at critical overland flow outlets, particularly during high rainfall events.
3. Medium-Range Pump Locations: Smaller networks throughout Westport, especially in lower-risk flood zones, are indicated as spots for medium-capacity pumps to support localized drainage needs.
4. Pipe Upgrade Zones: Locations intersecting with the planned stop bank are marked for pipe upgrades. These upgrades aim to ensure compatibility with the new stop bank and provide seamless integration with the stop bank to prevent future disruptions.
5. Decentralized Stormwater Management Areas: The map also indicates areas suitable for decentralized stormwater solutions, such as infiltration swales, permeable surfaces, and detention basins. These options are proposed in urban sections where localized water retention would reduce pressure on the primary network.

These proposed interventions aim to enhance Westport's resilience to flooding by managing stormwater in vulnerable areas.

Approach

The approach to achieving the strategy is proposed to be an overarching project delivered in two stages with core elements in each stage.



A description of the estimate process for each stage is:

Stage 1

Mobile pump stations

- Once modelling is completed, the next step in the mobile pump station plan is to procure the equipment through a request for proposal (RFP). This approach will involve sharing detailed site-specific data with potential suppliers, enabling industry experts to provide tailored recommendations on the exact pumps and fittings needed for Westport's unique requirements. By consulting with industry specialists, the council aims to ensure that the chosen pumps will be optimized for the site's operational conditions, capacity needs, and resilience goals.
- The estimated costs for these mobile pump stations are based on pricing for BBA pumps and fittings. This includes both semi-permanent options, which are designed to stay in place at designated flood-prone locations, and fully mobile units that can be deployed as needed across different sites. These mobile options provide flexibility for addressing Westport's variable stormwater needs, allowing quick adjustments in response to changing weather patterns, water levels, and site conditions.

Stop Bank Outlet Upgrades

- Upon completion of the modelling, the next phase for stop bank outlet upgrades involves close coordination with the West Coast Regional Council to identify any synergies between the stop bank project and the stormwater network enhancements. This collaborative approach will help align both projects, ensuring that the upgrades support and complement the stop bank's flood protection function.

- Following this integration, detailed designs will be developed to finalize the specifications needed for procurement and construction. The design phase will clarify the required elements and establish clear plans for the installation of upgraded outlets.
- The estimated costs for these upgrades are based on a primary outlet at Northern Derby Street, with pipe cost estimates drawn from September 2024 data. In addition to the main outlet, the plan includes multiple minor outlets and an outlet at Roebuck Street, providing a network of discharge points that work in tandem with the stop bank to manage stormwater flow effectively.

Stage 2

Dewatering/Detention/Retention Points

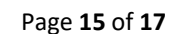
- At this stage, the primary focus is on constructing permanent wetlands in key areas of Westport. These wetlands will act as natural detention and retention points, helping to manage stormwater while also continuously dewatering to maintain lower groundwater levels. This ongoing dewatering process aims to reduce the likelihood of flooding by keeping the water table manageable, especially during periods of heavy rain.
- Additionally, swales will be incorporated into the stormwater strategy. These shallow, vegetated channels are designed to slow down runoff, allowing it to infiltrate the ground gradually. Swales not only help reduce immediate flood risks but also support the natural filtration of stormwater, improving water quality as it moves through the system. Together, the wetlands and swales create a decentralized, nature-based approach to stormwater management, enhancing Westport's flood resilience while integrating green infrastructure into the urban landscape.
- These three elements are intended to be delivered concurrently. The proposal will be to complete detailed design. Once approved, each site will be identified for stakeholder engagement depending on the treatment required before procurement and construction are completed.

Costs

The indicative estimates for the 2 staged approach are:

DESCRIPTION			VALUE	COMMENTARY
CONSTRUCTION COST				
STAGE 1				
1	MOBILE PUMPS	1 Item	\$ 5,941,037	
2	OUTLET UPGRADES	1 Item	\$ 2,005,189	Working in with flood wall designs
STAGE 2				
3	DETENTION, DEWATERING AND RETENTION POINTS	1 Item	\$ 9,784,800	
ON-COSTS				
4	PROJECT MANAGEMENT	1 Item	\$ 100,000	Patricks time @ 20 hours for 2 years
5	PROJECT CONTINGENCY	5 %	\$ 886,551.00	
6	ESCALATION	2 %	\$ 195,696	
TOTAL PROJECT COST			\$ 18,913,273	
TOTAL ONGOING OPERATIONAL COST			\$ 117,551	

36



Ongoing integration with other programmes

Since the July 2021 flood event, Buller District Council has advanced a substantial volume of resilience work, largely funded through external sources. The Council remains focused on long-term planning for the Buller area, with the proposed stormwater strategy being a crucial part of this approach. This strategy seeks to integrate various resilience initiatives into a cohesive framework for flood management in Westport. Key examples of this integration include:

- Incorporating Lessons from Nature-Based Solutions:** Insights from the Ministry for the Environment (MFE)-sponsored Nature-Based Solutions project are being used to inform proposed designs, enhancing natural stormwater management.
- Collaborating with West Coast Regional Council on Flood Protection:** The Council is working with the Regional Council to ensure the stormwater strategy aligns with the flood protection scheme, including considerations for design life. While the full impact of the stop bank on the stormwater system is not yet fully understood, preliminary assessments suggest that the benefits of the stop bank outweigh any potential negative impacts. To date, no evidence suggests the stop bank will have significant adverse effects on the existing system. However, future stormwater upgrades will need to be carefully aligned with the stop bank, requiring additional, detailed planning.
- Ongoing Pipe Network Upgrades and Overland Flow Paths:** As part of the Long-Term Plan, future upgrades to the pipe network and the establishment of overland flow paths are identified priorities to improve stormwater conveyance and reduce flood risks in Westport. Currently, overland flow paths are not in place, making their development a critical component for managing excess stormwater. The exact requirements for pipe upgrades will be determined based on the final outputs of the ongoing stormwater modelling, ensuring that improvements are accurately targeted to the most vulnerable areas. These upgrades will require adjustments over time to accommodate changes in infrastructure, as guided by the updated data from the stormwater model. This approach focuses on continuously adapting the system to address evolving needs and conditions.
- Alignment with the Westport Masterplan and Climate Change Adaptation Plan:** The stormwater strategy has been developed with consideration for the ongoing Westport Masterplan and Climate Change Adaptation Plan, which are still in progress and have yet to deliver final results. As these work streams continue to evolve, their outcomes will need to be incorporated into the stormwater strategy over time. This phased approach allows for future adjustments, ensuring that stormwater management remains adaptable to any recommendations arising from these plans. The current strategy is designed with flexibility in mind, allowing for updates and adjustments that will align with long-term urban planning and climate resilience goals as they are defined. This adaptability would not have been possible with a fixed infrastructure approach, such as stationary pump stations, making mobile and scalable solutions essential to Westport's future stormwater resilience.

Conclusion

Conclusion

Westport's stormwater strategy is moving towards a more resilient and adaptive system designed to better manage both routine stormwater flows and extreme weather events. By incorporating

green infrastructure, decentralized storage, targeted upgrades, and reactive pumping solutions, this strategy aims to create a holistic and sustainable network for the community.

The supporting business case details estimated capital and operational costs, offering a closer look at the financial implications of this holistic approach. It emphasizes the importance of considering future impacts on rates and service levels, ensuring that the strategy remains feasible and aligns with community needs. Notably, this strategy was developed within a highly constrained timeframe, with limited resources and without specific guidance on the flood protection service level. These limitations reflect the challenges of creating a rapid, resource-efficient response to Westport's stormwater and flood management needs while balancing long-term sustainability goals.

BULLER DISTRICT COUNCIL

18 DECEMBER 2024

AGENDA ITEM: 6

Prepared by Paul Zaanen
Project Lead – Master Planning

Reviewed by Simon Bastion
Group Manager Regulatory Services

Attachments 1. Engagement Overview – Master Planning
2. Cutting Our Own Track – Westport Concept Framework
3. 2100 report – *supporting documentation*
4. Kawatiri Multi Tool Business Case – *supporting documentation*

Public Excluded: No

MASTER PLANNING PROGRAMME UPDATE – COMMUNICATION AND ENGAGEMENT

1. **EXECUTIVE SUMMARY**

The purpose of this report is to provide the Council with the content, and the communication and engagement plan for endorsement to engage with the Westport Community in respect to the Draft Master Plan; and, to approve a preliminary non-binding application to the Regional Infrastructure Fund (RIF) for seed funding to enable the plan if it is approved in due course.

2. **DRAFT RECOMMENDATION**

That Council

1. **Approves the initiation of wide community engagement on the Draft Master Plan as per the attached Communication and Engagement Plan.**
2. **Notes the provided content that the project will engage with the community on.**
3. **Notes that the findings of the engagement and the Draft Master Plan will be presented for Council endorsement/adoption in April 2025.**
4. **Notes that any formal Consultation, if required will occur through the Long-Term Plan Process in April 2025**
5. **Notes a preliminary and non-binding application will be made to the Regional Infrastructure Fund (RIF) for seed funding**

3. **ISSUES & DISCUSSION**

4. **BACKGROUND**

Master Planning is a core workstream within the Kawatiri Multi-Tool Business Case which was approved by Buller District Council, Ngāti Waewae and West Coast Regional Council in June 2022, from which \$22.9m funding was subsequently approved by Government in May 2023 for Resilient Westport.

5. The Kawatiri Multi-Tool Business Case and the work of the Technical Advisory Group, under the Buller Flood Recovery Group, laid the foundation for this planning exercise.

6. Buller District Council initiated the master planning, stage one, process in 2023 through funding via the Better Off funding.

7. Stage two, funded by Resilient Westport was initiated in April 2024 and is due to be completed in April 2025.

8. The intention to create a master plan for the short-, mid- and long-term resilience of Westport was first identified within the 2100 report – which was adopted by both Buller District Council and West Coast Regional Council in 2020.

9. **Programme Update**

The Master Planning project is running on time and on budget and will be completed in April 2025 when the Master Plan will be delivered.

10. Overall, the project has been a success to date, with a transformational adaptation plan being created.

11. The Isthmus team has continued to develop all elements of the design process. There have been five Design Weeks held, with over 160 invitees on the stakeholder invite list – this has been anchored in a collaborative participatory design process.

EMPOWERING COMMUNITY. CHAMPIONS FOR CHANGE.

You are writing your own story.

150x stakeholders invited?
5x design weeks.
16x 3hr workshops.
7x 2hr Drop-ins.
1x combined stakeholder presentation.
Lots of 1:1 and small groups.

Design week one.
Design week two.
Design week three.
Design week four.
Combined stakeholder presentation.
Design week five.



07

Wider Westport Concept Framework / November 2024

Isthmus.

12. Every round of workshops has been well attended, with high levels of support of the interventions being proposed.
13. Beyond this there have been targeted meetings, presentations and briefings held with NGO's, Government Agencies, and many and varied members of the Westport community – this has led to high levels of social licence for change, a core critical element when considering adaptation.
14. Throughout the process to date the team has established a scaffold of initiatives that will ensure a successful adaptation plan.
15. These initiatives and key tactics have been workshopped via the Design Weeks with clear measurables of support from the attendees of the workshops.
16. There have been several media articles, locally and nationally, over the last few weeks – with the project essentially being 'live' in the public domain. Due to the volume of headlines in the media, the engagement and communication team has been proactively working alongside the project team to ensure that clear and responsive messaging is continued through to the community to ensure key messaging.
17. The project has built a social licence for positive change locally and also built momentum within a portion of the local community. Knowledge holders and

community champions have been built around the project to ensure that clear and trusted messaging is occurring within the Westport Community.

18. **Completion Of Stage Two – Next Steps**

Early findings have pointed towards the land holdings required for low-risk development areas, a pathway to enable both growth and relocation, if and when required, and the mechanisms to deliver the works over a long period of time.

19. There are three key initiatives required to enable the betterment and adaptation over time for Westport's resilience:

1. A portion of low value PAMU land holdings
2. Seed funding to enable the implementation of the plan
3. A delivery vehicle to ensure that works are undertaken in line with the plan

20. There are varied initiatives and works that underpin the key moves over time – however to achieve those, the above three key steps are required.

21. With the successful completion of the participatory design process via the Design Week process the team has now almost completed the Draft Master Plan.

22. It is crucial that this plan is well articulated in the Westport community, this will be achieved via the attached (Attachment 1) communication and engagement plan.

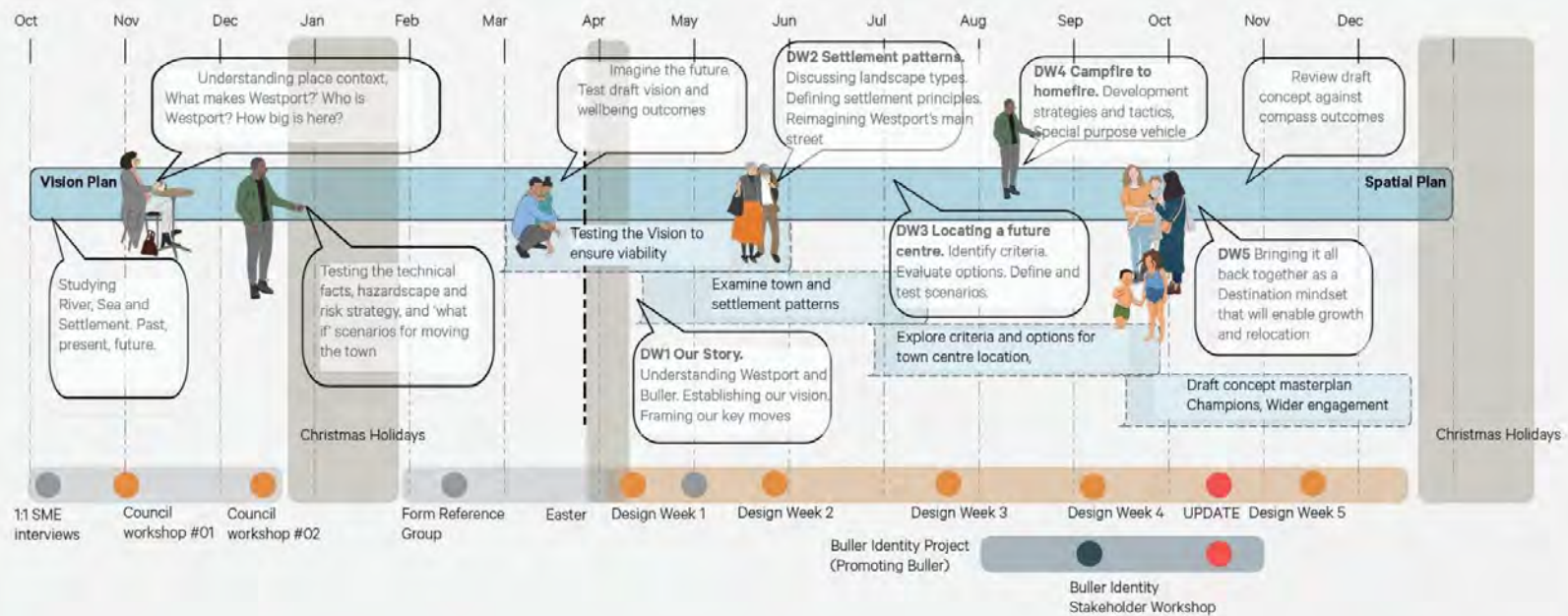
23. It is important to note that this will be engagement, with formal consultation to be undertaken via the Buller District Councils Long Term Plan process, if necessary, in due course.

24. The engagement that will be undertaken in the early stages of 2025 will be largely in the inform and consult spectrum of the IAP2 framework, with the participatory design process undertaken to date having been in the Collaborate and Empower end of the spectrum.

25. The design team will largely step down and pause while the engagement activities are undertaken, feedback from the engagement will be assessed in March with final changes made to the master plan which will then be presented to Council for adoption in April and align with the Long-Term Plan should it have too.

26. Throughout the Stage Two process the team has sought to ensure that the eventual plan is deliverable, able to accommodate change over time and allow for both growth and relocation to occur.

THE JOURNEY SO FAR.



27. **Council Considerations And Approvals**

It is important to note that this is a Draft Master Plan and that the engagement process being undertaken in February 2025 is to ensure that there is a wide understanding of the intentions of the plan within the community, and many and varied opportunities for open conversations on the intentions of the plan and the outcomes that have been identified.

28. This does not constitute a formal consultative process, or approval of Elected Members on the plan or the pathways to enable the plan.

29. Post the engagement process being undertaken, the findings of which will be presented to Council, there will be a formal Council meeting in March or April.

30. If Council chooses to accept the engagement findings, and the draft master plan, formal consultation will occur via the Buller District Council Long Term Plan and be adopted via that process.

31. The project is also looking for preliminary and non-binding, approval from Council to submit a stage one application into the Regional Infrastructure Fund (RIF) for seed funding.

32. This request is being put forward prior to community engagement, Council approvals and consultation under the Long-Term Plan due to the nature of the fund. It is a competitive bid fund, with a limited volume of available funding, an email was received from Kanoa that placed urgency to Councils to put forward any potential projects prior to the end of 2024.

33. It is important to note that entering stage one of a two stage process does not constitute Council approval of the project, and if Community Engagement and later Council decision are to not proceed the application can be withdrawn at a later date.

34. **OPTIONS**

35. **Option 1 – Do not implement the engagement overview and do not apply to the RIF**

This option essentially stops the work programme, both in terms of the proposed engagement and any next steps.

36. **Option 1
Advantages**

- No further expenditure/staff resourcing

37. **Disadvantages**

- Does not allow for wider community engagement;

- Does not adhere to commitments made to the community to further engage on the draft plan;
 - Likely to draw criticism from the community for spending public money with no outcomes;
 - Likely misses a potential funding pathway to enable activating the plan over time;
 - Loss of momentum.
38. **Option 2 – Carry out the engagement but do not apply to the RIF**
This option allows for community engagement to be undertaken and the findings of which will be presented to Council in April 2025, alongside the final iteration of the master plan for adoption, or not, within the Long-Term Plan.
39. However, it very likely misses the window of opportunity to seed fund the project via RIF due to the nature and timing of the fund.
40. **Option 2**
Advantages
- Continues the work programme undertaken to date, and concludes the externally funded work programme;
 - Allows for wider community engagement to occur as planned.
41. **Disadvantages**
- Likely misses a potential funding pathway to enable activating the plan over time.
42. **Option 3 – Carry out the engagement proposed and place a preliminary non-binding application to the RIF**
This option executes the engagement plan, allowing for wider outreach and community feedback, it also allows for a potential pathway of funding. It is important to note that the non-binding application to RIF can be withdrawn if engagement findings or Council decisions indicate no desire to execute the plan.
43. **Option 3**
Advantages
- Continues the work programme undertaken to date, and concludes the externally funded work programme;
 - Allows for wider community engagement to occur as planned;
 - Allows for an early non-binding application to be made to RIF as a potential funding pathway pending community engagement and further Council decisions
44. **Disadvantages**
- There are no disadvantages associated with this option.

45. **PREFERRED OPTION**

The preferred option is **option 3**. This allows the engagement to be executed and allows for a preliminary non-binding RIF application. The benefit of this option is:

- Adheres to commitments made to the community to further engage;
- Adheres to the Resilient Westport Steering Group's commitments to the project;
- Aligns with the intentions of the Kawatiri Multi Tool Business Case;
- Allows for an initial approach for seed funding in line with time expectations of this contestable fund;
- Maintains the momentum that the project team has established throughout the participatory design process undertaken to date;
- Leaves the ability for further Council decisions in due course.
- There is no commitment to Council or Buller rate payers.

46. **NEXT STEPS**

If the Council selects the preferred option the project team will execute the required works to undertake the engagement in February, undertake a stage one application to the RIF, make any final amendments to content for engagement and report back to Council in April 2025 with the findings of engagement, the final conceptual master plan and an update of the stage one non-binding RIF application.

47. **CONSIDERATIONS**

48. **Strategic Impact**

Master Planning is considered a key strategic planning framework for the future of the district. At present, it is not a part of the Long Term Plan 2021-2031, or the Enhanced Annual Plan 2024-2025 given the fact it has not had a financial impact on Council.

49. It is not expected to have any ratepayer impact at present, but it is important that we note the process and what the findings are throughout. The impact of Climate Change is something that the Office of the Auditor General say should be outlined in the Long Term Plan.

50. **Significance Assessment**

51. Section 76AA of the Local Government Act requires the Council to adopt a policy on significance and engagement. The Council Policy on significance can be found by clicking the following link:

<https://bullerdc.govt.nz/media/f2ofzb4z/buller-district-council-significance-and-engagement-policy-2021-2031-ltp.pdf>

52. This report is assessed as being of medium significance.

53. **Risk Management Implications / Opportunities**
The following risks or opportunities are identified with the issues identified in this report.
54. *Engagement – external*
The project has undertaken a participatory design process (workshops) to inform and create the draft plan, although this is a small number of total residents it has ensured that the plan is aligned with local knowledge. Throughout the design week process the attendees/participants have indicated the importance of ensuring wide community engagement is undertaken as articulated in the engagement overview provided.
55. Alongside the targeted design weeks, the project team (and Resilient Westport) has also been engaging with local NGO's and groups as preliminary engagement prior to formal engagement.
56. To date there have been no views contrary to that of the project team in terms of the importance of engaging with the wider Westport community.
57. *Engagement – internal*
The project has briefed the Senior Leadership Team of Buller District Council multiple times throughout the project lifecycle, beyond this there have been briefings directly to both regulatory and infrastructure departments of Buller District Council to ensure a wide understanding of the project, intentions and outcomes being discussed within the design week processes.
58. **Policy & Legislative Considerations**
There is no legal context, issue, or implication relevant to this decision at this point in time. The intent to engage on the draft plan with the community is to test the conceptual framework, there are no binding commitments which have an impact on legal implications or current policies.
59. **Māori Impact Statement**
At this point in time the decision does not involve a significant decision in relation to ancestral land or a body of water or other elements of intrinsic value, therefore this decision does not specifically impact Tangata Whenua, their culture, and traditions.
60. However, it is important to note that we have been engaging with Iwi and that further engagement with Tangata Whenua will be incorporated into the engagement plan and future considerations if the draft plan is adopted by Council in due course.

61. **Financial Considerations**

The financial resourcing required for communication and engagement is externally funded via Resilient Westport.

62. **Communication Internal / External**

Internal and external communications on the basis of this report will be covered by Resilient Westport communications and engagement in partnership with the Buller District Council communications and engagement teams.

Master Planning

Communication and Engagement Overview

Buller District Council 18th December

Prepared by Resilient Westport



Overview

A communication and engagement plan (the Plan) is essential for ensuring successful engagement of the draft Master Plan and the allocation of resources required to execute meaningful engagement. It is crucial for the draft Master Plan to be widely understood and supported in the greater Westport community.

Although successful engagement has been undertaken to date in the form of participatory design workshops (design weeks), there is a requirement for much broader engagement to be undertaken on completion of the draft Master Plan.

This communication and engagement plan lays out the foundations for deeper engagement to occur in February 2024 once the Draft Master Plan is complete. Our primary goal is to inform the community of the core concepts of the plan, what Westport's growth and future development could look like and how this could be achieved.

The main goal of this engagement is to inform the wider Westport/Buller community and for them to have a better understanding of what is being proposed.

We intend to provide opportunities for people to provide feedback on the draft via a short survey on the Let's Talk website as well as in written form and anecdotally through the many conversations we intend to hold with the community.

We will also look at activating 'community champions' - local people who have been heavily involved in the Master Planning workshops and have a deep understanding of the project's outputs and intentions.

It is important to note that the proposed engagement process is not a formal consultative process – this will be undertaken after the engagement via the Buller District Council's Long Term Plan consultation.

We will use a simple questions survey to gauge if people in the community see the need for a Master Plan, if they think we are taking the right approach to planning for Westport's future growth and development, and if they have any ideas of their own to contribute.

The importance of community support and understanding of the Draft Plan is vital, not only in helping people understand its positive potential to improve their social and economic well-being but also in empowering Buller's leadership to rally support from the government and wider New Zealand to help bring this about.

Background

The Kawatiri Multi Tool Business Case works under the PARA framework (Protect, Avoid, Retreat, accommodate) for adaptation, the business case was presented to Government in June 2022, and approved in May 2023. The Business Case contains a set of funded workstreams, one of which is the creation of a Master Plan.

Government funding totalling \$22.9m resulted from the Business Case. The Resilient Westport Steering Group was appointed by Ministers in 2023 to oversee the application of the funding.

Master Planning is part of the Resilient Westport package of works and is being led by the Buller District Council.

The Master Planning process seeks to provide a holistic road map for the community, public and private sectors from the point of view of avoid, retreat and accommodate. Master Planning looks to provide options and opportunities for the short-, medium- and long-term future of the greater Westport area.

The Westport Community

The Westport community has faced significant challenges due to the severe weather events of 2021 and 2022. These events have left lasting impacts, particularly the psychosocial effects of the 2021 flooding, which continue to affect many residents.

Special consideration must be given to engaging with this community, recognising their ongoing recovery journey and the resilience they have demonstrated. It is essential that this engagement also touches on the broader scope of the Resilient Westport programme.

The Master Plan is just one project of a programme of work aimed at improving Westport's flood resilience over time. By emphasising its role as a complementary measure, this engagement seeks to reassure the community that the Master Plan is not a standalone solution but part of a larger, coordinated effort.

Master Planning key messages

- The Master Planning process is being led by the Buller District Council. The Council initiated Stage One of Master Planning in late 2023 and appointed the Isthmus Group to undertake the scope of works. The background and early vision was completed in March 2024.
- The Master Plan is a lot wider than a hazard response. It looks at the general wellbeing of the region – with areas of focus around economic development opportunities, social development and where and how Westport should grow.
- Significant community engagement has and will continue to occur throughout 2024 and 2025, alongside the other works associated with Resilient Westport. This has commenced with a series of stakeholder workshops (participatory design workshops) held throughout 2024.
- Master Planning looks to provide options and opportunities for the short-, medium- and long-term future of the greater Westport area.
- The Master Planning process seeks to provide a holistic road map for the community, public and private sector. It incorporates elements of the PARA framework through avoid, retreat and accommodate.
- Planning exercises of this type are intergenerational and ensure that the whole community can plan for the future, together.
- It's critical that this plan is for Westport, by Westport.
- This is part of an interrelated set of workstreams, including the physical defences of Westport via the Protect (P) and accommodates (A) element of the Resilient Westport PARA framework.
- The Master Plan is not advocating abandoning Westport or moving Westport – it looks at growth methodologies and potential responses post a natural disaster event and looks at new low hazard areas to encourage development within.

- Integrated work is being undertaken to ensure the continuation of a vibrant Westport, inclusive but not limited to stormwater, physical defences, relevant building policies etc.

Key principals for our engagement

These key principles form the foundation of our engagement strategy. By integrating them into our work, we design an engagement program that builds upon the trust we have developed with parts of our community over the past eight months and upholds our commitment to share this plan more broadly.

This approach fosters trust, inclusivity, and active participation among all stakeholders. Our engagement must be flexible to cater to different levels of engagement, whether participants only want awareness of the project or wish to engage more deeply in it.

- **Embed Te Ao Māori** in our engagement thinking and design, honouring Māori perspectives and values.
- **Act in good faith** with honesty and impartiality, ensuring our actions are seen as being for the benefit of Westport.
- **Safeguard confidentiality** by ensuring confidential information remains secure unless disclosure is deemed necessary or required by the Local Government Official Information and Meetings Act (LGOIMA).
- **Amplify all voices**, focusing on ensuring those of marginalised and hard-to-reach groups are heard and included.
- **Provide information in plain language** and multiple formats to make engagement accessible and easy for everyone.
- **Apply empathy** in our engagement, understanding the emotions, concerns, and perspectives of our audience, especially those previously impacted by natural disasters.
- **Maintain a coherent message** and presence across all communication channels for consistency.
- **Work proactively**, anticipating questions, concerns, and risks before they arise.
- **Collaborate effectively** with other project teams within the Buller District Council and the West Coast Regional Council.
- **Acknowledge and act** on feedback promptly, ensuring stakeholders feel heard and valued.
- **Remain flexible** in our engagement, adapting to changing circumstances and the needs of stakeholders.
- **Build trust over the long term** by engaging consistently throughout the project lifecycle, not just at key milestones.
- **Install a sense of agency and hope** for the community, highlighting that this master plan is community-owned and community-driven

Purpose of this engagement

- To create Westport wide awareness of the master plan, ensuring the community understands the project's scope, purpose, and long-term vision.
- To foster community buy-in and support so the plan is well-understood and supported during the upcoming long-term plan consultation.
- To gather community insights and feedback by asking key questions

- *Do you see the need for this master plan?*
- *Are we taking the right approach to planning for Westport's future growth and development?*
- *What have we missed, and what additional thoughts or ideas do you have?*

Communications strategy in a nutshell

Communication methods

- Media releases
- Let's Talk website with survey and information
- Resilient Westport website – background and information
- Email updates to Resilient Westport and Master Planning stakeholders
- Print and radio advertising
- Social media
- Libraries and service centres.

Engagement methods

- Community drop-in sessions at the Resilient Westport office
- Community information sessions
- Targeted outreach NGO, business and community groups, local sports and faith-based organisations

Collateral

- Booklet summarising the draft plan (Cutting our own track)
- Post-cards or physical survey forms
- Posters
- Advertisements (where to go for information)
- FAQs

Key dates

December 2024	<i>Draft content for engagement and engagement tactics provided to Buller District Council Governance</i>
February 2025	Engagement is initiated for four weeks.
March 2025	Engagement feedback is analysed and assessed, and final Master Plan is prepared.
April 2025	Master Plan and Engagement findings presented to Buller District Council Governance
April 2025	Adoption of final Master Plan
April 2025	BDC Long-Term Plan consultation begins

The engagement team and leadership

To be effective, the engagement team need to:

- Define who is leading the engagement. This can change through the process or for different aspects of the project.
 - **Resilient Westport implementation** – Resilient Westport leads the engagement, and the Steering Group is responsible for the action.
 - **BDC support and co-implementation** – Council supports the engagement, and the organisation is responsible for the support required for a successful implementation.
- Be (wherever possible) a consistent team for all face-to-face engagement.
- Ensure elected members and community champions are directly involved and feel informed and support to champion this project
- Be able to access appropriate support as needed

Budget

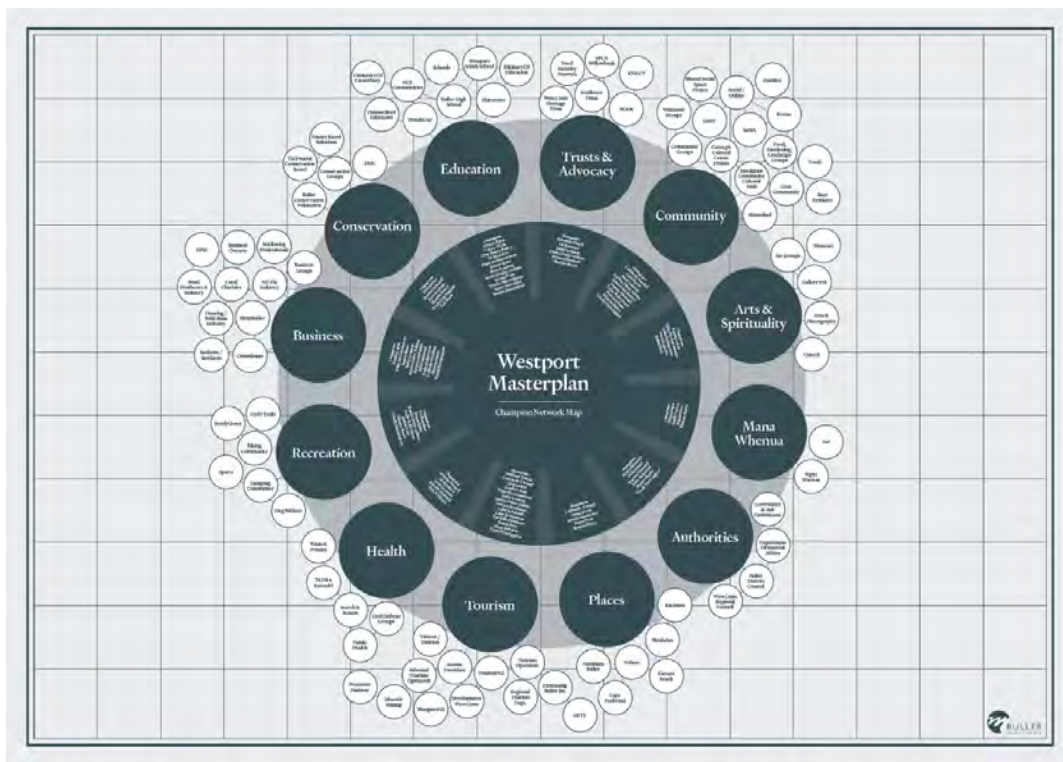
Master plan comms and engagement budget	
Action	Estimated Cost excl GST
Collateral (including written feedback forms)	\$500.00
Let's talk platform	\$0.00
Print advertising	\$2,000.00
In house design	\$500.00
Radio advertising	\$100.00
Venue hire	\$600.00
Total	\$3,700.00

Stakeholders

Engaging with stakeholders is vital to the plan's success. Their insight and contributions are crucial to ensuring that our strategies are comprehensive, tailored to address a wide range of needs, and genuinely reflect the diverse viewpoints within our community.

To enhance the effectiveness of our communication and engagement plan, it is essential to customise our messaging for each stakeholder group. Tailoring the tone, style, length, and structure ensures that our key messages resonate with diverse stakeholder needs and preferences, aligning with their specific knowledge levels and preferred communication channels. This strategic approach fosters comprehensive and inclusive engagement, which is crucial for the success of the Plan.

Westport master plan stakeholder mapping - DW5



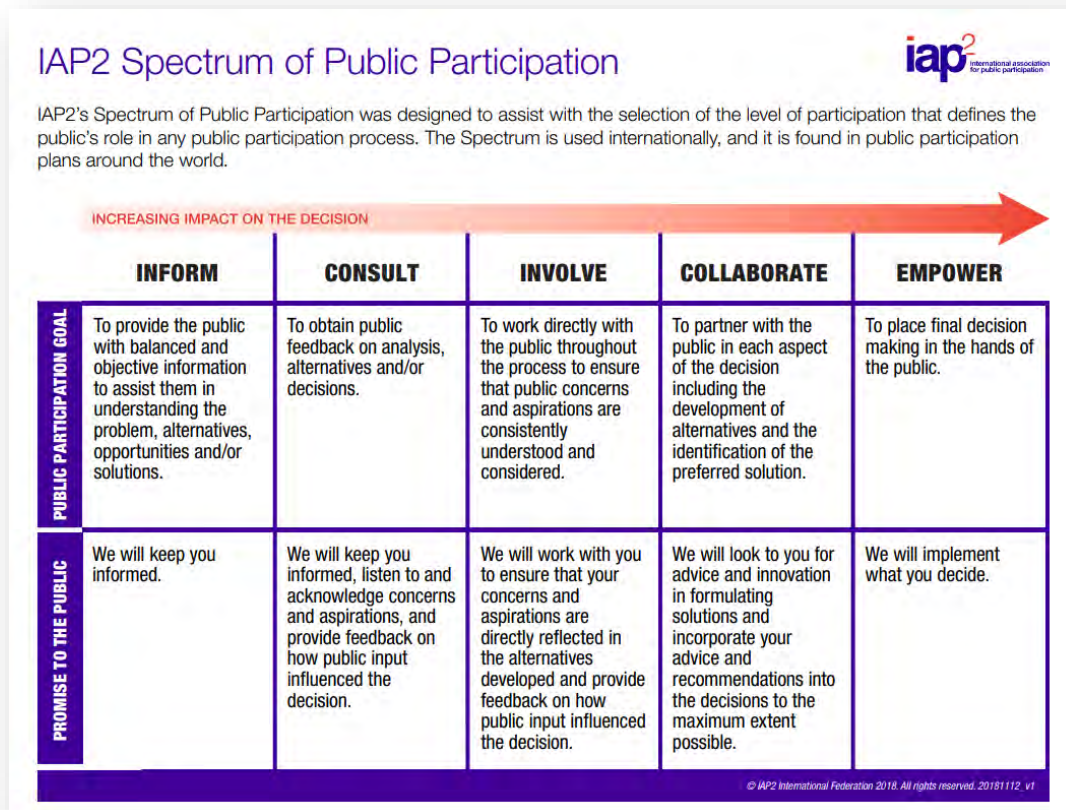
Our goals and objectives

Our engagement approach is guided by the principles of the International Association for Public Participation (IAP2) framework. At this project stage, we are situated at the **"Inform"** level of the spectrum. This means our primary focus is to provide the public with accurate information to assist them in understanding this project, the work we have completed, and the solutions we are proposing.

While the "Inform" level is primarily about sharing information and raising awareness, we are also mindful of maintaining open channels for questions and feedback. This allows us to clarify any concerns, support understanding, and ensure the community feels engaged and respected within the process.

"Our goal is to successfully engage with a broad spectrum of the community to assist in the development of the Master Plan"

Paul Zaanen - Project Lead



Objectives and outcome

Goal: "To successfully engage with a broad spectrum of the community to assist in the development of the Master Plan"	
Objectives	Outcomes
Objective 1: Early engagement (Design Weeks - Completed) To gather community insights to inform the development of the draft Master Plan through workshops.	Outcome Generate significant feedback from the community and stakeholders to inform the development of the draft plan. Garner a social licence to enable successful wider community engagement
Objective 2: Draft Master Plan To distribute the draft Master Plan and foster an informed and diverse community response by enhancing understanding and participation in the engagement process.	Outcome Generate significant stakeholders, including community involvement and input through the engagement process, leading to a more representative and informed Master Plan.
Objective 3: Engagement process Promote the engagement process for the draft plan, targeting all stakeholders within the community.	Outcome Achieve a comprehensive understanding of community perspectives on the proposed draft plan, reflected in the quality and variety of submissions received.
Objective 4: Enable 'Community Champions' Provide community champions with the relevant information and context to act as promoters of the draft plan within the wider community.	Outcome The community has excellent dialogue outside of the engagement process run by the project team, leading to a wider community engagement, participation and support for the Master Plan.
Objective 5: Final plan Effective communication of the final plan to the community, ensures that the process leading to the adoption of the plan is clearly understood.	Outcome Ensure the community understands the process leading to the adoption of the final plan.

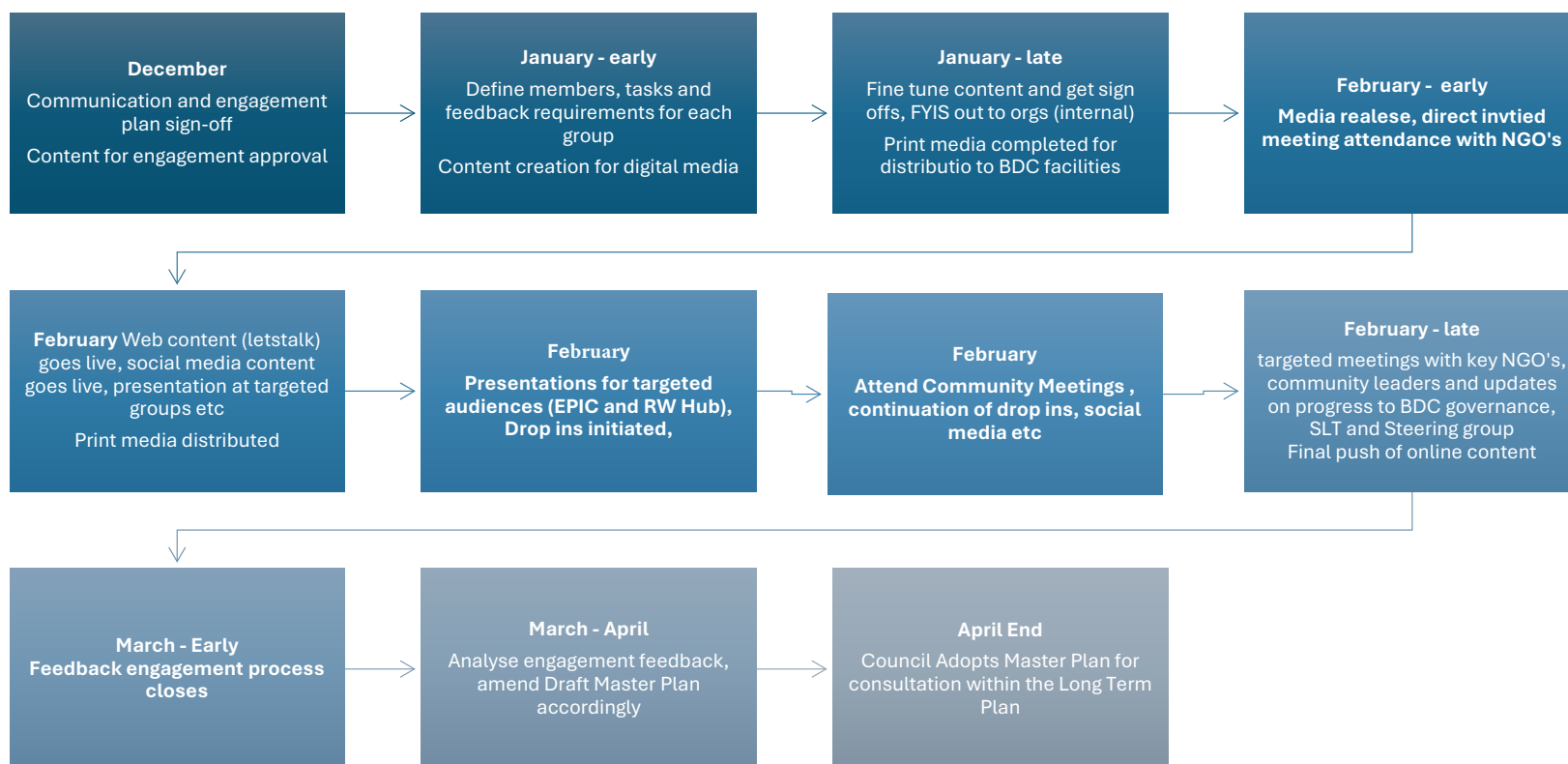
Engagement phases

Phase One: Early engagement	Specific communication required
Current stakeholders involved in the design week process (community champions)	Involve early in feedback and development of the plan. Establish them as champions for the external communication in their communities.
Community	Involve early in the feedback process through manual and online surveys.
Customer services staff BDC Westport, and the Westport Library	Provide a brief and assist them in familiarising the community with the lets' Talk online survey and promote the engagement to the community
Elected members	Ensure preliminary notifications are issued by the CEO or Senior Leadership Team to elected member
SLT	Communicate activity updates to SLT and keep them informed.
Staff	Ensure all communications are disseminated through all-staff emails and K-port
Interested groups	Direct engagement and heads-up format, being invited to group meetings already being had.
Phase two: Engage widely	Specific communication required
Interested groups	Disseminate information through e-newsletters, meetings, forums, and leveraging existing relationships.
Media	Issue regular media releases and provide briefings for critical information.
Community	A multi-faceted communication and engagement approach to gather input and encourage the community to make commentary on the draft plan.

Risks and Mitigations

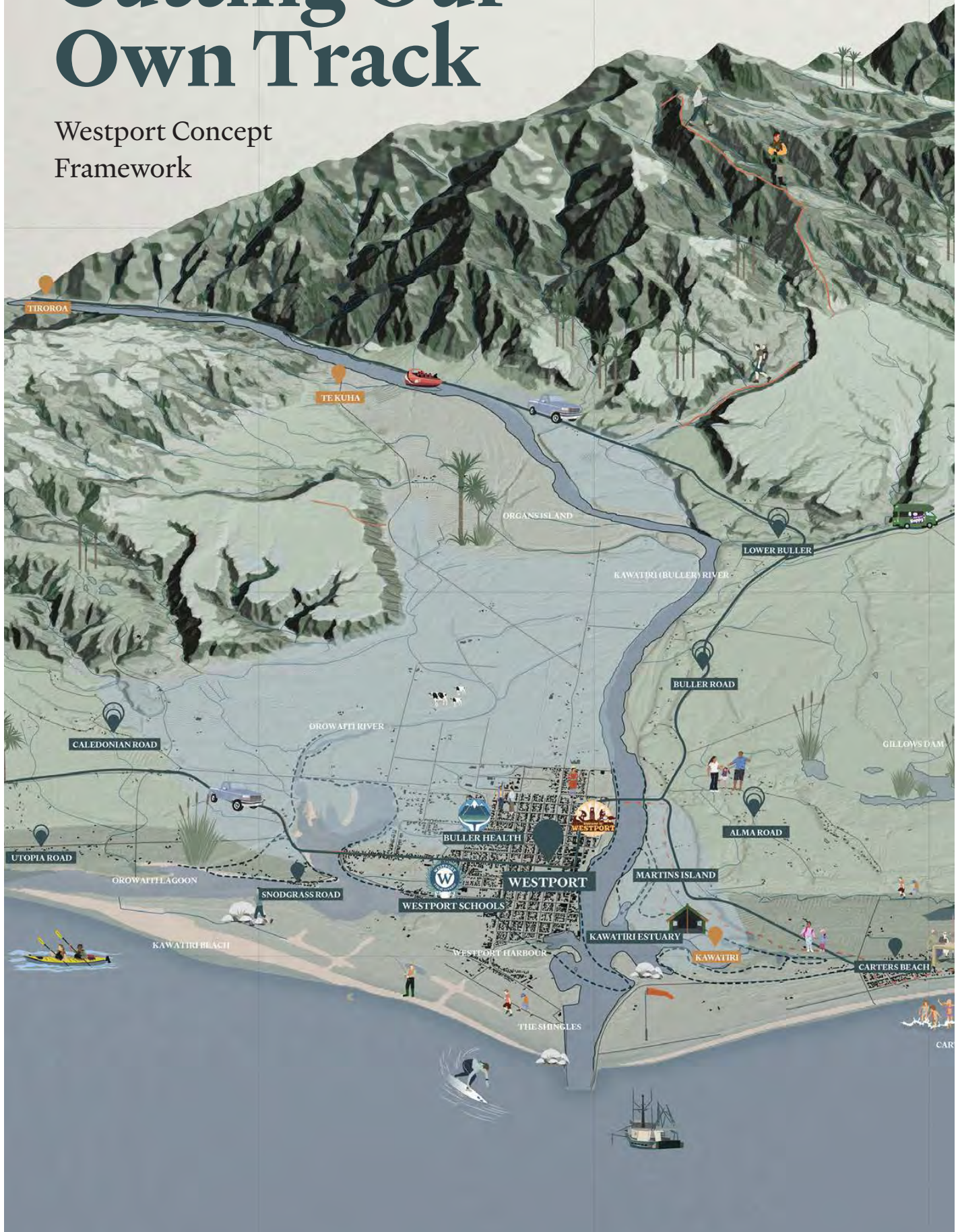
Risk	Mitigation
Low participation	<ul style="list-style-type: none"> • Use diverse outreach methods (online, in-person, surveys) to engage a wide demographic and make participation easy and accessible. • Assess staff levels and request assistance
Dominance of vocal minority	<ul style="list-style-type: none"> • Ensure equitable participation by providing different engagement formats and mapping out and targeting stakeholders • Target stakeholders who are underrepresented • Actively seek engagement from other groups to balance out views
Misinformation and misunderstanding	<ul style="list-style-type: none"> • Provide clear, transparent, and easy-to-understand information upfront. Use multiple formats to explain complex issues clearly. • Address and correct miss information in the community both online and in person
Consultation & engagement fatigue	<ul style="list-style-type: none"> • Be selective with engagement frequency. • Close the feedback loop by demonstrating how community input has been considered • Take engagement to the community in their space and in their time
Lack of trust or understanding of the content	<ul style="list-style-type: none"> • Build trust through transparency and consistency, • Explain the process to date, highlighting the champions and community members involved • Quickly correct mistruths online and in-person • Provide clear information and channels for people to ask questions.
Cultural or language barriers	<ul style="list-style-type: none"> • Use inclusive engagement strategies, including face-to-face, video, audio and visual • Where there is a need, including translation services

	<ul style="list-style-type: none"> • Use culturally appropriate methods and partnerships within the community
Unclear purpose or scope	<ul style="list-style-type: none"> • Be clear from the outset about what is engaged on, how input will be used, what decisions have already been made, and how feedback will be used
Exclusion of key stakeholders	<ul style="list-style-type: none"> • Map out all stakeholders and ensure targeted engagement efforts to include all relevant groups.
Negative response	<ul style="list-style-type: none"> • Be transparent about the process and decision-making, and actively demonstrate how community feedback has shaped the draft plan
Fear of change	<ul style="list-style-type: none"> • Make it clear the plan is intended to be implemented over time • Explain no-one will be forced to move or relocate by this plan • This is about choice and hope
Lack of belief in the plan becoming a reality	<ul style="list-style-type: none"> • Inform people of the processes involved and the work that is happening/will happen to make it a reality • Gain government support for the next steps.
Lack of staff resources to process a significant response to the engagement	<ul style="list-style-type: none"> • Source additional resourcing
Lack of understanding amongst staff and stakeholders	<ul style="list-style-type: none"> • Included all BDC staff in comms messaging • Regular stakeholder updates.



Cutting Our Own Track

Westport Concept Framework



Contents

4 Being Good Ancestors

- 6 Why We Need A Plan
- 8 Resilient Westport

9 Part One: A Shift In Mindset

- 12 Placing Westport First
- 13 Believing The Potential
- 14 Wanting To Grow

16 Part Two: A Conceptual Framework

- 18 The Westport Way
- 26 Development Strategies
- 34 Adaptive Anchors
- 43 Empowering Champions

Document Record				
Issue	Revision	Author	QA	Date
Draft	A	HH	HK	28.11.24
Issued	B	TH	HK	09.12.24



Introduction

This last 8 months has seen the Master Plan project team undertake a participatory design process with members of the Westport community and stakeholders from the wider Buller District. More than 150 people took part across five ‘Design Weeks’ and additional focus group sessions. This process started with local knowledge and passion for this place and creates a path forward that is for Westport and by Westport.

This document captures the ‘Cutting our Own Track’ story, developed through the participatory design process facilitated by the Isthmus Group. It explains how it might be possible for Westport – facing its own unique opportunities and challenges – to move toward a stronger, safer, more prosperous future.

In this document, you will see how we arrived at the Draft Master Plan, why it is needed, and how it could be realised through development strategies that are fit for purpose. This brings together the vision and concept, which are the first stages of the Master Planning process.

We would like to acknowledge the stakeholder group who have so generously donated their time and knowledge to this project.

Master Planning for Westport

Master Planning is a strategic planning exercise that looks to provide options and opportunities for the short, medium and long term future of the wider Westport area. Led by Buller District Council, under the Resilient Westport programme of works, the Master Planning process seeks to provide a holistic road map for the community, public and private sector. It guides the development of areas of land for future use to not only provide greater choice for those currently without but create sustained prosperity for the local community by attracting growth and investment. This is an integrated package of works based on the PARA framework (Protect, Avoid, Retreat, Accommodate).

Being Good Ancestors

Isthmus.

Westport Concept Framework.
Buller District Council.
09 December 2024.

4.

Being Good Ancestors

We are at a crucial point in time, as we acknowledge the path ahead for the Westport community. The master planning process we have begun together has created some time and space to take stock of the situation—slowing down the conversation in order to be visionary, and speed up if needed to make important decisions.

Difficult questions are being asked and honest answers are needed. This has taken courage and commitment by all, and is testament to the trust building around the master planning process to date. We are cutting our own track.

Our working title for the master plan is called 'Cutting Our Own Track: Wider Westport Concept Framework'. Its scope is wider than housing or Westport. It envisages a thriving community that is self-sufficient, and an economic hub that contributes to Aotearoa.



Across the workshops we have returned to the idea of “Being a good ancestor”.

This lens allows us to look forward beyond where we are today, and then consider how the decisions we make today will impact on that future. Creating a plan for Westport’s future starts now - not later when it is urgent and there is no alternative. Delayed action could have the most detrimental effect of all. What will this mean to our children and our children’s children?

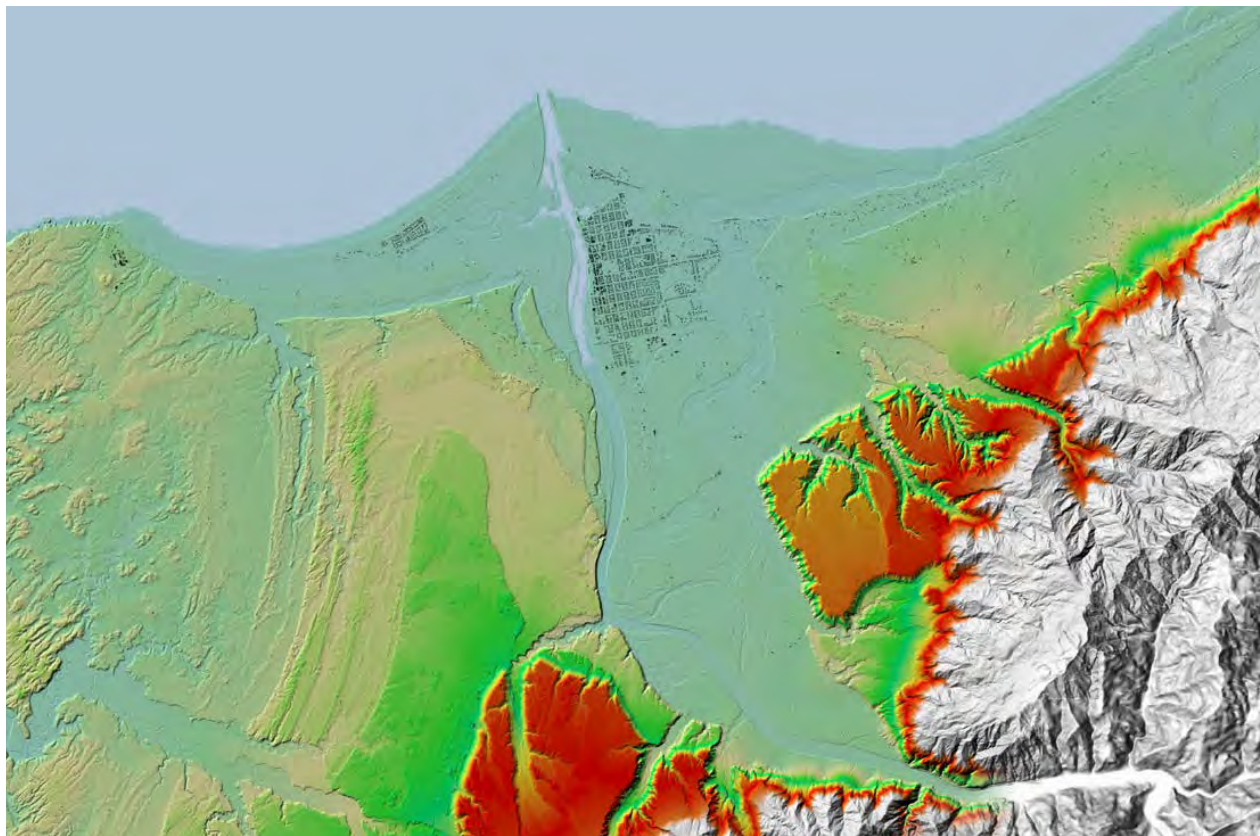
It is through the lens of being a good ancestor that we can make robust, long-term decisions for the wellbeing of our descendants. This is an intergenerational strategy, one that embraces the spirit of our own ancestors who were strong and courageous in hard times, and adapts and evolves to leave a new legacy that we will be remembered for.

To start on an intergenerational plan there are two key parts:

**Part One
A Shift in Mindset**

**Part Two
A Conceptual Framework**

Why We Need A Plan



Westport is low-lying, coastal and near a fault line...

... it sits at the mouth of a huge river catchment ...

Pictures tell a thousand words, alongside the realness of people using their own words. It is easy to get caught up debating the data and the details, but of course we still need the facts.

Kawatiri, The Buller River, means swift and deep.



Isthmus.

Westport Concept Framework.
Buller District Council.
09 December 2024.

6.



...and it floods.

Above image sourced from 1 News,
<https://www.1news.co.nz/2024/04/09/targeted-rates-for-westport-set-to-increase-by-a-whopping-539/>

Since the beginning Westport has flooded – and it will continue to do so with increasing severity. The book “Westport: Struggle For Survival” paints a picture of one of the first pubs floating down the swollen river with its lights still on.

Westport is effectively an island in flood. It is the pinhole where the entire catchment exits at the coast, and it carries a greater torrent than any other NZ river. The simplest way to wrap our heads around this is this elevation map. It offers a way to understand the problem and the potential in one picture.

How can we live in
 harmony with the mighty
 Buller and the Tasman
 sea?

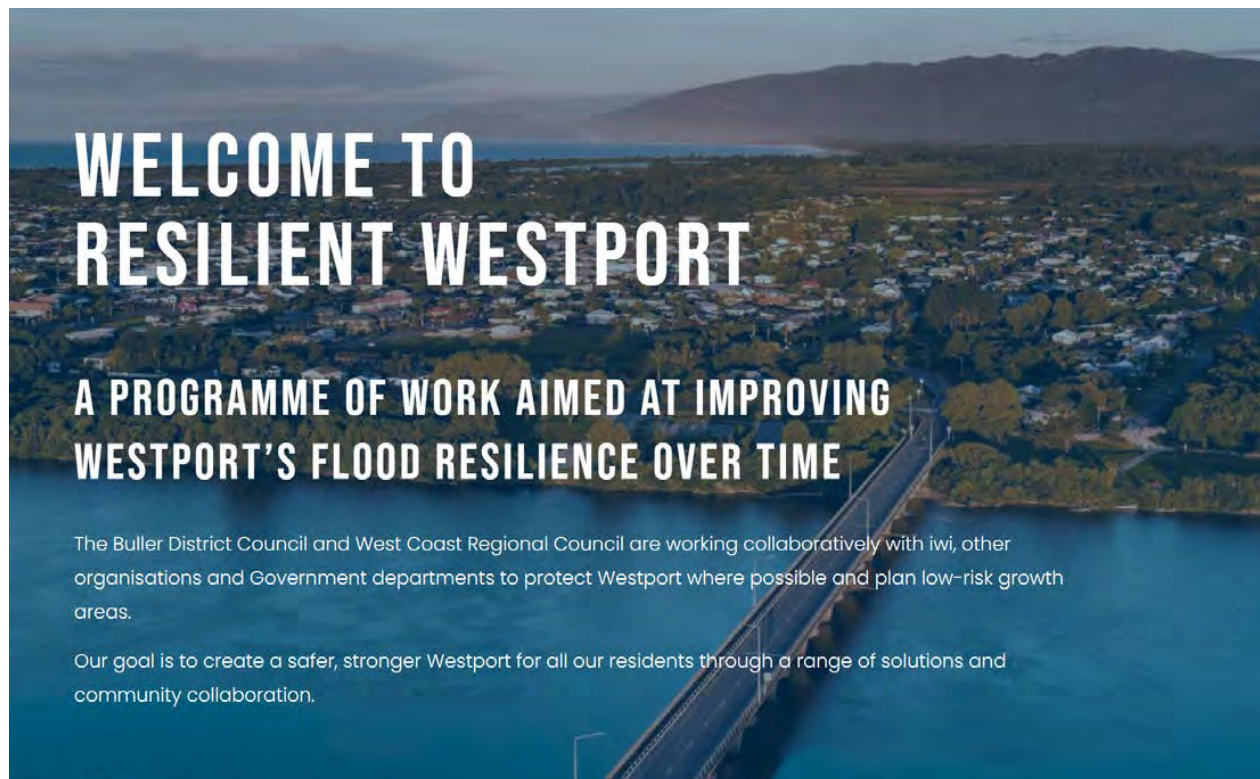
How do we build on what
 our ancestors created, by
 cutting a new track?

Isthmus.

Westport Concept Framework.
 Buller District Council.
 09 December 2024.

7.

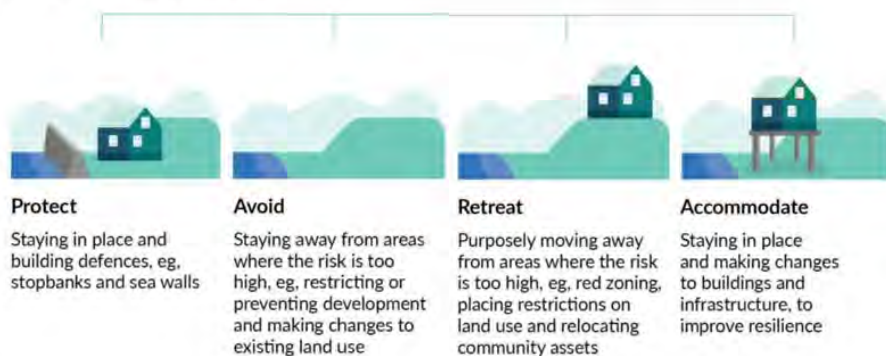
Resilient Westport



Resilient Westport is a programme of work aimed at improving Westport's flood resilience over time. Master Planning is part of the Resilient Westport package of works and is being led by the Buller District Council. Under the PARA framework, it is a multi-tool approach to address hazards and future adaptation in Westport.

All four components are underway all at once - protect, avoid, retreat and accommodate. The floodwalls buy time and insurance but only in tandem with long term solutions. Which is where the master plan comes in. The time to start on a plan for the future is now.

Below image from the Ministry for the Environment - Community-led retreat and adaptation funding.
<https://environment.govt.nz/assets/publications/climate-change/Community-led-retreat-issues-and-options.pdf>



Isthmus.

Westport Concept Framework.
 Buller District Council.
 09 December 2024.

8.

A Shift in Mindset

1

Placing Westport First

Believing the Potential

Wanting To Grow

Isthmus.

Westport Concept Framework.
Buller District Council.
09 December 2024.

9.

A Shift In Mindset

Of the two parts of an intergenerational plan, the first is a shift in mindset. This requires not only a shift but an expansion in mindset, across scale and time. It involves thinking longer term, maybe 50 to 100 years, and thinking bigger scale to help Westport grow and create demand for people to live here and contribute. The shift in mindset raises the expectation for our children's future.

The plan requires a shift in mindset, in three ways:

Placing Westport First

Which means seeing Westport at the centre of our success as a district and a region, in our minds and conversations.

Believing The Potential

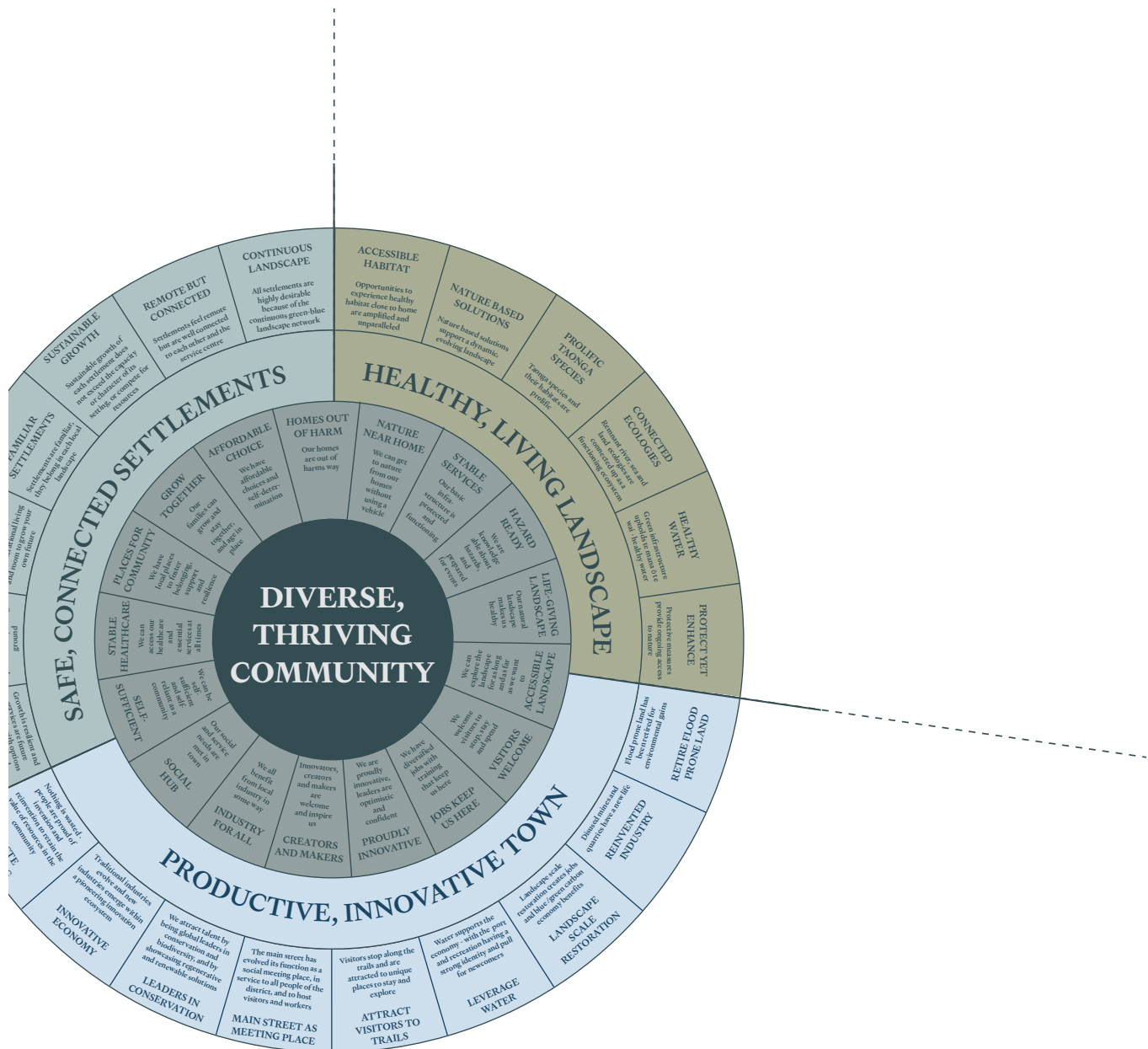
Which means leading with innovation, trying new things and expecting better outcomes for the community, which in turn will create demand.

Wanting To Grow

Which means recognising good growth done the Westport way will help us prosper, and will enable relocation for a viable future.

This mindset is needed for Westport to take control of it's own destiny - not as a passive victim awaiting disaster, but as a proud, forward-looking community. This shift in mindset towards leadership will fundamentally change how the community is able to look to the future with hope and choice. It will enable us to become good ancestors.





Placing Westport First



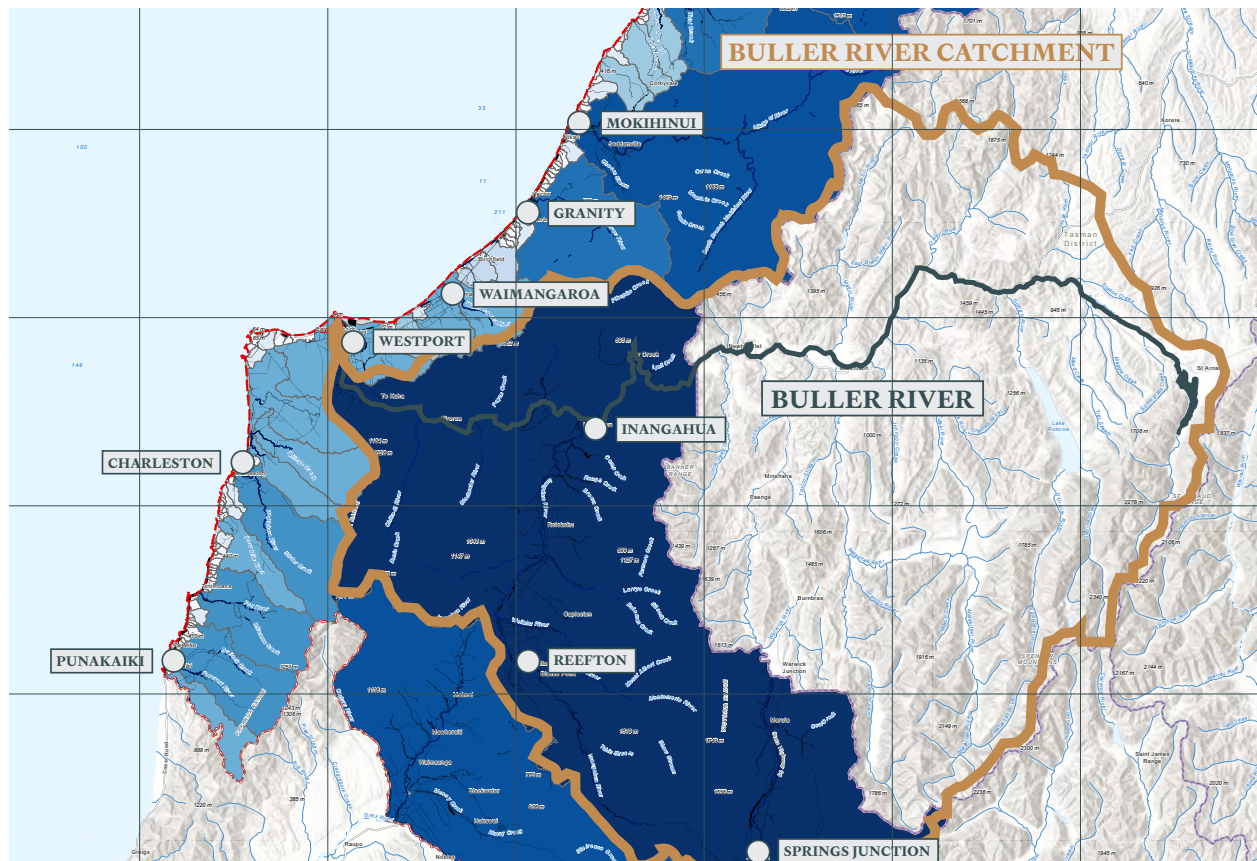
For those that live here, Westport is home and the community comes first. If the community think and talk about Westport being in the centre of the action at a regional level, it builds the mana of the community and raises its status and desirability on the Coast - putting Westport positively on the map and in the news.

The West Coast stretches the same distance as Auckland to Wellington, and it is no surprise that the diversity of mountain and glacial landscapes it is famous for do not represent the subtropical nature of Buller District. Buller is its own unique destination, yet is often bypassed in physical terms, and in people's minds.

If Westport becomes central, rather than peripheral, it attracts investment. Investment comes in many ways - investing in big infrastructure like ports and airports, investing in family or buying a home, investing in the health of the landscape, investing in local food systems, or visitors investing in longer planned trips to Westport.

It all starts with an investment in an individual and collective mindset and attitude.

Believing The Potential



With Westport first, all things are possible. This builds confidence and productivity that fuels success. It takes the love and care that already exists for community and landscape, and converts it into action and productivity.

Buller has raw materials and minerals, agriculture and horticulture, education, regenerative tourism and more. But it is innovation and a pioneering spirit that will develop this raw potential into ever-expanding potential. By not only following precedents set elsewhere - but also leading the way in Aotearoa and even globally - Westport could generate a new way of living and working that ensures stable jobs and stable communities. This will inevitably create demand for other people to live and work here, find safety and refuge, and contribute to the prosperity of Westport.

Self-belief leads to self-sufficiency and confidence, and with that investment.

A regenerative circle begins and gathers pace and in time cannot be stopped.

Wanting To Grow

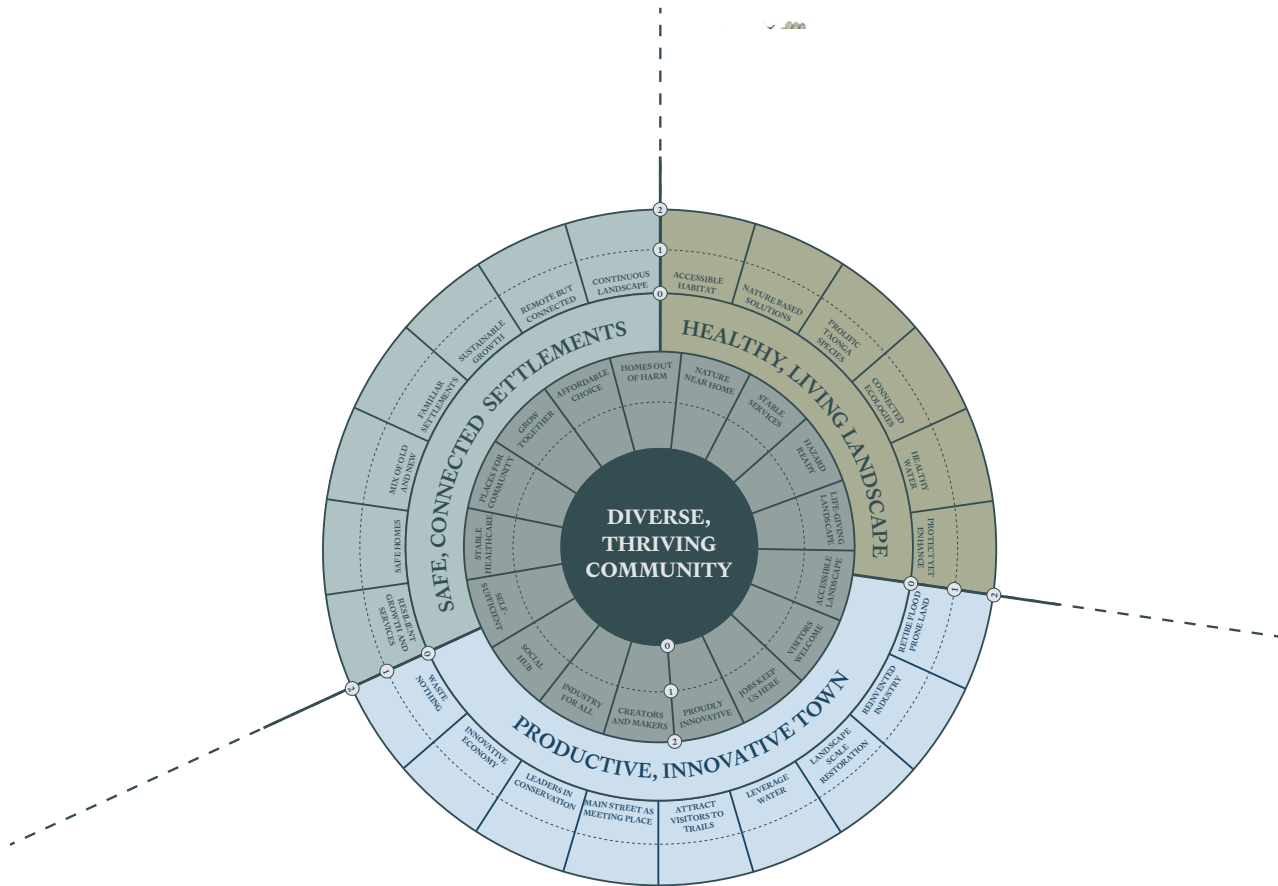


Growth is fundamental to the stability of any community. It allows things to happen, including the essential infrastructure for a new town that enables relocation of people to safe ground. With an economic model based on the probability of growth, we can strive for more, evolve Westport's main street and the port, and invest in a future new town that grows over time.

The current trajectory of decline cannot continue, and we must bend the curve toward growth.

Wider Westport takes in the high ground of the whole Cape, with this marine and river terrace creating the potential for the most safe, self-sufficient and desirable destination in the region. As well as reimagining current Westport as a new economy. An empowered local economy can grow the region, if we leverage the strategic assets of the place - including the powerful natural landscape and subtropical climate that supports local food production and an outdoor lifestyle. Digital connectivity, trade and national travel connectivity by port, air, rail, trail and road all support this growth.

An Evolving Compass



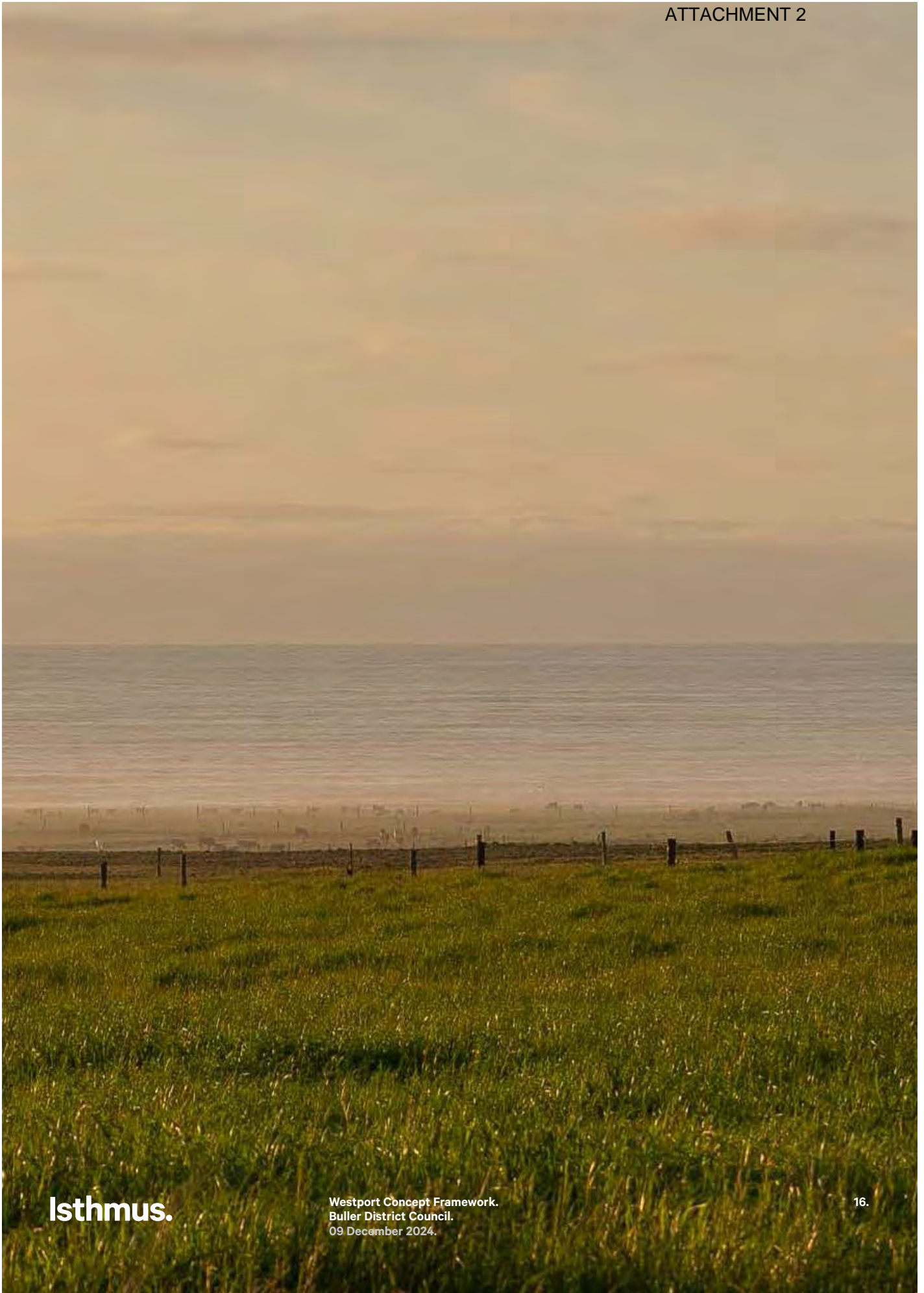
Three underlying mindset shifts form the foundation of the The Wider Westport Plan:

- Placing Westport first;
- Believing the potential and;
- Wanting to grow.

A shift in mindset changes the way we look at this vision compass, and when looked at through the lens of the region, district and wider Westport or the Cape- the expectation and the potential grows exponentially.

The wellbeing of the community at the centre of the compass will always rely on the three parts wrapped around it:

- Safe and connected settlements
- Healthy living landscape
- Productive innovative town.



Isthmus.

Westport Concept Framework.
Buller District Council.
09 December 2024.

16.

A Conceptual Framework

2

Once we have this mindset locked in, we need the road map.

The road map provides the shared vision and pathway forward- it is both spatial and tactical.

A conceptual framework provides a scaffold- i.e. some fixed and concrete ideas and actions around which flexible parts can evolve over time.

The Westport concept framework has developed four key parts:

The Westport Way

How we live in the landscape

Development Strategies including:

- a. The Will to Start Now
- b. Securing the Land
- c. Westport Special Purpose Vehicle WSPV
- d. A Campfire to Homefire framework
- e. Adaptive Pathways

Adaptive anchors

to grow a new town, while Westport thrives.

Empowering champions

and the role they play