

# MASTERTON DISTRICT COUNCIL

## EXTRAORDINARY COUNCIL MEETING AGENDA

WEDNESDAY 3 FEBRUARY 2021

3.00 PM

### MEMBERSHIP

Her Worship (Chairperson)

Cr G Caffell  
Cr D Holmes  
Cr G McClymont  
Cr T Nelson  
Cr C Peterson

Cr B Gare  
Cr B Johnson  
Cr F Mailman  
Cr T Nixon  
Cr S Ryan

Notice is given that an extraordinary meeting of the Masterton District Council will be held at 3.00pm on Wednesday 3 February at Waiata House, 27 Lincoln Rd, Masterton.

**RECOMMENDATIONS IN REPORTS ARE NOT TO BE CONSTRUED AS COUNCIL  
POLICY UNTIL ADOPTED**

29 January 2021



## Values

1. **Public interest:** members will serve the best interests of the people within the Masterton district and discharge their duties conscientiously, to the best of their ability.
2. **Public trust:** members, in order to foster community confidence and trust in their Council, will work together constructively and uphold the values of honesty, integrity, accountability and transparency.
3. **Ethical behaviour:** members will not place themselves in situations where their honesty and integrity may be questioned, will not behave improperly and will avoid the appearance of any such behaviour.
4. **Objectivity:** members will make decisions on merit; including appointments, awarding contracts, and recommending individuals for rewards or benefits.
5. **Respect for others:** will treat people, including other members, with respect and courtesy, regardless of their ethnicity, age, religion, gender, sexual orientation, or disability. Members will respect the impartiality and integrity of Council staff.
6. **Duty to uphold the law:** members will comply with all legislative requirements applying to their role, abide by this Code, and act in accordance with the trust placed in them by the public.
7. **Equitable contribution:** members will take all reasonable steps to ensure they fulfil the duties and responsibilities of office, including attending meetings and workshops, preparing for meetings, attending civic events, and participating in relevant training seminars.
8. **Leadership:** members will actively promote and support these principles and ensure they are reflected in the way in which MDC operates, including a regular review and assessment of MDC's collective performance.

These values complement, and work in conjunction with, the principles of section 14 of the LGA 2002; the governance principles of section 39 of the LGA 2002; and our MDC governance principles:

<b>Whakamana Tangata</b>	Respecting the mandate of each member, and ensuring the integrity of the committee as a whole by acknowledging the principle of collective responsibility and decision-making.
<b>Manaakitanga</b>	Recognising and embracing the mana of others.
<b>Rangatiratanga</b>	Demonstrating effective leadership with integrity, humility, honesty and transparency.
<b>Whanaungatanga</b>	Building and sustaining effective and efficient relationships.
<b>Kotahitanga</b>	Working collectively.

# 1

## AGENDA

1. Karakia
2. Conflicts of Interest (Members to declare conflicts, if any)
3. Apologies
4. Late Items
5. Items to be considered under Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987

### **FOR DECISION**

- |   |               |
|---|---------------|
| 6. <b>2021-2031 LONG TERM PLAN ACTIVITY GROUPS</b> (007/21)                                     | Pages 121-127 |
| 7. <b>2021-2031 LONG TERM PLAN COMMUNITY OUTCOMES</b> (008/21)                                  | Pages 128-131 |
| 8. <b>2021-2031 LONG TERM PLAN PERFORMANCE MEASURES</b> (009/21)                                | Pages 132-171 |
| 9. <b>ADOPTION OF THE DRAFT PARKS AND OPEN SPACES STRATEGY FOR PUBLIC CONSULTATION</b> (010/21) | Pages 172-238 |

KATH ROSS - CHIEF EXECUTIVE

<b>To:</b>	Your Worship and Elected Members
<b>From:</b>	Angela Jane, Manager Strategic Planning
<b>Endorsed By:</b>	Kathryn Ross, Chief Executive
<b>Date:</b>	3 February 2021
<b>Subject:</b>	<b>2021-31 Long Term Plan Activity Groups</b>
<b>DECISION</b>	
<b>Recommendation:</b>	
That Council:	
<ul style="list-style-type: none"> <li>a) <b>Adopts</b> the proposed changes to the Activity Groups for the 2021-31 Long Term Plan as outlined in Attachment 1 to Report 007/21.</li> </ul>	

### **Purpose**

To seek Council adoption of the Activity Groups for the 2021-31 Long Term Plan as outlined in Attachment 1.

### **Background**

The grouping of activities in the Long Term Plan helps Council explain to residents what we deliver in services, how these services contribute to community well-being and identify our major service level intentions. The rationale for service delivery is the link between Council's strategic direction and its actual choice of activities. Levels of service and performance measures help define the service and assist our community to understand what they can expect for their rates dollar.

The activity grouping will form part of the supporting information for the 2021-31 Long Term Plan Consultation Document and will be incorporated in the 2021-31 Long Term Plan document when that is adopted in June 2021.

### **Discussion and Options**

#### **Scope of the Review**

For the 2021-31 Long Term Plan our key objective has been to review the current framework in light of legislative changes since the last Long Term Plan and for practical efficiencies that may be achieved. The key legislative change since 2018 has been the reintroduction of well-beings within the purpose statement of local government – Section 10 of the Local Government Act 2002 is below.

The purpose of local government is —

- (a) to enable democratic local decision-making and action by, and on behalf of, communities; and

- (b) to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.

## **Legislative Requirements for Activity Grouping**

The Long Term Plan must set out what is included in each group of activities, explain the rationale for service delivery, and outline any significant negative effects that any activity within the group of activities may have on the local community.

There are some mandatory groups of activities that all Councils must include in the Long Term Plan. For district Councils the mandatory groups are:

- Roads and Footpaths,
- Water Supply,
- Wastewater Services, and
- Stormwater.

Beyond the mandatory groups, Council can choose how to group activities.

## **Considerations When Grouping Activities**

How activities are grouped influences transparency for our community and the level of detail that needs to be disclosed. In our Annual Report each year, Council reports against groups of activities with our financial results and performance measures focussed on the *major* aspects of service for each group.

SOLGM (Society of Local Government Managers) suggest the following should be considered:

- Contribution to Outcomes – activities that contribute to similar outcomes may be better grouped together
- Patterns of Benefit – different activities that have similar benefits for the community may be better grouped together
- Compliance Costs – the cost of gathering and analysing information for the Long Term Plan and subsequent reporting may outweigh the benefit of having more smaller groups of activities or some activities ‘standing-alone’ as a group in their own right.
- Community Interest – in some cases community interest may justify a stand-alone or small group of activities.
- Transparency – ensuring the right level of detail is available if activities are grouped together.

## **Current Activity Groupings**

These considerations were taken into account when Council developed its activity groupings for the 2018-28 Long Term Plan. We currently have nine groups of activities. The current activity groups are included in Attachment 1, along with the activities that are part of each group and a summary of the rationale for service as included in the 2018-28 Long Term Plan.

Attachment 1 also summarises recommendations for the 2021-31 Long Term Plan, discussed further below.

## **Discussion of Recommendations**

As a result of this review, there are two key recommendations:

### **1. Better Integration of Wellbeing:**

The key recommendation is that the groups of activities be revised to better integrate wellbeing through the Long Term Plan in light of the legislative change that now places wellbeing within the purpose of local government.

When the 2018-28 Long Term Plan was developed, wellbeing was not a legislated purpose of local government but the *Local Government (Community Well-being) Amendment Bill* was being considered. This Bill sought to reinstate the promotion of social, economic, environmental and cultural well-being of communities as the statutory purpose of local government after it was removed in 2012.

As part of the 2018-28 Long Term Plan a new Community Wellbeing activity group was introduced. This reflected Council's desire to emphasise the importance of the role of local government in pursuing community wellbeing. Council had also developed, and adopted in February 2018, a wellbeing strategy *He Hiringa Tangata, He Hiringa Whenua* to sit alongside the legally required infrastructure and financial strategies.

In 2019, the government reinstated the four well-beings into the Local Government Act 2002.

Prior to the 2012 change, when the purpose of local government also included wellbeing, Council integrated wellbeing through the Long Term Plan, weaving wellbeing through all activity areas and emphasising that every Council activity should contribute to the wellbeing of our community. With the return of wellbeing in the purpose of local government, it is recommended Council revert back to that approach.

The benefits of integrating wellbeing versus having wellbeing as a stand-alone group of activities are:

- Reflects the legislated purpose of local government
- Helps to remind staff and elected members that wellbeing should be considered in all decisions made.
- Emphasises the importance of wellbeing across all Council activities, rather than implying wellbeing is something that is separate and/or 'done over there'.

### **2. Placing wellbeing development initiatives under Leadership, Strategy and Corporate Services:**

In conjunction with the recommendation to disestablish the wellbeing activity group, it is suggested that social, cultural, economic and environmental development initiatives be incorporated under the existing governance and corporate services activity group. The new name is recommended to be Leadership, Strategy and Corporate Services to reflect the governance role in shaping our community through strategies and policies that should guide decisions that are made.

Wellbeing for our community cannot be achieved through any one agency or organisation. Strategic leadership which includes advocacy, collaboration and partnerships are needed if we really want to progress wellbeing objectives. Governance, strategy, policy and communications are important in these spaces.

The benefits of moving wellbeing development initiatives to the Leadership, Strategy and Corporate Services Activity Group include:

- Reflecting the strategic leadership required to progress wellbeing objectives
- Wellbeing objectives, and the Wellbeing Implementation Plan, involve and cross over a number of Council activities.
- The approaches required to progress wellbeing outcomes aligns with the skill sets of governance and the purpose of the activities that are included in this activity group.
- Some of the Wellbeing Implementation Plan initiatives focus on developing our capacity as an organisation too (e.g. cultural and environmental), and in that sense also align with Corporate service functions.

### Summary of Recommended Changes

The 2018-28 Long Term Plan includes nine activity groups. The recommended changes would reduce the groupings to eight by removing the current Wellbeing Activity and placing initiatives that currently sit in that group under an existing group. The name of that group would also be revised to: Leadership, Strategy and Corporate Services to better reflect the activities within and focus of the group.

### Options Considered

Option:	Advantages:	Disadvantages:
Option 1: Approve the proposed changes to Council's activity groupings for the 2021-31 Long Term Plan.	The proposed changes reflect legislative changes that reinstate wellbeing as a purpose of local government; and the strategic and leadership role of Council in realising wellbeing for our community.	No disadvantages identified.
Option 2: Retain the 2018-28 Activity Groupings for the 2021-31 Long Term Plan.	No advantages identified.	The framework positions wellbeing as a 'stand alone' activity that is not necessarily integrated through everything Council does. Governance and Corporate Services as a group does not reflect the strategic and leadership aspects of Council's role in the community.

## **Conclusion**

Option 1 is recommended. The proposed changes will reflect changes in legislation, and the leadership and strategic role of council in realising wellbeing objectives for our community.

## **Supporting Information**

### **Strategic, Policy and Legislative Implications**

Under the Local Government Act, Council's Long Term Plan must outline what is included in each group of activities, explain the rationale for service delivery, and outline any significant negative effects that any activity within the group of activities may have on the local community.

As a district council, our Long Term Plan must include the following mandatory activities: Roads and Footpaths; Water Supply; Wastewater Services and Stormwater.

### **Significance, Engagement and Consultation**

The groups of activities and rationale for service will form part of the supporting information for the 2021-31 Long Term Plan Consultation Document. Consultation is scheduled over April/May 2021. Supporting information will be reviewed by Audit New Zealand in March and made available for members of our community during the consultation period. The community can provide feedback/comment on any matter included in the Consultation Document or supporting information.

### **Financial Considerations**

The Long Term Plan financial information, at a group level, will reflect the group of activities adopted by Council.

### **Treaty Considerations/Implications for Māori**

No implications specific to Māori have been identified.

### **Communications/Engagement Plan**

The Groups of Activities would be made available as part of the supporting information for the 2021-31 Long term Plan Consultation Document. The activity grouping will be reflected in the final Long Term Plan document when that is adopted in June 2021. The activity groupings will also shape the Annual Report, with Council reporting against those groups.

### **Environmental/Climate Change Impact and Considerations**

No implications specific to the Environment/Climate Change have been identified.



## Attachment 1: Review of Activity Groupings for 2021-31 Long Term Plan

2018-28 Activity Group and Activities Included:	2018-28 Rationale for Service Delivery (Key Points Summarised):	Recommendation for 2021-31 LTP:
<p><b>Community Wellbeing</b></p> <p>Social, Cultural, Economic and Environmental Development</p>	<p>People are at the heart of what we do; Council has a role to play in ensuring our community thrives; Investing in wellbeing makes Masterton a more attractive place to live and supports the people that live here.</p> <p>Contributes to the following community outcomes:</p> <ul style="list-style-type: none"> <li>• An engaged and empowered community</li> <li>• Pride in our identity and heritage</li> <li>• A sustainable and healthy Environment</li> <li>• A thriving and resilient economy</li> </ul>	<p>Noting well-being is now the purpose of local government, everything Council does should contribute to the wellbeing of our community. Wellbeing should be integrated across all activity groups rather than standing alone. Given that, disestablish as an activity group and weave wellbeing through all Activity Groups in the LTP.</p> <p>Place Social, Cultural, Economic and Environmental Development under Leadership, Strategy and Corporate Services, which reflects the strategic leadership required to progress wellbeing objectives.</p>
<p><b>Roads &amp; Footpaths</b></p> <p>Roads and streets; Footpaths; Bridges; Traffic Services; Parking provision; Streetlights.</p>	<p>Ensures Masterton has a local transport network that meets current and future needs; Supports social wellbeing by allowing people to move safely around the district (to employment, services &amp; recreation); Enables efficient transportation of goods; Provides access to critical services (e.g. power, telecommunications).</p> <p>Contributes to the following community outcomes:</p> <ul style="list-style-type: none"> <li>• Effective and efficient infrastructure</li> <li>• A thriving and resilient economy</li> <li>• An engaged and empowered community</li> </ul>	<p>No Change</p>
<p><b>Water Supply</b></p> <p>Urban and Rural Water Supplies</p>	<p>Ensures residents and visitors have access to clean and safe water; Contributes to community health and safety; Environmental protection (managed with resource consent); Supports residential and business growth.</p> <p>Contributes to the following community outcomes:</p> <ul style="list-style-type: none"> <li>• Effective and efficient infrastructure</li> <li>• A thriving and resilient economy</li> <li>• A sustainable and healthy Environment</li> </ul>	<p>No Change</p>
<p><b>Wastewater Services</b></p> <p>Urban and Rural Wastewater Services</p>	<p>Protects health and safety of our community; Ensures wastewater disposal has minimal impact on our natural environment; Supports residential and business development.</p> <p>Contributes to the following community outcomes:</p> <ul style="list-style-type: none"> <li>• Effective and efficient infrastructure</li> <li>• A thriving and resilient economy</li> <li>• A sustainable and healthy Environment</li> </ul>	<p>No Change</p>
<p><b>Stormwater</b></p> <p>Stormwater Management</p>	<p>Minimises the impact of significant rain events – i.e. flooding; Protects health and safety of community.</p> <p>Contributes to the following community outcomes:</p> <ul style="list-style-type: none"> <li>• Effective and efficient infrastructure</li> <li>• A thriving and resilient economy</li> <li>• A sustainable and healthy Environment</li> </ul>	<p>No Change to Group</p> <p>Add to rationale: Protects infrastructure and property.</p>

2018-28 Activity Group and Activities Included:	2018-28 Rationale for Service Delivery (Key Points Summarised):	Recommendation for 2021-31 LTP:
<p><b>Solid Waste Management</b></p> <p>Urban and Rural Transfer Stations; Urban Refuse Collection; Waste Minimisation (including recycling services)</p>	<p>Protects community health and the natural environment.</p> <p>Contributes to the following community outcomes:</p> <ul style="list-style-type: none"> <li>• Effective and efficient infrastructure</li> <li>• A thriving and resilient economy</li> <li>• A sustainable and healthy Environment</li> </ul>	<p>No Change</p>
<p><b>Community Facilities and Parks</b></p> <p>Library &amp; Archive; Parks; Reserves and Sportsfields; Trust House Recreation Centre; Cemeteries; Property (including Public Toilets, Senior Housing and Mawley Park) and Hood Aerodrome</p>	<p>Supports wellbeing; Makes Masterton an enjoyable place to live; Supports Recreational opportunities; Community health &amp; fitness; Tourism. In addition:</p> <ul style="list-style-type: none"> <li>• Library - provides a learning environment;</li> <li>• Archive - preserves and promotes local history, culture &amp; heritage;</li> <li>• Property - provides accessible locations for Council operations, places for community to meet, low cost accommodation for seniors;</li> <li>• Parks &amp; Green spaces - protect and preserve our natural environment</li> <li>• Trust House Recreation Centre - provides for safe swimming and learn to swim</li> <li>• Cemeteries – respectful environment for remembrance; appropriate and safe burials; maintenance of records</li> <li>• Hood – supports passenger, freight and ambulance services; encourages economic development and a place for aviation related businesses and events</li> </ul> <p>Together this group contributes to the following community outcomes:</p> <ul style="list-style-type: none"> <li>• An engaged and empowered community</li> <li>• Pride in our identity and heritage</li> <li>• A sustainable and healthy Environment</li> <li>• A thriving and resilient economy</li> <li>• Effective and efficient infrastructure</li> </ul>	<p>No Change</p>
<p><b>Regulatory Services</b></p> <p>Resource Management &amp; Planning; Building Control; Environmental Health &amp; Alcohol Licensing; Parking Control; Animal Control; and Civil Defence.</p>	<p>Supports sustainable development/future growth; Protects natural environment/resources; Promotes public health &amp; safety; Contributes to economic development; Supports safer buildings; Protects heritage; Contributes to reliance of our community; Supports emergency response and recovery; Educates the community on rights and responsibilities.</p> <p>Contributes to the following community outcomes:</p> <ul style="list-style-type: none"> <li>• A sustainable and healthy Environment</li> <li>• A thriving and resilient economy</li> <li>• An engaged and empowered community</li> <li>• Pride in our identity and heritage</li> </ul>	<p>No Change to Group</p> <p>Add: Effective and Efficient Infrastructure as an outcome this group contributes to – recognising the building control elements of safe community buildings etc.</p>
<p><b>Governance &amp; Corporate Services</b></p> <p>Strategy &amp; Policy; Communications; Governance Support; Human Resources; Finance; Customer Services and Central Administration.</p>	<p>Provides long term strategic direction; Ensures all activities are working toward common goals (vision and community outcomes); Mechanism for community engagement, participation in decision making and community accountability; Corporate Services provide advice and support that enables efficient delivery of all activities.</p> <p>Contributes to the following community outcomes:</p> <ul style="list-style-type: none"> <li>• Effective and efficient infrastructure</li> <li>• A sustainable and healthy Environment</li> <li>• A thriving and resilient economy</li> <li>• An engaged and empowered community</li> <li>• Pride in our identity and heritage</li> </ul>	<p>Expand the Activity Group name to <b>Leadership, Strategy and Corporate Services</b> to reflect and reinforce the strategic nature of the governance role and leadership for our community in relation to key strategies and policies.</p> <p>Place Social, Cultural, Economic and Environmental Development under Leadership, Strategy and Corporate Services, which aligns with the leadership required in this space and reflects the corporate aspects of some wellbeing initiatives that relate to growing organisational capacity (e.g. cultural and environmental wellbeing in particular).</p> <p>Add to rationale: Leadership</p>

<b>To:</b>	Your Worship and Elected Members
<b>From:</b>	Angela Jane, Manager Strategic Planning
<b>Endorsed By:</b>	Kathryn Ross, Chief Executive
<b>Date:</b>	3 February 2021
<b>Subject:</b>	<b>2021-31 Long Term Plan Community Outcomes</b>

### DECISION

**Recommendation:**

That Council:

1. **Adopt** all five existing community outcomes, as below, for the 2021-31 Long Term Plan with two minor amendments:
  - a. insert the word 'safe' into the description of the Infrastructure outcome
  - b. insert 'low carbon economy' into the description of the economic outcome
    - **An Engaged and Empowered Community**  
*Masterton/Whakaoriori is a positive, strong, inclusive and self-determining community with equitable opportunities for everyone.*
    - **Pride in our Identity and Heritage**  
*Masterton/Whakaoriori values the place and role of tangata whenua and is proud of our cultural identity and heritage.*
    - **A Sustainable and Healthy Environment**  
*Masterton/Whakaoriori has rivers we can swim in and drink from, clean air to breathe, green and blue spaces that we can enjoy and share with future generations.*
    - **A Thriving and Resilient Economy**  
*Masterton/Whakaoriori has a strong, sustainable, low carbon economy that supports our people and places.*
    - **Efficient, Safe and Effective Infrastructure**  
*Masterton/Whakaoriori has high quality, safe and cost-effective infrastructure that meets the current and future needs of our community.*

**Purpose**

To seek Council adoption of the revised Community Outcomes for the 2021-31 Long Term Plan (LTP).

## Background

The purpose of local government is, among other things, to promote the social, economic, environmental and cultural well-being of the community in the present and for the future. Community outcomes are the outcomes that Council aims to achieve in order to promote wellbeing of our community.

Community outcomes describe Council's long term aspirations for our community and form part of Council's direction setting. They provide strategic direction and help Council prioritise activities and services. All activities that Council undertakes should contribute to at least one of the Community Outcomes, which in turn, contribute to wellbeing for our community.

Our current Community Outcomes align with the strategic priorities in our Wellbeing Strategy *He Hiringa Tangata, he Hiringa Whenua*, and with our Infrastructure Strategy.

The community outcomes will form part of the supporting information for the 2021-31 LTP Consultation Document. The community outcomes will be incorporated in the 2021-31 LTP document when that is adopted in June 2021.

## Discussion and Options

### Scope of the Review

For the 2021-31 LTP the community outcomes were reviewed against the Environmental Scan that was undertaken for this LTP to ensure the outcomes are still fit for purpose. Feedback from the community via the LTP Engagement Survey was also considered.

### Legal Requirements

Community outcomes must be stated in the final LTP document that is scheduled for adoption in June 2021. There are no other legal requirements associated with community outcomes.

### Our Existing Community Outcomes

Our existing community outcomes were adopted as part of the 2018-28 LTP. Four of the outcomes specifically align with the vision statements of Council's Wellbeing Strategy, also adopted in 2018. Consultation on the Wellbeing Strategy was undertaken in late 2017 as part of the 2018-28 LTP engagement process. The fifth outcome aligns with Council's Infrastructure Strategy. It also contributes to wellbeing of our community.

Our existing Community Outcomes are:

- **An Engaged and Empowered Community**  
*Masterton/Whakaoriori is a positive, strong, inclusive and self-determining community with equitable opportunities for everyone.*

- **Pride in our Identity and Heritage**

*Masterton/Whakaoriori values the place and role of tangata whenua and is proud of our cultural identity and heritage.*

- **A Sustainable and Healthy Environment**

*Masterton/Whakaoriori has rivers we can swim in and drink from, clean air to breathe, green and blue spaces that we can enjoy and share with future generations.*

- **A Thriving and Resilient Economy**

*Masterton/Whakaoriori has a strong, sustainable economy that supports our people and places.*

- **Efficient and Effective Infrastructure**

*Masterton/Whakaoriori has high quality and cost-effective infrastructure that meets the current and future needs of our community.*

## **Discussion of Recommendations**

Our current community outcomes are still considered relevant for our community. Given that, it is recommended that the existing community outcomes be reconfirmed for the 2021-31 LTP, with two minor revisions:

- 1. Insert the word 'safe' into the phrasing of the Infrastructure Outcome.**

Inserting the word safe enables Council to be explicit in its intent to ensure all infrastructure is safe. This also aligns with central government objectives relating to safety, especially for infrastructure such as our roads. The outcome would be phrased:

- **Efficient, Safe and Effective Infrastructure**

*Masterton/Whakaoriori has high quality, safe and cost-effective infrastructure that meets the current and future needs of our community.*

- 2. Insert the phrase 'low carbon economy' into the description of the Economic Outcome.**

Inserting reference to low carbon reflects climate change aspirations. It also reflects feedback from our community via the LTP engagement survey regarding the preferences for a greener future for Masterton jobs and the economy. The outcome would be phrased:

- **A Thriving and Resilient Economy**

*Masterton/Whakaoriori has a strong, sustainable, low carbon economy that supports our people and places.*

## **Conclusion**

The 2018-28 LTP includes five community outcomes. The recommended changes would maintain all five with two minor revisions to the phrasing of the Infrastructure and Economic outcomes.

## **Supporting Information**

### **Strategic, Policy and Legislative Implications**

Under the Local Government Act 2002, Council is required to state the Community Outcomes in the Long Term Plan. There are no other legal requirements relating to community outcomes.

### **Significance, Engagement and Consultation**

Under current legislation, local authorities are not obliged to consult on community outcomes or changes to the community outcomes as an end in themselves, but this is considered good practice. Consultation was undertaken on the Wellbeing Strategy in the lead up to the 2018-28 LTP; and the Infrastructure Strategy was part of the supporting information for the 2018-28 LTP.

The Community Outcomes will form part of the supporting information for the 2021-31 LTP Consultation Document. Consultation is scheduled over April/May 2021. Supporting information will be made available for members of our community during the consultation period. The community can provide feedback/comment on any matter included in the Consultation Document or supporting information.

### **Financial Considerations**

The community outcomes provide Council with a strategic direction that will shape decisions council makes in relation to its activities and service delivery that will have financial implications.

### **Treaty Considerations/Implications for Māori**

All council community outcomes are relevant to all members of our community, including Iwi, Hapū, and hapori Māori.

Council acknowledges that Iwi, Hapū, and hapori Māori also have their own aspirations. There is alignment between the strategic outcomes of our Iwi entities and the wellbeing focused community outcomes Council has identified.

### **Communications/Engagement Plan**

The Community Outcomes would be made available as part of the supporting information for the 2021-31 LTP Consultation Document. The Community Outcomes will also be included in the final LTP document when that is adopted in June 2021.

### **Environmental/Climate Change Impact and Considerations**

The community outcomes include a specific outcome that is focused on the environment.

<b>To:</b>	Your Worship and Elected Members
<b>From:</b>	Angela Jane, Manager Strategic Planning
<b>Endorsed By:</b>	Kathryn Ross, Chief Executive
<b>Date:</b>	3 February 2021
<b>Subject:</b>	<b>2021-31 Long Term Plan Performance Measure Framework</b>
<b>DECISION</b>	
<b>Recommendation:</b>	
That Council:	
a) <b>Approves</b> the proposed changes to Council's performance measure framework for the 2021-31 Long Term Plan as outlined in Attachment 1 to Report 009/21.	

### Purpose

To seek Council approval for the proposed changes to Council's Performance Measure Framework for the 2021-31 Long Term Plan, as outlined in Attachment 1. The revised performance measure framework will form part of the supporting information for the 2021-31 Long Term Plan Consultation Document, to be reviewed by Audit New Zealand. The framework will be finalised when the 2021-31 Long Term Plan is adopted in June 2021.

### Background

Activity performance measures are one of the Long Term Plan (LTP) 'jigsaw pieces'. Along with the financial and infrastructure strategies, and the consequential rating impacts, they help tell an integrated story about what we will provide for our community and the value our residents will receive in return for their money (rates and/or fees and charges). Trade-offs between levels of service and cost /affordability are part of 'striking the balance' in the Long Term Plan.

The measures we select will be included in the 2021-31 Long Term Plan, and our performance against these measures will be reported in our Annual Report each year. The objective when selecting appropriate measures and targets is to provide assurance to our customers and ratepayers that we are delivering on our promised levels of service when circumstances are within normal tolerances. Being able to show the public in the Annual Report that we have achieved most, if not all, of the performance measures reassures the public that rates and fees/charges are being used for their intended purpose with the intended result.

### The Long Term Plan Framework

Performance management is a continuous process of determining objectives, measuring progress against those objectives, and using the results to improve delivery of services to the community. The Long Term Plan performance measures represent a customer-focused slice of the Council's

performance management framework; in particular reflecting the major aspects of the services delivered that are most important to the customer. Performance management across the full range of Council activities also occurs through regular monthly financial reporting; customer service reporting; contract monitoring; CEO KPIs; and regular CEO reporting through the Council agenda process. Our continuous improvement programme includes a number of initiatives, for example the wellbeing indicators, that will expand our overall performance management framework in the coming years.

Council's Long Term Plan performance measure framework consists of:

- **Levels of Service Statements** – these are high level, customer orientated statements about the service that Council will deliver. Technical levels of service that have more detail sit behind these statements (in our Asset Management Plans, contracts etc).
- **Performance Measures** – Performance measures specify how we will determine whether we are actually delivering on the level of service we have committed to delivering. They should reflect the level of service statement in the LTP and focus on major aspects of service for the activity group. Where required, measures for less significant aspects of service should be included in work programmes, contracts, strategy implementation plans etc, rather than the Long Term Plan.
- **Targets** – specify the desired level of performance against the measures we include. They should be realistic and reflect the level of service that is being funded under normal circumstances.

The performance measure framework should have a clear rationale that links our activities to the levels of service statement, and through to the performance measures and targets we select.

## Legislative Requirements

For the Long Term Plan, there is a suite of mandatory measures that all Councils must report on. Council can select its own target for these mandatory measures to suit our circumstances. For territorial authorities, the mandatory measures relate to water supply, wastewater, stormwater and the provision of roads and footpaths.

Beyond the mandatory measures, Council can select additional measures.

## Discussion and Options

### Scope of the 2021-31 LTP Performance Measures Review

At the 2021-31 Long Term Plan Forum SOLGM (Society of Local Government Managers) suggested a 'rollover' or 'refresh' approach as one way of mitigating the impact of compressed timelines for the 2021-31 Long Term Plan, given flow on effects of COVID-19 response in the 2020 year.



We have taken that advice, looking to refresh the current framework rather than starting new, with the aim of the refresh to:

- Remove or replace measures that are no longer relevant and/or meaningful (noting measures should focus on major aspects of service)
- Reposition measures that would be better reported elsewhere – e.g. as Wellbeing Indicators
- Ensure that targets are realistic and do reflect the current level of service.

## **Recommendations Resulting from the Review**

The table included as Attachment 1 outlines the recommended action/treatment for each measure included in the 2018-28 Long Term Plan Performance Measure framework. As context, the table also includes the 2017/18 annual result where this information was available, and results for Year 1 and Year 2 of the 2018-28 Long Term Plan.

Key recommendations include:

- **Refocussing the framework** – the 2018-28 framework took an overall ‘continuous improvement’ approach with targets for many measures being to improve on the previous year’s result. However, that is not always realistic or achievable ‘year on year’ especially where we have static levels of service and capped funding. Continuous improvement is still a focus for Council, but better managed and reported on as part of business improvement rather than via our LTP performance measure framework.
- **Introducing 5 year averages** – for a range of measures where comparisons are appropriate it is recommended that the target be revised to the average of the previous 5 years vs comparisons with the previous year. Averages help to smooth year to year variances and give a better indication of the longer term trend, reflecting the service that can be delivered within normal circumstances and the budgets allowed.
- **Setting 90% targets** – for a range of measures relating to responsiveness/timeliness, it is recommended that the target be revised to a more realistic 90%. This equates to nine out of ten responses being on time and recognises that there can be occasions when factors outside of staff control may impact our ability to achieve a result. Generally 90% targets are also a more realistic reflection of the current level of service.
- **Repositioning the current community wellbeing measures** - to be considered as Wellbeing Indicators when that framework is developed. Wellbeing is better reflected through a suite of indicators and over a longer timeframe to see the impacts of interventions. Another key reason is linked to the recommendation to remove the Community Wellbeing Activity Group given the legislative change in the purpose of Local Government. With wellbeing now the purpose of Local Government, all activities should contribute to wellbeing and wellbeing should be woven through everything we do. Social, cultural, environmental and economic development initiatives currently included under the Community Wellbeing Activity Group will be repositioned and included under an existing group (Corporate Services and Governance), with a recommended name change for that group to Leadership, Strategy and

Corporate Services. The revised name reflecting the leadership and advocacy that are a key part of these functions. See separate report relating to Activity Groupings for more information.

- **Removing or repositioning internally focussed measures** – to be reported through an alternative mechanism where appropriate. Especially in the Corporate Services and Governance section of the existing framework, many existing measures are internally focussed and do not reflect major aspects of service for our community. Measures that are removed that may still be useful for Council can be reported via another format.
- **Removing or repositioning measures that are not related to a major aspect of service** – to be reported through an alternative mechanism where appropriate. Where measures do not reflect a major level of service, or aspects of a service that are of particular interest to our community and/or demonstrate value for our community, it is recommended that they be removed, or in some cases ‘rolled up’ into one overarching measure. Measures that are removed but may still be useful for Council can be reported via another format.

### **Summary of Recommended Changes:**

The 2018-28 Long Term Plan Performance Measure framework includes 76 measures/targets. The recommended changes would refine that to 43 measures/targets.

In both the 2018-28 and the proposed 2021-31 frameworks some measures are grouped under one ‘umbrella measure’ – e.g. the two measures relating to building consents and resource consents sit under the ‘umbrella’ of a measure relating to consent processing but are counted as two measures versus one.

Key changes:

- 11 current measures would be ‘rolled up’ into over-arching measures or replaced with new measures that better reflect those aspects of service that are of greater value to our community.
- 9 internal facing measures would be removed from the currently named Governance and Corporate Services activity. These can be reported to Council outside of the LTP performance framework if the measures are of particular interest to Council.
- 6 measures would be removed and considered for inclusion in the Wellbeing Indicators framework when that is developed.
- 3 measures relating to planned renewals work would be reported through infrastructure and financial variance reports to Council rather than the LTP.
- Any measures that have been recommended for removal/replacement can still be reported to Council through an alternative format if required.

## Measures by Activity Groups:

In the proposed Long Term Plan framework the distribution of the 43 measures across activities would be:

Activity grouping	Proposed 2021-31 number of measures	2018-28 number of measures
Roads, Streets & Footpaths	6 - all mandatory	7
Water	9 - all mandatory	11
Wastewater	6 - 5 mandatory	8
Stormwater	5 - all mandatory	6
Solid Waste	3	3
Community Facilities and Activities	6	16
Regulatory	8	12
Governance & Corporate services (2018 activity name)	no measures reflecting the internal nature of this activity group	9

## Options Considered

Option:	Advantages:	Disadvantages:
Option 1: Approve the proposed changes to Council's performance measure framework for the 2021-31 Long term Plan.	The proposed changes build on and improve the 2018-28 Long Term Plan performance measure framework (as outlined in this report) to ensure it is more relevant and meaningful for our community.	No disadvantages identified.
Option 2: Retain the 2018-28 Performance Measure Framework for the 2021-31 Long Term Plan.	No advantages identified.	The framework includes measures that are no longer meaningful or relevant and/or would be better reported elsewhere. The framework also includes targets that are not realistic or an accurate reflection of the current level of service.

## **Conclusion**

Option 1 is recommended. The proposed changes will improve Council's performance measure framework and ensure that measures and targets are relevant, realistic and reflect both major aspects of service and Council's current levels of service.

## **Supporting Information**

### **Strategic, Policy and Legislative Implications**

Under the Local Government Act, Council's Long Term Plan must include a performance measure framework which we are required to report on in our Annual report each year. The performance measure framework is a key part of accountability for our community.

As a territorial authority the performance measure framework must include the mandatory measures specified for water supply, wastewater, stormwater and the provision of roads and footpaths. The proposed framework includes these measures.

### **Significance, Engagement and Consultation**

The performance measure framework will form part of the supporting information for the 2021-31 Long Term Plan Consultation Document. Consultation is scheduled over April/May 2021. Supporting information will be reviewed by audit and made available for members of our community during the consultation period. The community can provide feedback/comment on any matter included in the Consultation Document or supporting information.

### **Financial Considerations**

The cost of obtaining and collating information for reporting purposes has been considered in the review of this performance framework. All measures proposed are based on existing data sources and would not require any additional investment.

### **Treaty Considerations/Implications for Māori**

No implications specific to Māori have been identified.

### **Communications/Engagement Plan**

The proposed Performance Measure Framework would be made available as part of the supporting information for the 2021-31 Long term Plan Consultation Document. The performance measure framework would be included in the final Long Term Plan document when that is adopted in June 2021. Performance against the measures and targets would be reported on annually from 2021/22 as part of Council's Annual Report.

### **Environmental/Climate Change Impact and Considerations**

No implications specific to the Environment/Climate Change have been identified.

Review of Non-Financial Performance Measure for 2021-31 LTP

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
<p><b>COMMUNITY WELLBEING</b> (note this has been considered in the context of a recommendation to remove Wellbeing as a standalone activity and weave it through all activities in alignment with the change to the Local Government Act 2002).</p> <p>What we do: Enhance the wellbeing of our people</p>						
Number of air quality exceedances	Six exceedance days were recorded in the 2017 calendar year, which is five breaches of the NES-AQ standard (National Environmental Standards for Air Quality)	Reduction in the number of exceedances, compared to the previous year	<b>Not Achieved</b> Six exceedance days were recorded in the 2018 calendar year, which is five breaches of the NES-AQ standard	<b>Not Achieved</b> Eight exceedance days were recorded in the 2019 calendar year, which is seven breaches of the NES-AQ standard.	<p>The NES requires no more than one exceedance per year by 2021. While this is the responsibility of GWRC vs MDC, MDC have supported this workstream given the health impacts of poor air quality. It is noted as a priority in <i>He Hiringa Tangata He Hiringa Whenua</i> (our Wellbeing Strategy).</p> <p>Our geography and climate exacerbate winter air quality issues, particularly on cold still nights when smoke from wood fires accumulates.</p> <p>Annual results can be impacted by weather patterns. Given that, rolling 5 year averages can be a better measure of progress over the longer term and should include both the winter average and the number of high pollution days.</p>	<p><b>Remove Measure - Reposition</b></p> <p>Consider including in the Wellbeing Indicator Framework.</p> <p>This measure would be better positioned as a wellbeing indicator given:</p> <ul style="list-style-type: none"> <li>it is not MDC's direct responsibility;</li> <li>factors outside of our control impact results.</li> </ul> <p>If included in the wellbeing indicators framework, the previous 5 year's average is recommended to smooth out some of the year to year variability due to meteorology, and to give a better indication of the long term trend.</p>
CO2 emissions per head of population	<p>Revised result<sup>1</sup>: 0.198 for 2017/18 year (tCO2e).</p> <p>Note<sup>1</sup>: The methodology for calculating wastewater emissions has changed. Given that, results for the 2017/18 and 2018/19 years have been revised using the current methodology.</p>	Annual reduction in CO2 emissions per head of population	<b>Achieved</b> Revised result <sup>1</sup> : 0.174 (tCO2e) for 2018/19. This is a reduction of 0.024 (tCO2e) compared to the 2017/18 year.	<b>Achieved</b> 0.168 (tCO2e) for 2019/20. There was a slight reduction of 0.006 (tCO2e) compared to the 2018/19 year.	<p>The source data for this measure was the CEMARS report. MDC has now changed providers.</p> <p>If this measure is maintained, or repositioned as a wellbeing indicator, the calculation may require review. E.g. whether 'per head of population' is the best way to report this given the focus is on Council corporate emissions.</p> <p>Targets related to climate change action that will help to achieve a reduction in CO2 emissions will be included in the Climate Change Action Plan.</p>	<p><b>Remove Measure - Reposition</b></p> <p>Consider including in the Wellbeing Indicator Framework.</p> <p>This measure may be better positioned as a wellbeing indicator given:</p> <ul style="list-style-type: none"> <li>annual results fluctuate;</li> <li>progress is better measured over a longer-term;</li> <li>the new provider's report can include aspects that reflect community emissions.</li> </ul> <p>Reports on implementation of the Climate Change Action Plan will also provide updates on progress in reducing emissions.</p>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Percentage of staff that have completed <i>He Korowai Wairua</i> (MDC's introductory Māori language and tikanga Māori programme).	As at 31/12/2017 7.6 % (7 out of 92 permanent staff) had completed the programme.	Annual increase in the proportion of staff who have completed the programme	<b>Achieved</b> 19% (20 of 105 permanent staff)	<b>Not Applicable</b> 16% (19 of 117 permanent staff) have completed <i>He Hiringa Akoranga</i> .  29% (34 of 117 permanent staff) have completed <i>He Hiringa Akoranga</i> , the previous programme or both.  Due to a change in staff the <i>He Korowai Wairua</i> programme was discontinued. A new programme, <i>He Hiringa Akoranga</i> , was launched in 2019. Results have been reported for the new programme.	This measure focuses on developing the knowledge and understanding of Council staff. It is internally focused, and given that, would be better reported in another format.  With regard to reflecting cultural wellbeing, an appropriate measure could be identified as part of the Wellbeing Indicators Framework.  Targets could also be included in the Engagement Framework implementation plan and reported on through that mechanism.	<b>Remove Measure – Identify Appropriate Wellbeing Indicator</b>  Identify an appropriate cultural wellbeing indicator when developing the Wellbeing Indicator Framework.  Participation in the new <i>He Hiringa Akoranga</i> programme will still be monitored and can be reported as required through an alternative format.
Masterton Gross Domestic Product (GDP) percentage change relative to Wellington region GDP.	New measure	GDP equal to or greater than Wellington region average.	<b>Achieved</b> GDP growth estimate of 2.3 per cent for Masterton, compared to 2.1 per cent for the Wellington region.	<b>Achieved</b> GDP growth estimate of -0.5 per cent for Masterton, compared to -1.5 per cent for the Wellington region.	Ganesh Nana (LTP Forum 2020) advised that other data/statistics, such as availability of jobs, are a better measure of economic wellbeing than GDP.  GDP is not something Council on its own can influence.	<b>Remove Measure – Reposition</b>  Consider including in the Wellbeing Indicator Framework.  This measure (or an alternative noting comments from Ganesh Nana) may be better positioned as a wellbeing indicator given: <ul style="list-style-type: none"> <li>• factors outside of our control impact results;</li> <li>• annual results fluctuate and progress is better measured over a longer-term.</li> </ul> Noting other factors may better indicate economic wellbeing, whether this specific measure is maintained as an indicator or replaced with an alternative could be considered in the development of the wellbeing indicators framework.

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
<b>ROADS, STREETS, FOOTPATHS and PARKING AREAS</b>						
What we Do: Provide safe and well-maintained roading, footpath and on-road cycling networks						
Number of fatalities and serious injury crashes on the local road network.	Four fatalities and 14 serious injuries (2017/18).	No more than the 5 year average <del>Reduction in fatalities and serious injury crashes compared to previous year</del>	<b>Achieved</b> Two fatalities and nine serious injury crashes.  Note: In 2018/19 this result was reported as two fatalities and eight serious injury crashes. There was a delay with one of the serious injury crashes being added to the database.	<b>Achieved</b> One fatality and nine serious injury crashes.  Overall, there was one less incident than in 2018/19. The number of serious crash injuries were the same as 2018/19, but there was one less fatality.	Mandatory measure that we are required to report on.  Results can be impacted by things outside of Council's control.  Annual results are variable and a 'year on year' reduction is not realistic. Given that, a 5 year average would be a better measure of progress over the longer term.	<b>Maintain Measure (Mandatory) – Review Target</b>  Given a year on year reduction is not realistic it is recommended that the target be reviewed and replaced with a moving (rolling) average. This would smooth out some of the year to year variability and help to provide a clearer indication of the long term trend.  Replace the existing target (Reduction in fatalities and serious injury crashes compared to previous year) with:  Measure: Number of fatalities and serious injury crashes on the local road network  Annual Target: No more than the 5 year average
Average quality of ride on a sealed local road network, measured by smooth travel exposure.	92 per cent	Maintain or improve on 90%	<b>Achieved</b> 94 per cent network smooth travel exposure (as at 12 July 2019).	<b>Achieved</b> 92 per cent network smooth travel exposure (as at 30 June 2020).	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>
Percentage of sealed local road network that is resurfaced.	5.9 per cent	Maintain within 5-7%	<b>Achieved</b> 6.3 per cent Resurfaced 34.1km of the total 528km sealed local road network.	<b>Achieved</b> 6.5 per cent Resurfaced 34.4km of the total 529.5km sealed local road network.	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>
Percentage of footpaths where the condition falls within the level of service defined in MDC's Asset Management Plan.	96 per cent	90% <del>97%</del> of footpaths are rated excellent, good or fair.  Note: Since 2016 annual condition assessments have been undertaken on a sample of the footpath network. Based on the condition assessment, footpaths are categorised from 1 to 5. Categories 1-3 are considered excellent, good or fair. Category 4 and 5 footpaths are useable and do not present any health and safety risks.	<b>Not Achieved</b> 93 per cent 150km of 161.3 km of the footpath network surveyed between 2016 and 2018 is condition rated excellent, good or fair.	<b>Not Achieved</b> 94 per cent 182.5km of 195km of the footpath network surveyed between 2016 and 2019 is condition rated excellent, good or fair.	Mandatory measure that we are required to report on.  The full footpath network has now been surveyed and an accelerated work programme is in place to improve footpaths. Work is prioritised and repairs are programmed based on the condition assessment. Any health and safety related matters that are identified are addressed urgently.  The target of 97% has not been achieved in the 2018-28 LTP reporting cycle despite the accelerated footpath programme, which includes an increased investment in footpath renewals. Given that, the target is not considered realistic.	<b>Maintain Measure (Mandatory) – Review Target</b>  Replace the existing target of 97% with a more realistic and attainable target of: 90%  This equates to 9 out of 10 footpaths being assessed as within our current level of service.  It also allows provision for occasions where factors outside of Council control and/or 'one off' situations might impact results – e.g. contractor availability to complete renewal work.

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Percentage of urgent customer service requests responded to within 2 days	99 per cent	95%	<p><b>Achieved</b> 97.9 per cent. 421 of 430 urgent requests were responded to within two days.</p> <p>2018/19 Quarterly Results: Q1: Results not available Q2: 97% Q3: 97% Q4: 98%</p>	<p><b>Achieved</b> 99.7 per cent. 347 of 348 urgent requests were responded to within two days.</p> <p>2019/20 Quarterly Results: Q1: 100% of 107 requests Q2: 99.1% (110 out of 111) Q3: 100% of 70 requests Q4: 100% of 60 requests</p>	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>
Percentage of non-urgent customer service requests responded to within the timeframes specified in MDC's Asset Management Plan and placed on appropriate maintenance programme. Specified response times for non-urgent requests vary by category, ranging from 7 days to 30 days.	76 per cent	70% <del>80%</del>	<p><b>Not Achieved</b> 76 per cent. 595 of 785 non-urgent requests were responded to within specified timelines.</p> <p>2018/19 Quarterly Results: Q1: Results not available Q2: 82% Q3: 84% Q4: Results not available</p>	<p><b>Not Achieved</b> 69 per cent. 515 of 749 non-urgent requests were responded to within specified timelines.</p> <p>2019/20 Quarterly Results: Q1: 69.6% (151 out of 217) Q2: 62.4% (128 out of 205) Q3: 70.6% (161 out of 228) Q4: 76% (75 out of 99)</p>	<p>Mandatory measure that we are required to report on.</p> <p>Many non-urgent matters need further investigation to clarify the request before a meaningful response can be given, resulting in delays. For example, requests for traffic planning changes or traffic calming responses need to be investigated / monitored to identify the best resolution; and any work required to address the situation may be best programmed with other work taking place across the district to achieve the most cost-effective resolution.</p> <p>The target of 80% has not been achieved in the 2018-28 LTP reporting cycle.</p> <p>Given that, staff committed to identifying efficiencies to improve response times and to investigating the way responses are recorded:</p> <p>Current systems do not enable staff to separately identify and manage non-urgent service requests that require longer term resolution. Therefore these long resolution requests are currently included in the results when reported 'dragging down' results.</p> <p>To exclude the long term resolution requests would require a manual adjustment which is currently a time consuming process. An alternative is to insert a lower target that takes long term resolution requests into account. 70% is considered realistic.</p> <p>When systems have been developed that enable different types of non-urgent requests to be categorised separately, the target can be reviewed.</p>	<p><b>Maintain Measure (Mandatory) - Review Target</b></p> <p>Replace the existing target of 80% with a more realistic and attainable target of: 70%</p> <p>This allows a realistic provision for long term resolution requests that currently cannot be easily excluded from data and 'drag down' results.</p>



Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Number of cyclists using our urban roading network.	184 counted during annual survey in November 2017.	Increase on previous year	<b>Not Achieved</b> 176 counted during annual survey conducted in October 2018.	<b>Not Achieved</b> 164 counted during annual survey conducted in November 2019.	<p>In 2018 and 2019 four monitoring sites were manually surveyed for cycle usage over both the 2-hour morning and afternoon peaks.</p> <p>There has been a downward trend in the number of cyclists. The difference between 2017 and 2019 is 10.9%. This could be sampling error vs a real change.</p> <p>Plans to install more cycling lanes in Dixon Street did not proceed given the lack of community support at the time.</p> <p>Given that, and the fact Council has not invested substantially in extending cycling subsequent to that, this measure does not highlight a major aspect of service.</p> <p>If Council want to monitor cyclists on our urban roads, alternatives to including this as an LTP performance measure could be to:</p> <ul style="list-style-type: none"> <li>• Include and report on targets as part of progressing the Cycling Strategy.</li> <li>• Consider including it as a wellbeing indicator.</li> </ul>	<p><b>Remove Measure – Consider Repositioning</b></p> <p>The measure is not mandatory and in the context of the LTP this measure does not reflect a major aspect of service.</p> <p>If Council wants to monitor the number of cyclists, this could be considered as part of the wellbeing indicators framework or reported as part of the Cycling Strategy.</p> <p>If monitored elsewhere, a moving (rolling) average is recommended to smooth out year to year variability.</p>

## WATER SUPPLIES (URBAN AND RURAL)

What we do: Deliver safe drinking water efficiently and effectively to urban households

Number of complaints received about drinking water clarity, taste, odour, pressure or flow, continuity of supply, or MDC's response to any of these issues	4 complaints/ 1,000 connections (35 complaints)	Less than or equal to 6 complaints/ 1000 connections	<p><b>Achieved</b> 3.2 complaints/ 1,000 connections (29 complaints).</p> <p>2018/19 Quarterly Results: Q1: 1/1000 (9 complaints) Q2: 1.2/1000 (2 complaints) Q3: 2.89/1000 (26 complaints) Q4: 0.89/1000 (8 complaints)</p>	<p><b>Achieved</b> 3 complaints/1,000 connections (27 complaints).</p> <p>2019/20 Quarterly Results: Q1: 1/1000 (9 complaints) Q2: 0.89/1000 (8 complaints) Q3: 0.89/1000 (8 complaints) Q4 Result: 0.22/1000 (2 complaints)</p>	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>
--	---	--	--	--	--	-------------------------------------

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Response time to call-outs to a fault or unplanned interruption to MDC's networked reticulation system:						
a) attendance at urgent call outs (from notification to arrival on site)	39 minutes	60 minutes or less	<b>Achieved</b> 24 minutes  2018/19 Quarterly Results: Q1: 25 minutes Q2: 29 minutes Q3: 14 minutes Q4: Result not reported	<b>Achieved</b> 15 minutes  2019/20 Quarterly Results: Q1: 12.5 mins Q2: 40 mins Q3: 16 mins Q4: N/A - no urgent complaints during this period	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>
b) resolution of urgent call outs (from notification to confirmation of resolution)	152 minutes	480 minutes or less	2018/19 Quarterly Results: Q1: 213 minutes Q2: 245 minutes Q3: 165 minutes Q4: Result not reported	25 minutes  2019/20 Quarterly Results: Q1: 22.5 mins Q2: 342 mins Q3: 28.5 mins Q4: N/A - no urgent complaints during this period	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>
c) attendance at non-urgent call outs (from notification to arrival on site)	3 days	7 days or less	<b>Achieved</b> 60 minutes  2019/20 Quarterly Results: Q1: 15 mins Q2: 63 mins Q3: 55 mins Q4: 26 mins	<b>Achieved</b> 47 minutes  2018/19 Quarterly Results: Q1: 14 minutes. Q2: 84 minutes Q3: 73 minutes Q4: Result not reported	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>
d) resolution of non-urgent call outs (from notification to confirmation of resolution)	5 days	3 months or less	<b>Achieved</b> 115 minutes  2018/19 Quarterly Results: Q1: 60 minutes Q2: 21 hours (1267 minutes) Q3: 118 minutes Q4: Result not reported	<b>Achieved</b> 86.5 minutes  2019/20 Quarterly Results: Q1 Result: 81 mins Q2 Result: 112 mins Q3 Result: 104 mins Q4 Result: 46 mins	Mandatory measure we are required to report on.	<b>Maintain Measure (Mandatory)</b>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Council's drinking water supply complies with:						
a) part 4 of the Drinking Water Standards (bacteria compliance criteria <sup>1</sup> )  Note 1: Words will need to be revised once the Parts of the Drinking Water Standards change).	Fully compliant	Fully compliant	<b>Achieved</b> Fully compliant	<b>Achieved</b> Fully compliant	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>  Words will need to be reviewed to reflect revised Parts of the Drinking Water standards when changed.
b) part 5 of the Drinking Water Standards (protozoal compliance criteria)  Note 1: Words will need to be revised once the Parts of the Drinking Water Standards change).	Fully compliant	Fully compliant	<b>Achieved</b> Fully compliant	<b>Achieved</b> Fully compliant	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>  Words will need to be reviewed to reflect revised Parts of the Drinking Water standards when changed.
Percentage of real water loss from MDC's reticulation system (calculated using minimum night flow)	36 per cent	Year 1: No more than 37%  From Year 2: Target to be established as part of the Annual Plan process - to align with water meter installation and associated data.  <del>Reduction on previous year</del>	<b>Not Achieved</b> 37 per cent	<b>Not Achieved</b> 37 per cent  There has been no deterioration in water loss. Installation of water meters will better enable leaks to be located and repaired.	Mandatory measure that we are required to report on.  Ongoing year on year reduction is not realistic as a target until water meters are installed and active. Once we have data from the water meters, more informed targets can be advised.  In the interim it is suggested we target no more than the current rate of water loss in Year 1 and then set appropriate and informed targets for Year 2 and beyond once we have more data and as part of the Annual Plan process.	<b>Maintain Measure (Mandatory) - Review Target</b>  A year on year reduction in water loss is not currently a realistic target.  Replace the existing target of "Reduction on Previous Year" with a more realistic and attainable targets of:  Year 1: No more than 37%  From Year 2: Establish target as part of the Annual Plan, process taking into consideration, progress with water meters and data received from those.  This allows a realistic target for Year 1 and flexibility to review this and establish more informed targets from Year 2.

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Average consumption of drinking water per day per resident within the district	646 litres/person/day	Year 1: No more than 601 litres/person/day  From Year 2: Target to be established as part of the Annual Plan process - to align with water meter installation and associated data.  <del>Reduction on previous year</del>	<b>Achieved</b> 609 litres/person/day	<b>Achieved</b> 601 litres/person/day	Mandatory measure we are required to report on.  While we have seen a reduction over the course of the 2018-28 LTP reporting period, ongoing year on year reduction is not considered realistic as a target.  It is expected that the water meter installation may impact on water consumption. Data post installation and activation of water meters will help to inform more meaningful targets for the future.  Consistent with the previous measure, it is suggested we target no more than the current rate of consumption in Year 1 and then set appropriate and informed targets for Year 2 and beyond once we have more data and as part of the Annual Plan process.	<b>Maintain Measure (Mandatory) - Review Target</b>  Replace the existing target of "Reduction on Previous Year" with:  Year 1: No more than 601 litres/person/day  From Year 2: Establish target as part of the Annual Plan, process taking into consideration, progress with water meters and data received from those.  This allows a realistic target for Year 1 and flexibility to review this and establish more informed targets from Year 2.
<del>Alternative water supply is provided when shutdown exceeds 24 hours</del>	No shutdown exceeded 24 hours.	<del>Less than or equal to 1,000 connections</del>	<b>Achieved</b> No shutdown exceeded 24 hours.	<b>Achieved</b> No shutdown exceeded 24 hours.	This measure carried forward from previous LTPs and sought to reflect continuity of service. However there have been no shutdowns that have exceeded 24 hours in the current reporting cycle.  In that context, this is not a major aspect of service and should an event occur, this would be better considered and reported to Council as an exception rather than treated as a performance measure.	<b>Remove Measure</b>  The measure is not mandatory and in the context of the LTP does not reflect a major aspect of service.  Should a shutdown exceed 24 hours, this would be reported to Council as an exception.
<del>Percentage of water pipe renewals completed</del>	New measure	<del>90% of planned work completed</del>	<b>Not Achieved</b> 80% completed. Some planned renewal works were not completed due to contractors having limited resource, and there being added competition for resource from increased subdivision work in the private sector.	<b>Achieved</b> 90% of planned water pipe renewals were completed.	This measure was introduced in 2018 to show progress with renewals work.  Planned work can be impacted by a range of factors from contractor availability to other emergency works requiring prioritisation.  The annual report as well as infrastructure and financial updates include discussion of and explanations for any variances from plan. This measure is better included in that format than as a performance measure.	<b>Remove Measure</b>  The measure is not mandatory.  Planned work can be impacted by a range of factors from contractor availability to other emergency works requiring prioritisation.  Variances to plan are better reported as part of infrastructure and financial updates to Council.

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
<b>WASTEWATER SERVICES</b>						
What we do: Deliver safe and acceptable systems for the collection, transfer and disposal of wastewater						
Number of complaints received about sewerage odour, system faults, system blockages, MDC's response to issues with its sewerage system	10.44 complaints/ 1,000 connections (94 complaints).	Less than or equal to 8 complaints/ 1000 connections.	<b>Achieved</b> 5.44 complaints/ 1,000 connections (49 complaints).  2018/19 Quarterly Results:  Q1: 1.33/1000 (12 complaints) Q2: 1.33/1000 (12 complaints) Q3: 1.33/1000 (12 complaints) Q4: 1.45/1000 (13 complaints)	<b>5 Achieved</b> 5.22 complaints / 1,000 connections (47 complaints).  2019/20 Quarterly Results:  Q1: 2.11/1000 (19 complaints) Q2: 1.56/1000 (14 complaints) Q3: 1/1000 (9 complaints) Q4: 0.56/1000 (5 complaints)	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>
Median response time to sewerage overflows resulting from a blockage or other fault to MDC's sewerage system:						
a) attendance (from time of notification to the time service personnel arrive onsite)	29 minutes	6 hours or less	<b>Achieved</b> 34 minutes  2018/19 Quarterly Results:  Q1: 31 minutes. Q2: 26 minutes. Q3: 31 minutes. Q4: Result not reported	<b>Achieved</b> 32 minutes  2019/20 Quarterly Results:  Q1: 31 mins Q2: 33 mins Q3: 33 mins Q4: 32 mins	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>
b) resolution (from time of notification to the time service personnel confirm resolution)	85 minutes	12 hours or less	<b>Achieved</b> 170 minutes  2018/19 Quarterly Results:  Q1: 111 minutes. Q2: 165 minutes. Q3: 146 minutes. Q4: Result not reported	<b>Achieved</b> 143 minutes  2019/20 Quarterly Results:  Q1: 190 mins Q2: 149.5 mins Q3: 143 mins Q4: 97 mins	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>
Number of dry weather sewerage overflows from MDC's sewerage system	0.2/1,000 connections. (2 overflows)	Less than or equal to 2/ 1000 connections	<b>Achieved</b> 0.33/1,000 connections.  (3 complaints)  2018/19 Quarterly Results:  Q1: None	<b>Achieved</b> 1.22/1,000 connections.  (11 complaints)  2019/20 Quarterly Results:	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
			Q2: None Q3: 0.1/1000 connections Q4: Result not reported	Q1: 0.44/1000 (4 complaints) Q2: 0.33/1000 (3 complaints) Q3: 0.22/1000 (2 complaints) Q4: 0.22/1000 (2 complaints)		
Compliance with MDC's resource consents for discharge from its sewerage system, measured by the number of abatement notices, infringement notices, enforcement orders or convictions received by MDC in relation to those consents	One infringement notice received	100 per cent compliance.	<b>Achieved</b> 100 per cent compliance.	<b>Achieved</b> 100 per cent compliance.	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>  Position this under the level of service statement: <b>Focus on minimising the environmental impact of our wastewater service</b>
Alternative system provided where loss of service exceeds 24 hours	0/1000 connections (No portaloos provided)	Less than or equal to 1/1000 connections	<b>Achieved</b> 0.22/1,000 connections.  Two portaloos were deployed on 27/11/2018 and removed on 29/11/2018.	<b>Achieved</b> 0/1,000 connections.  No portaloos were deployed.	This measure carried forward from previous LTPs and seeks to reflect continuity of service.	<b>Maintain Measure</b>
Percentage of wastewater pipe renewals completed	New Measure	90% of planned work	<b>Not Achieved</b> 80 per cent Some planned renewal works were not completed due to a lack of contractor availability given increased subdivision works in the private sector.	<b>Achieved</b> 90 per cent of planned work was completed.90%  2019/20: 1.7km of sewer main was renewed in the financial year, compared to 1.8km of planned renewals.	This measure was introduced in 2018 to show progress with renewals work.  Planned work can be impacted by a range of factors from contractor availability to other emergency works requiring prioritisation.  The annual report as well as infrastructure and financial updates include discussion of and explanations for any variances from plan. This measure is better included in that format than as a performance measure.	<b>Remove Measure</b>  The measure is not mandatory.  Planned work can be impacted by a range of factors from contractor availability to other emergency works requiring prioritisation.  Variances to plan are better reported as part of infrastructure and financial updates to Council and in the Annual Report.

**What we do: Focus on minimising the environmental impact of our wastewater service**

Recreation quality of the Ruamāhanga River water, downstream of Homebush Wastewater Treatment Plant (known at the Cliffs)	Suitability of Swimming Grade: Low Risk.	Long-term improvement trend, with no decline in water quality from baseline (Suitability of Swimming Grade: Low Risk)	<b>Achieved</b> Suitability of Swimming Grade: Low Risk.	<b>Achieved</b> Suitability of Swimming Grade: Low Risk of Swimming Grade: Low Risk	This measure was included to reflect the aspiration in the Wellbeing Strategy/ Community Outcomes to have rivers we can swim in. However, the WWTP is only one thing influencing that - there are a range of factors that can influence water quality.  It was also intended to capture aspirations to reduce discharges to water at the WWTP, but	<b>Remove Measure - Consider Repositioning</b>  With regard to recreational quality of the Ruamāhanga River water downstream of Homebush Wastewater Treatment Plant:  <ul style="list-style-type: none"> <li>• factors outside of MDC control can impact results;</li> <li>• progress is better measured over a longer-term than annually;</li> </ul>
---	---	---	---	--	--	---

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
					<p>as the measure is broader than that, it doesn't reflect the key area of concern.</p> <p>Suitability of Swimming Grade is monitored and reported by GWRC. There has been no change over the 2018 LTP reporting period.</p>	<ul style="list-style-type: none"> <li>GWRC currently monitor and report on this.</li> </ul> <p>A broader water quality indicator could be considered as part of the development of the wellbeing indicators.</p>

## STORMWATER

What we do: Deliver stormwater systems efficiently and effectively to protect public health and private property

Percentage of stormwater renewals complete	New measure	<del>90% of planned work</del>	<p><b>Not Achieved</b> 30 per cent Planned renewal works were not completed due to a lack of contractor availability because of increased subdivision works in the private sector.</p>	<p><b>Achieved</b> 100 per cent of planned renewal work was completed.  All 5 planned stormwater upgrade sites were completed.</p>	<p>This measure was introduced in 2018 to show progress with renewals work.</p> <p>Planned work can be impacted by a range of factors from contractor availability to other emergency works requiring prioritisation.</p> <p>The annual report as well as infrastructure and financial updates include discussion of and explanations for any variances from plan. This measure is better included in that format than as a performance measure.</p>	<p><b>Remove Measure</b></p> <p>The measure is not mandatory.</p> <p>Planned work can be impacted by a range of factors from contractor availability to other emergency works requiring prioritisation.</p> <p>Variances to plan are better reported as part of infrastructure and financial updates to Council and in the Annual Report.</p>
Number of flooding events that occur in the district	1 event	10 events or less	<p><b>Achieved</b> None</p>	<p><b>Achieved</b> None</p>	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>
For each flooding event, the number of habitable floors affected	None	Less than or equal to 1/1000 connections	<p><b>Achieved</b> No events reported</p>	<p><b>Achieved</b> No events reported</p>	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>
Compliance with MDC's resource consents for discharge from its stormwater system, measured by the number of abatement notices, infringement notices, enforcement orders or convictions received by MDC in relation to those consents.	100 per cent compliance, no consent breaches.	100% - no consent breaches	<p><b>Achieved</b> 100 per cent compliance, no consent breaches.</p>	<p><b>Achieved</b> 100 per cent compliance, no consent breaches.</p>	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>
Number of complaints received about the performance of	5.11 complaints/ 1,000 connections (49 complaints).	No more than 3/1000 <del>Less than or equal to 2/1000</del>	<p><b>Achieved</b> 1.33 complaints/ 1,000 connections</p>	<p><b>Achieved</b> 0.67 complaints/ 1,000 connections</p>	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory) - Review Target</b>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
MDC's stormwater system			(12 complaints). 2018/19 Quarterly Results: Q1: 0.2/1000 (2 complaints). Q2: 0.8/1000 (7 complaints) Q3: 0.2/1000 (2 complaints) Q4: 0.11/1000 (1 complaint)	(6 complaints). 2019/20 Quarterly Results: Q1: 0.11/1000 (1 complaint) Q2: 0/1000 (No complaints) Q3: 0.55/1000 (5 complaints) Q4: 0/1000 (No complaints)	The trend over the three years reported is above 2/1000. There has not been any major works over the course of the 2018-28 LTP reporting period that would have improved that. No more than 3/1000 would better reflect the current Level of Service and still allow some provision for an extreme event.	Replace the existing target of less than or equal to 2/1000 with a more realistic and attainable target of: No more than 3/1000  This sets a target that better reflects current levels of service taking the average of the three reported years into consideration and allowing provision for 'one off' situations that might impact results – e.g. an extreme weather event.
Median response time to attend a flooding event (from time of notification to the time service personnel arrive onsite)	34 minutes	60 minutes or less	<b>Achieved</b> 28 minutes  2018/19 Quarterly Results:  Q1: 49 minutes. Q2: 60 minutes. Q3: 41 minutes Q4: Result not reported	<b>Achieved</b> No flooding events occurred.	Mandatory measure that we are required to report on.	<b>Maintain Measure (Mandatory)</b>

**SOLID WASTE MANAGEMENT**

What we do: Provide solid waste solutions across the district

Number of call backs due to non-collection of official rubbish bag in each weekly collection	13 call-backs	No more than 52 call-backs per annum.  <del>Improvement on previous year</del>	<b>Not Achieved</b> 29 call-backs.  2018/19 Quarterly Results:  Q1: 7 Q2: 10 Q3: 2 Q4: 10  Call backs equate to approx. one per 10,000 households.	<b>Not Achieved</b> 49 call-backs. Staff continue to work with the contractor to maintain and improve the call back rate. This equates to one call back per 10,000 serviced properties.  2019/20 Quarterly Results:  Q1 Result: 4 Q2 Result: 15 Q3 Result: 18 Q4 Result: 12	The target has been raised as a concern by through the 2018-28 LTP reporting as it is not considered a realistic target to improve year on year, especially with changes in services and growth in households.  Annual results are variable and a 'year on year' reduction is not realistic.	<b>Maintain Measure - Review Target</b>  Given a year on year improvement is not realistic, it is recommended that the target be reviewed.  The current aim is for no more than one call back per week on average, so it is proposed the target be revised to align with that.  Replace the existing target (Improvement on previous year) with:  Annual Target: No more than 52 call backs per annum.
--	---------------	--	--	---	--	--



Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
<p>Tonnage of waste transferred to landfill via the Nursery Road Transfer Station per head of population</p> <p><del>Tonnage of waste transferred to landfill per head of population</del></p> <p>From implementation of the new bylaw, this measure will be revised and revert to: Tonnage of waste transferred to landfill per head of population</p> <p>This is expected to take effect in Year 2 or 3 of the 2021-31 LTP.</p>	<p>0.59 tonne per head of population</p> <p>15,203 tonnes of waste transferred (based on estimated population as at 30/6/18: 25,700).</p>	<p>Reduction on previous year</p> <p>When the new bylaw is implemented a new baseline will be established for reporting purposes.</p>	<p><b>Achieved</b></p> <p>0.56 tonne per head of population</p> <p>14,264 tonnes of waste transferred (6 per cent less than the previous year)</p> <p>(based on estimated population as at 30/6/18: 25,700).</p>	<p><b>Achieved</b></p> <p>0.429 tonne per head of population</p> <p>11,505 tonnes of waste transferred (19.3 per cent less than the previous year)</p> <p>(based on estimated population as at 30/6/20: 26,800).</p>	<p>The intent of this measure was to reflect waste minimisation efforts. This measure is an important 'secondary measure' for climate change action too.</p> <p>Waste tonnages received at the transfer station have been reducing, however this is primarily due to private kerbside collection contactors using Wellington landfills. Therefore the results that have been observed do not necessarily reflect a reduction in waste in our District – it could just be a reduction in waste received through our Transfer station. At the same time, we also receive waste via CDC and SWDC districts.</p> <p>The new Solid Waste Bylaw should address this as those depositing waste across the region will be required to report the origin of the waste. As a result we will be able to report on waste for our district. This is expected to take effect in Year 1 or Year 2 of the 2021-31 LTP, with the reporting change impacting from the following year.</p>	<p><b>Maintain Measure – Revise Phrasing</b></p> <p>Given current data is not reflective of waste tonnages for our district (see previous column) we propose a minor revision to the phrasing of the measure – inserting 'via Nursery Road Transfer station – to better reflect this in the interim.</p> <p>Once the new Bylaw takes effect this will revert to the measure as currently stated. The Bylaw is expected to impact in either Year 2 or 3 of the 2021-31 LTP.</p>
<p>Urban and rural transfer stations, recycling, composting facilities and landfills operate within approved resource consent conditions</p>	<p>Minor non-compliance.</p>	<p>100% compliance</p>	<p><b>Achieved</b></p> <p>100 per cent compliance. Operations of all sites complied with resource consent conditions, and GWRC issued compliance reports for each site.</p>	<p><b>Not Achieved</b></p> <p>Greater Wellington Regional Council's compliance report gave MDC 2 stars out of 4 stars for compliance.</p> <p>Two non-compliance conditions</p> <p>2019/20: The non-compliance conditions were a result of not turning windrows monthly and failing to seek advice when a minor exceedance occurred with a COD (Chemical Oxygen Demand) reading.</p> <p>Action was taken to ensure these matters were addressed and do not result in future non-compliance.</p>	<p>This measure reflects compliance responsibilities and aligns with similar mandatory measures for wastewater and stormwater.</p>	<p><b>Maintain Measure</b></p>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
<b>COMMUNITY FACILITIES AND PARKS</b>						
What we do: Deliver a library and archive service with engaging and relevant activities						
Number of people using our library and archive reflected by: overall library usage and number of visits to the library and archive.	<b>New Measure</b>	Library Usage: No less than 5 year average for overall library usage: INSERT  Usage consists of: <ul style="list-style-type: none"> <li>Physical issues</li> <li>Digital issues</li> <li>Computer/ Wi-Fi sessions</li> </ul>	<b>New Measure</b>	<b>New Measure</b>	People can use the library in a number of different ways, both physically in person and remotely. An overarching measure such as this would capture and reflect the usage across categories. The measure is based on work done around the country with library measures. Utilisation reflects value in that people will use a service that is relevant and engaging to them.	<b>New Measure - Replacement</b>  Introduce a new measure that focuses on library utilisation in its broadest sense – digital and face to face.  Establishing a 5 year average target would smooth out any year to year variances and show the longer term trend.
		Visits: No less than 5 year average for number of visits to the library and archive: INSERT  Visits consists of: <ul style="list-style-type: none"> <li>In Person Visits</li> <li>Digital (website, OPAC, social media)</li> <li>Housebound</li> </ul>				<b>New Measure - Replacement</b>  Introduce a new measure that focuses on library visits in its broadest sense – digital and face to face.  Establishing a 5 year average target would smooth out any year to year variances and show the longer term trend.
<del>Number of library and archive engagements with our community</del>  Note: 2019/20 results were impacted by COVID-19 with the library closed for 57 days and offering reduced programmes for two months.	New measure Baseline: 280 structured activities and events.	<del>Increasing over time, and at least baseline of 280 activities/ events.</del>	<b>Achieved</b> 708 structured activities and events.	<b>Achieved</b> 496 structured activities and events. (Library 480 / Archive 16)	This measure was intended to reflect engagement with the library and archive but better reflects utilisation.  Introducing the new measure above will better capture utilisation of the library.  The target to ‘increase over time’ is quantity vs quality driven and is not realistic for some measures – e.g. we have capacity limitations on the number of programmes the library can run.	<b>Remove Measure - Captured in New Library Measure</b>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
	<p>181,957 people used the library space.</p> <p>91,779 website visits.</p>	<p>Increasing over time, and at least baseline of 181,957 people using the library space</p> <p>Increasing over time, and at least baseline of 91,779 website visits</p>	<p><b>Not Achieved</b> 158,867 people used the library space.</p> <p><b>Not Achieved</b> Website visits: 51,524</p>	<p><b>Not Achieved</b> 130,693 people used the library space. (Library 128,924 / Archive 1769)</p> <p>Had the Library remained open it was tracking to achieve visitor numbers similar to 2018/19. The 2018/19 result of 158,867 people is a more accurate baseline for future comparisons as a new people counting system was implemented.</p> <p><b>Not Achieved</b> Number of website visits: 33,630</p> <p>The number of website visits is well below the baseline figure. There has been a change in the way that Google Analytics captures data, now measuring sessions rather than visits, which is likely to have impacted results.</p>		<p><b>Remove Measures – Captured in New Library Measure</b></p> <p>The essence of these measures has been incorporated into the new broader measure of people using our library.</p>
<p>Number of literacy programmes offered (including library promotions and digital literacy)</p>	<p>New measure Baseline: 224 programmes</p>	<p>Increasing over time, and at least baseline (224)</p>	<p><b>Achieved</b> 612 programmes (noting all library programming has a literary or information component)</p>	<p><b>Achieved</b> 480 programmes (noting all library programming has a literary or information component)</p> <p>The annual result is well above the baseline target of 224, but below the previous year's result of 612 programmes.</p> <p>2019/20 Q1 &amp; Q2 result: 274 programmes 2019/20 Q3 &amp; Q4 result: 206 programmes</p>	<p>This measure is reported to the National Data Collections for Public Libraries of NZ. The recording of the programming changed in 2018/19 to reflect the need to accurately record all activities for performance reporting.</p> <p>It is noted that all library programming has a literary or information component</p> <p>This measure would be better incorporated into the new broader measure of people who use our library.</p>	<p><b>Remove – Captured in New Library Measure</b></p> <p>The essence of this measure has been incorporated into the new broader measure of people using our library.</p>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Number of children participating in the Summer Reading Programme	New measure Baseline: 317 completed, 375 registered	<del>Increasing over time, and at least baseline (317)</del>	<b>Not Achieved</b> 314 completed, 390 registered.	<b>Not Achieved</b> 289 completed, 413 registered.  Maximum number of participants is 375. A higher number of registrations are accepted in anticipation of actual participant numbers being less.  The 2019/20 programme was one week shorter due to the Library closure at Christmas.	The trend shows an increase in the number registered and decrease in the number completing.  The measure focusses on quantity vs quality of experience. Completion of the programme as a measure would also be problematic as many children may still benefit from participating even if they don't complete the programme.	<b>Remove – Captured in New Library Measure</b>  The essence of this measure has been incorporated into the new broader measure of people using our library.
Number of people using free online services per head of population	New measure Baseline: 3.8 free online sessions per head of population (96,712 total sessions) Estimated population as at 30/6/17: 25,200	<del>Free online sessions increasing over time, and at least baseline (3.8)</del>	<b>Not Achieved</b> 1.2 free online sessions per head of population (31,076 total sessions). Estimated population as at 30/6/19: 25,700 Distributed 220 Spark Jump modems to people without home internet access, reducing demand for free services.	<b>Not Achieved</b> 1.9 free online sessions per head of population (50,062 total sessions).  Estimated population as at 30/6/20: 26,400  This is an increase on the previous year but below baseline. Online services are growing in general	This measure reflects one of the ways people may use the library and can be rolled up into the new measure.	<b>Remove – Captured in New Library Measure</b>  The essence of this measure has been incorporated into the new broader measure of people using our library.
	New measure Baseline: 1.2 free Wai-Fi sessions per head of population (30,800 total sessions) Estimated population as at 30/6/17: 25,200	<del>Free Wai-Fi sessions increasing over time, and at least baseline (1.2)</del>	<b>Achieved</b> 1.2 free Wai-Fi sessions per head of population (30,412 total sessions).	<b>Achieved</b> 1.4 free Wai-Fi sessions per head of population (37,487 total sessions).  Good growth in Wai-Fi sessions has been observed, especially given COVID-19 lockdown.	This measure reflects one of the ways people may use the library and can be rolled up into the new measure.	<b>Remove – Captured in New Library Measure</b>  The essence of this measure has been incorporated into the new broader measure of people using our library.

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Number of archive feature stories/publications (media and online)	New measure An average of 14.1 archive feature stories/publications per year over the previous 10 years.	Average of 1 per month/ <del>12 per annum</del>	<b>Achieved</b> 126 stories - average of 10.5 per month.  The 100 stories completed as part of "100 Years 100 Lives" features with the Wairarapa Times-Age increased numbers.	<b>Achieved</b> 40 stories - average of 3.3 per month.  The target of 1 per month has been exceeded. The Archive continues to develop as a place that tells the communities stories.	This measure is closely associated with the current Archivist who has a talent for writing vs reflecting a major service level for the Archive.  The number of articles published does not reflect the value or relevance of those articles to our community.	<b>Remove Measure</b>  Does not reflect a major level of service for this group of activities.
Cemetery records accessed online	New measure Baseline: 7,447	Maintain baseline ( <del>7,447</del> )	<b>Achieved</b> 9,667 cemetery records accessed online	<b>Achieved</b> 10,242 cemetery records accessed online  2019/20 Quarterly Results: Q1: 2,576 Q2: 2,463 Q3: 3,064 Q4: 2,139	It is understood that this measure was introduced at the time hard copy records of cemetery information were being digitised. That work has now been completed.	<b>Remove Measure</b>  Does not reflect a major level of service for this group of activities.
<b>What we do: Provide community facilities and open spaces that support a range of cultural and recreational needs for our community and visitors</b>						
Number of structured activities/events in MDC's parks and sportsgrounds	New measure	Increasing utilisation over time ( <del>359 in 2018-19</del> )	<b>Achieved</b> 359 structured activities/events in MDC parks and sportsgrounds  Baseline was established.	<b>Not Achieved</b> 236 structured activities/events in MDC parks and sportsgrounds.  2019/20 Quarterly Results:  Q1: 89 Q2: 99 Q3: 46 Q4: 2  COVID-19 restrictions resulted in the cancellation of events in the fourth quarter of 2019/20 impacting results.	Utilisation measures are popular in parks and facilities however this only captures structured use of our parks and sportsgrounds (i.e. bookings through Recreation Services). We know there is a lot of unstructured and informal use too, but this is not easy to measure.	<b>Remove Measure - Replace with New Measure</b>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Percentage of Council parks and open spaces urgent customer service requests that are resolved within 4 work hours.	N/A	90%	<b>New Measure</b>	<b>New Measure</b>	<p>Current service level agreements are to resolve urgent issues (e.g. emergency/health and safety matters) within 4 hours.</p> <p>The faster our team respond to urgent matters, the sooner these issues are resolved - and usual service resumed, or any associated risk removed or mitigated.</p> <p>A 90% target is consistent with response times for other Priority 1 call outs.</p>	<p><b>New Measure (Replacement for Above)</b></p> <p>It is recommended that the following measure replace the 2018-28 measure related to structured use of our parks.</p> <p>The resolution time aligns with our current contract agreement.</p> <p>A target of 90% is proposed - this equates to 9 out of 10 urgent service requests being responded to within the agreed timeframe and allows provision for exceptional situations that may influence the team's ability to respond.</p>
Number of people using the recreational trails that are part of our parks and reserves network	New measure	<p>Year 1: at least the average of Y1 - Y3 of the 2018-28 LTP</p> <p>Year 2: 4 year average</p> <p>From Year 3: 5 year average</p> <p><del>Increasing utilisation over time (312,440 in 2018/19)</del></p>	<p><b>Achieved</b> 312,440</p> <p>Baseline was established.</p> <p>Based on an average of 856 counts per day.</p>	<p><b>Not Achieved</b> 266,783</p> <p>There have been issues with data loggers not working due to tampering and insects, impacting results. Increased monitoring is being undertaken while options to address this are explored.</p> <p>2019/20 Quarterly Results: Q1 &amp; Q2: 148,309 Q3 &amp; Q4: 118,474</p> <p>There have been issues with data loggers not working due to tampering and insects. The frequency of monitoring and cleaning of the data loggers is being increased to test whether this improves their reliability.</p>	<p>Recreation trails are of interest to the community. The measure shows utilisation of these. However, increasing utilisation may not be realistic ongoing.</p> <p>Annual results are variable and a 'year on year' increase is not realistic. Given that, an average would be a better measure of progress over the longer term. Currently we have three years of data so the average would have to be based on a 3 year average, working toward a 5 year average over time.</p>	<p><b>Maintain Measure - Review Target</b></p> <p>Given ongoing increasing utilisation may not be realistic it is recommended that the target be reviewed and replaced with an average. This would smooth out some of the year to year variability and help to provide a clearer indication of the long term trend.</p> <p>Replace the existing target (Increasing utilisation over time) with:</p> <p>Year 1: Utilisation = at least the 2 year average</p> <p>Year 2: Utilisation = at least the 3 year average</p> <p>Year 3: Utilisation = at least the 4 year average</p> <p>From Year 4: Utilisation = at least the 5 year average</p> <p>The 2 year average (as at 30/6/20) equates to: 289,612</p>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Number of structured activities/events that have been run in the War Memorial Stadium	New measure Baseline: 19 events	Increasing utilisation over time (52 in 2018/19 vs Baseline of 19)	<b>Achieved</b> 52 Activities and events have included sports team training, birthday parties; basketball and netball games; futsal and schools indoor programmes.  Baseline was established.	<b>Achieved</b> 75 Activities and events have included, the Golden Shears event; birthday parties; school basketball; and group fitness classes and After School Care programmes.  Reported Activities/Events have included: Golden Shears (over 10 days); Birthday parties; School Basketball; Wairarapa College Special Needs group and Group Fitness classes. In addition, the B-Legends After School Care Programme use the space each week day afternoon for their sporting/play activities.	The War Memorial Stadium is only one aspect of the Trust House Recreation Centre.  The measure does not capture all aspects / elements of services provided or what people may use or value the facility for.  Broader elements of Trust House Recreation Centre services are needed to better reflect utilisation of the facility (associated with how people value the facility).  The aim to 'increase over time' is quantity vs quality driven and is not realistic for some measures - e.g. we have capacity limitations on the number of people allowed in the gym or pool at any one time for health and safety purposes.  The structured events/activities reported have historically included activities and events that Belgravia run for profit (e.g. for their after school care and fitness programmes) and small events such as children's birthday parties.  Does not reflect the major aspects of service for this group, or the aspects that our community as a whole value most.	<b>Remove - Captured in New Rec Centre Measure</b>  Remove measure and replace with a new measure that has a broader focus (see below). This will better reflect the broader range of activities/services people use and value in the facility.
Number of people using the Trust House Recreation Centre	<b>New Measure</b>	No less than 5 year average for overall Trust House Recreation Centre usage total: INSERT  Usage consists of: Swim - Gym - Stadium Sports - Stadium Events -	<b>New Measure</b>	<b>New Measure</b>	Following from comments above, a broader measure of utilisation would better capture all elements of Recreation Centre use.	<b>New Measure - Replacement</b>  Replace the current measure of "Number of structured activities/events that have been run in the War Memorial Stadium" with:  "Number of people using the Trust House Recreation Centre for swim, gym or stadium sporting activities".  Replace the current targets with:  No less than the 5 year average  Note: the average is to be calculated. If data is not available for the past 5 years, the average will be calculated based on the number of years that data is available for until we reach a 5 year average

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Number of landings at Hood Aerodrome	9,549	Increasing over time and at least baseline (7,821)	<b>Achieved</b> 10,890	<b>Achieved</b> 10,406 The number of landings at Hood Aerodrome was impacted by COVID-19 Alert Levels 3 and 4 restrictions.	This was a measure in the 2015 and 2018 LTPs and demonstrates utilisation of Hood.  The measure focuses on the quantity of landings versus the quality or value of landings for the community.  In addition, annual results are variable and increasing 'year on year' ongoing is not realistic.	<b>Remove Measure</b>  Given the measure focuses on quantity versus quality or value of landings, remove the measure.  The number of landings can still be reported to Council as part of the updates on Hood development.
Number of new hangars at Hood Aerodrome	New measure Baseline: 19 hangars	Increase in hangars over time	<b>Not Achieved</b> No new hangars. There are four sites on the market as of 30 June 2019.	<b>Achieved</b> One new hangar was built. Four more were signed off for development.	The measure was introduced to reflect progress with the hangar development at Hood. However, as written, it doesn't reflect value and could be seen to emphasise rapid vs quality development. It does not reflect a major level of service for this group of activities.	<b>Remove Measure</b>  Not a major level of service for this group of activities, or what the community value most about Hood.
Ratio of average MDC senior housing weekly rent compared to average private sector rent	New measure Baseline: Senior housing rental equates to 41.9 per cent of the market rental for a one-bedroom flat.	Maintain senior housing rentals at no more than 60% of the market rental for a 1-bed flat	<b>Achieved</b> 47 per cent of market rent. Average rent for MDC senior housing units is \$99.04 per week, compared to median market rent of \$210 per week for a one bedroom flat in Masterton. Reference from Tenancy Services and is for the period 1 Jan 2019 - 30 Jun 2019	<b>Achieved</b> 59.4 per cent of market rent. Average rent for MDC senior housing units is \$104 per week, compared to median market rent of \$175 per week based on an independent appraisal.	The measure was intended to reflect the fact that senior housing is means tested and targeted at those who have limited assets.  The goal has been to keep rent affordable. However, this has been problematic to report on given the Tenancy Services data includes MDC's own rentals, which can 'drag down' the average rental.  With changing tenancy tribunal legislation and responsibilities a more important and valuable measure would be a measure that reflects compliancy with that legislation.	<b>Remove Measure - Replace</b>  Not a major level of service. Compliant rental accommodation is a more meaningful/valuable aspect of service (see below). Challenges in reporting.



Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Compliance with the healthy homes standards for Council owned rental units and houses	New Measure	<p><b>Year 1 and Year 2:</b></p> <p>Applies to all new or renewed tenancy agreements for Council rental units/houses from 1 July 2021:</p> <p>All units/houses comply with the healthy home standards (or have exemptions) at the time they are leased.</p> <p><b>From Year 3:</b></p> <p>Applies to all Council rental units/houses:</p> <p>All units/houses comply with the healthy home standards (or have exemptions).</p> <p>Note: This aligns with the requirement for all private rentals to comply (or have been granted exemptions) by 1 July 2024.</p> <p>Council properties are categorised as private rentals.</p> <p>Compliance relates to the following individual standards:</p> <p>Heating – X%</p> <p>Insulation – X%</p> <p>Ventilation – X%</p> <p>Moisture/Drainage: X%</p> <p>Draught Stopping: X%</p>	New Measure	New Measure	<p>Following from above, compliant accommodation is considered a more meaningful measure.</p> <p>The healthy homes standards became law on 1 July 2019. The standards introduce specific and minimum standards for rental properties in relation to heating, insulation, ventilation, moisture ingress and drainage, and draught stopping in rental properties.</p> <p>All private rentals must comply within 90 days of any new or renewed tenancy after 1 July 2021, with all private rentals complying by 1 July 2024.</p> <p>All boarding houses must comply by 1 July 2021.</p> <p>All houses rented by Kāinga Ora (formerly Housing New Zealand) and registered Community Housing Providers must comply by 1 July 2023.</p>	<p><b>New Measure - Replacement</b></p> <p>Given changes in landlord responsibilities and values around safe and compliant housing, it is recommended a new measure be introduced:</p> <p>Compliance with healthy homes standards</p> <p>The target aligns with legal requirements for private rentals (see previous column). Council properties are classed as a private rentals as we are not a housing provider.</p> <p>The target would be based on compliance overall rather than with each individual standard but compliance with individual standards would be reported as context.</p>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Number of under 12s enrolled in Learn to Swim programmes	589 swim school enrolments	Annual increase <del>(465 swim school enrolments in 2018/19 compared to Baseline of 589 enrolments)</del>	<b>Not Achieved</b> 465 swim school enrolments. The reduction in figures may be due to year 8 students completing the programme the previous year while they were in year 7.  Not reported quarterly.	<b>Not Achieved</b> 465 swim school enrolments. The suspension of all lessons during Quarter 4 due to COVID-19 impacted results.  Q1: 119 Q2: 180 Q3: 176 Q4: No 'Learn to Swim' lessons held between April and June 2020.	The measure was introduced to reflect Council investment in swimming lessons for under 12s at the time of the 2018 LTP being adopted. However broader use of the facility for swimming is also important for community health, fitness and recreation.  This measure can be rolled up into the 'swim' component of the number of people using Trust House Recreation Centre measure that is being proposed.	<b>Remove – Captured in New Rec Centre Measure</b>  The essence of this measure has been incorporated into the new broader measure of people using our recreation Centre.

## REGULATORY SERVICES

What we do: Deliver fair, appropriate and customer-friendly regulatory services that support community health and safety

Number of dog attacks (on people and stock) in our district	New measure Baseline: 65 attacks 17 dog attacks on people and 48 attacks on stock, domestic animals or poultry (average over the previous three years).	<del>Reducing over time and no more than baseline 65 attacks</del>	<b>Achieved</b> 63 attacks 24 attacks on people and 39 attacks on stock, domestic animals or poultry.	<b>Not Achieved</b> 86 attacks 14 attacks on people and 72 attacks on stock, domestic animals or poultry.  2019/20 Q1 & Q2 Result (1 July - 31 December): 35 Attacks (4 attacks on people, 31 on stock or animals).  2019/20 Q3 & Q4 Result (1 January - 30 June): 51 Attacks (10 attacks on people, 41 on stock or animals).	This measure was added in 2018 in response to feedback from the last Local Government Excellence Programme assessment.  It has been recommended through various reports to Audit & Risk that the measure be reviewed for the 2021-31 LTP.  As our population grows so too does the dog population. Given that, reducing the number of dog attacks over time may not be realistic. There are also factors outside Council control that can contribute to dog attacks.  A related aspect, that we do have more control over, is our response time when an attack does occur.	<b>Remove Measure (Replace with Measure Below)</b>  It is recommended that the 2018-28 measure be replaced with a measure that staff have more ability to influence (see below).
---	--	--	---	---	--	--

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Response time to attend Priority 1 urgent call outs (e.g. dog attacks).	<b>New Measure</b>	90% attended within one hour	<b>New Measure</b>	<b>New Measure</b>	<p>The faster staff can respond, the more likelihood there is of being able to apprehend the offending dog and deal with the matter appropriately.</p> <p>Current service level agreements are to respond to urgent call outs (Priority 1) is one hour.</p> <p>A 90% target allows provision for exceptional situations that may impact the team's ability to achieve this – e.g. if there was a vehicle failure or two different attacks at the same time during an evening when we have only one staff member on call.</p>	<p><b>New Measure (Replacement for Above)</b></p> <p>It is recommended that the following measure replace the 2018-28 measure related to dog attacks:</p> <p>Response time to attend Priority 1 urgent call outs (e.g. dog attacks).</p> <p>A target of 90% is proposed – this equates to 9 out of 10 call outs being responded to within one hour and allows provision for exceptional situations that may influence the team's ability to respond.</p>
Number of 'responsible owners' of dogs	New measure	Increasing number of 'responsible owners'	<b>Achieved</b> 94 responsible owners. (with responsible dog owner status)	<p><b>Achieved</b> 180 responsible owners (with responsible dog owner status)</p> <p>2019/20 Q1 &amp; Q2 Result (1 July - 31 December): 59 new responsible dog owners = 124 total with RDO status</p> <p>2019/20 Q3 &amp; Q4 Result (1 January - 30 June): 56 new responsible dog owners = 180 total with RDO status</p>	<p>This measure was added in 2018 in response to Council's adoption of the Responsible Dog Owner status. The intent was to highlight uptake of the then new RDO status amongst dog owners.</p> <p>The Policy has seen 180 dog owners meet the criteria and be recognised as responsible dog owners. The Policy is no longer a new initiative and is now considered 'BAU'. Given that, annual uptake could be reported through the Animal Services operational report to Council.</p>	<p><b>Remove Measure</b></p> <p>Not a major level of service for the Regulatory Group.</p> <p>No longer a new initiative - this is now considered 'business as usual'.</p> <p>Annual uptake could be reported through the Animal Services operational report to Council.</p>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Number of pet/ working dogs reunited with their owner or rehomed	New measure Baseline: 207	Increasing over time and at least baseline (207)	<b>Achieved</b> 209 191 returned to owners, 18 rehomed (by MDC or the SPCA).	<b>Not Achieved</b> 175 152 returned to owners, 23 rehomed (by MDC or the SPCA)  2019/20 Q1/Q2: 114 2019/20 Q3/Q4: 61  The lower number of pets/working dogs reunited or rehomed in the second half of the 2019/20 financial year reflects the lower number of dogs impounded during this period. There were fewer impoundments than usual during the Covid-19 lockdown period. This is likely a reflection of the fact that people were at home with their pets.	This measure was introduced in 2018 in an attempt to reflect some of the more positive work that the Animal Services team undertakes for our community.  The measure has proven problematic as it is based on raw numbers and is not relative to the number of impoundments.  During 2019/20 AL4 lock down when there were fewer dogs impounded, there were fewer dogs to return. While having fewer dogs in the pound is a positive outcome, it meant the Animal Services team did not achieve their performance measure. It was recommended that the measure be reviewed for the 2021-31 LTP.  The fact that not all dogs are suitable for re-homing should also be considered. An alternative 'positive' measure of the animal services team work would be the number of community education and engagement activities – e.g. micro-chipping events, Dogs in Togs and the Take the Lead campaign.	<b>Remove Measure (Replace with Measure Below)</b>  Not a major level of service for the Regulatory Group.  Not all dogs are suitable for re-homing.  It is recommended that the 2018-28 measure be replaced with a new measure that reflects a different element of the positive aspects of the service (see below).
Number of animal control community education and engagement activities	<b>New Measure</b>	A minimum of 6 per annum related to high priority issues or concerns	<b>New Measure</b>	<b>New Measure</b>	Following from discussion above, the number of community education and engagement activities related to high priority issues or matters would reflect positive aspects of service provided by the Animal services team that will add community value.	<b>New Measure (Replacement for Measure Above)</b>  It is recommended that a new measure be introduced to replace dogs re-homed:  Number of community education and engagement activities.  A target of 6 per annum is proposed – this equates to one every second month and is the average number of education/engagement activities undertaken over the past three years.  The education/engagement initiatives would be related to issues that have been identified by the team as high priority.

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Response time to attend noise control call outs.	<b>New Measure</b>	At least 90% of noise control call outs are responded to within one hour.	<b>New Measure</b>	<b>New Measure</b>	<p>An area that is of greater concern/interest to the community than food and other premise verifications (see measures below), that would be more meaningful to the community is response to noise complaints.</p> <p>The team receive many calls relating to noise, and the faster we respond to noise complaints, the more likelihood there is of being able to deal with the matter appropriately.</p>	<p><b>New Measure</b></p> <p>It is recommended that a new measure be introduced:</p> <p>Response time to attend noise control call outs.</p> <p>A target of 90% is proposed – this equates to 9 out of 10 call outs being responded to within one hour and allows provision for exceptional situations that may influence the team’s ability to respond.</p> <p>Noise matters are of greater concern to our community and this measure reflects that.</p>
Proportion of known food premises scheduled for assessment or verification in the current financial year that were assessed or verified as safe for sale and/or service	81 per cent of scheduled assessments (now referred to as verifications) completed.	<del>At least one inspection per known premises scheduled for assessment or verification in that year</del>	<p><b>Not Achieved</b></p> <p>92 per cent</p> <p>129 of 140 scheduled verifications completed.</p> <p>All final Food Act transitions were completed by the end of February 2019 deadline. This resulted in longer inspection times and required additional staff resourcing.</p>	<p><b>Not Achieved</b></p> <p>73 per cent</p> <p>99 of 135 scheduled verifications completed.</p> <p>COVID-19 restrictions impacted the team’s ability to complete all the scheduled inspections by the end of June 2020. There were no implications for businesses as a result of this.</p> <p>2019/20 Q1/Q2: 46/66 verifications due by 31 December 2019 had been completed. 20 were rescheduled for 2020.</p> <p>2019/20 Year End: 99/135 verifications due by 30 June 2020 had been completed. 36 were rescheduled to the 2020/21 financial year.</p>	<p>Under the Food Act (which was new legislation at the time of the last LTP) known food premises are scheduled for review (verification) depending on the level of risk. Verification cycles can be as short as 6 months or as long as 3 years. Council are required to ensure that the verification takes place in accordance with the schedule.</p> <p>Some premises may require multiple inspections/staff contact to complete the verification process if there is an issue to work through. Those with issues to work through could be considered higher risk.</p> <p>The transition under the Food Act has now been completed and this work is considered ‘BAU’ and not a major level of service for the Regulatory Group.</p>	<p><b>Remove Measure</b></p> <p>Not a major level of service for the Regulatory Group.</p> <p>Food Act transitions are now complete and considered BAU. Exceptions e.g. where a premise refuses to take action to comply are of greater importance and can be reported to Council through operational reporting.</p>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
<p>Proportion of known personal services (hair, beauty etc) premises scheduled for assessment or inspection in the current financial year that were assessed or verified as safe for sale and/or service</p>	<p>66 per cent of scheduled assessments completed.  (note this figure included camping grounds, offensive trade licenses, etc)</p>	<p>At least one inspection per known premise scheduled for assessment in that year</p>	<p><b>Not Achieved</b> 84 per cent 43 of 51 required inspections completed. This was an improvement on the previous year despite not being achieved.  Eight inspections were not completed due to premises not being open or unavailable at scheduled times. These were rescheduled in 2019/20.</p>	<p><b>Not Achieved</b> 84.8 per cent 56 of 66 required inspections completed.  This was again an improvement on the previous year despite not being achieved. COVID-19 restrictions impacted the team's ability to complete all the scheduled inspections by the end of June 2020. There were no implications for businesses.</p>	<p>This measure was introduced to reflect the Beauty Bylaw at the time that became operational. This is no longer a new initiative and is considered business as usual.  The current target is 100% (noting that as worded it does not technically align with the measure). As noted in 2018/19, factors outside of staff control can impact achievement of the target – e.g. businesses not being open or available for verification. Results have ranged between 66% and 84.8% (impacted by COVID-19) of scheduled assessments being completed.  This is not a major level of service for the Regulatory activity group and can be reported via operational updates to Council rather than as part of our performance measure framework.</p>	<p><b>Remove Measure</b>  Not a major level of service for the Regulatory group of activities.  Exceptions can be reported via operational reports to Council rather than as part of the performance measure framework.</p>
<p>Proportion of known licensed premises assessed or inspected of safe sale and/or service</p>	<p>50 per cent of premises assessed.  (note only 50% of premises were due to be assessed so this is essentially 100% of those that required assessment)</p>	<p>At least one inspection per known premise scheduled for assessment in that year</p>	<p><b>Achieved</b> 100 per cent. There were 32 premises that required assessment in 2018/19. All 32 were completed.</p>	<p><b>Achieved</b> 100 per cent. There were 31 premises that required assessment in 2019/20. All 31 were completed.</p>	<p>Not all licensed premises are required to be assessed annually. Inspections are undertaken in circumstances such as a change in ownership. The paperwork to transition a licensed premise cannot be completed without an inspection.  This is a 'BAU' activity and not a major level of service for the Regulatory activity group.  Exceptions can be reported via operational updates to Council rather than as part of our performance measure framework, noting there have been no exceptions in the last 3 years.</p>	<p><b>Remove Measure</b>  Not a major level of service for the Regulatory group of activities.  Exceptions can be reported via operational reports vs as part of the performance measure framework.</p>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Percentage of consents and code compliance certificates processed within statutory timeframes	98 per cent 789 of 804 building consents received were processed within statutory timeframes (average of 13 working days)	Building consents: 90% <del>99%</del>	<b>Not Achieved</b> 96 per cent. 729 of 761 building consents received were processed within statutory timeframes (average of 12 working days).	<b>Not Achieved</b> 91.4 per cent. 635 of 695 building consents received were processed within statutory timeframes (average of 13 working days).	The current target for building consents is 99%. As noted in comments on results through the 2018-28 LTP reporting period, factors outside of staff control can impact achievement of the target – e.g. vacancies within the team not being filled due to a shortage of experienced Building Control staff across New Zealand.  Work volumes have been high for the past 4 years following a sudden and steep increase in consent numbers in 2016. We have seen some levelling in consent numbers as the building sector reaches full capacity. Year to date consent volumes are being maintained, however there is a high level of economic uncertainty given COVID-19.  With current resourcing and work volumes, economic uncertainty and external challenges recruiting staff in this area, a target of 99% is not realistic. 90% better reflects current resourcing and circumstances.	<b>Revise Measure – Revise Target</b>  It is recommended that the 2018-28 target of 99% of consents process within statutory timeframes be amended to:  90% of building consents processed with statutory timeframes  This equates to 9 out of 10 being processed within the deadline; allows provision for factors that may influence the team's ability to respond; and better reflects current circumstances.
<del>Percentage of consents processed within statutory timeframes</del>	<b>New Measure</b>	Code Compliance Certificates (CCCs): 90%	<b>New Measure</b>	<b>New Measure</b>	With both real estate sales and new builds wanting Code Compliance Certificates finalised, processing times for these certificates has become an area of greater interest to the community and should be added as another element for reporting.	<b>New Measure</b>  It is recommended that a focus on Code Compliance Certificates (CCCs) be added with a target of:  90% of CCCs processed with statutory timeframes  This equates to 9 out of 10 being processed within the deadline; allows provision for factors that may influence the team's ability to respond; and reflects current circumstances.
	97 per cent (of 154) non-notified resource consents There were no notified resource consents.	Resource consents: 90% <del>99%</del>	<b>Achieved</b> 100 per cent of resource consents processed within statutory timeframes (195 resource consents received).	<b>Not Achieved</b> 97.5 per cent of resource consents processed within statutory timeframes (119 resource consents received).  3 consents processed during 'lockdown' were not processed on time. Total: 119 resource consents: 48 land use consents, 51 subdivision consents and 20 permitted boundary activity consents.	The current target for resource consents is 99%.  Planning is also experiencing peak work volumes and challenges with recruitment given demand for staff across New Zealand.  The team has added work pressures in the next three years with the review of the Wairarapa Combined District Plan which will require some resourcing.  Given the above, a target of 99% is not realistic. 90% better reflects current resourcing and circumstances.	<b>Maintain Measure – Revise Target</b>  It is recommended that the 2018-28 target of 99% of consents processed within statutory timeframes be amended to:  90% of consents processed within statutory timeframes  This equates to 9 out of 10 being processed within the deadline; allows provision for factors that may influence the team's ability to respond; and better reflects current circumstances.

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Percentage of planning and building consent applicants that were satisfied with consent process and customer service received	<b>Building:</b> New measure	Improving over time, and at least baseline	<p><b>Achieved</b></p> <p>87.5 per cent rated their overall experience at least 3 out of 5.</p> <p>This result establishes the baseline.</p> <p>58.3% of building consent applicants who completed the survey were 'very happy', rating their overall experience of dealing with the building team 5/5.</p>	<p><b>Achieved</b></p> <p>100 per cent rated their experience 5 out of 5, noting there were only two responses.</p>	<p>This measure has been flagged in reports to Council for review as part of the LTP process.</p> <p>The measure was introduced in an attempt to capture feedback from those who use MDC's building team services given the wider community satisfaction survey does not always reach enough actual users for results to be meaningful.</p> <p>The survey was set up to be sent out to the submitter of the consent at the end of the consenting process to seek feedback on their experience. However, as the majority of those submitting consents are the local building firms, they receive multiple survey opportunities but tend not to complete a survey for every consent.</p> <p>The overall response rate has been low. Since the survey was established there have been 26 responses, with only 2 in the past year.</p>	<p><b>Remove Measure</b></p> <p>This measure has been flagged in reports to A&amp;R for review as part of the LTP process. It has not proven to be useful and does not provide meaningful data.</p> <p>One annual survey could be undertaken and reported to Council through operational reporting.</p>
	<b>Planning:</b> New measure	Improving over time, and at least baseline.  (Baseline to be established in 2019/20)	<p><b>Not Achieved</b></p> <p>A survey to inform satisfaction with consent process and customer service received was undertaken, but this focused on building consents only as opposed to both building and planning consents. The baseline for planning will be established in the coming year.</p>	<p><b>Achieved</b></p> <p>66.7 per cent of resource consent applicants who completed the survey were 'very happy' rating the team 5/5. 100 per cent rated the team at least 3 out of 5, noting there were only six responses.</p>	<p>As above. Many resource consents are submitted by organisations on behalf of clients. Response rates have been low and therefore, the results less meaningful.</p>	<p><b>Remove Measure</b></p> <p>This measure has been flagged in reports to A&amp;R for review as part of the LTP process. It has not proven to be useful and does not provide meaningful data.</p> <p>One annual survey could be undertaken and reported to Council through operational reporting.</p>



Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
<p>Percentage of commercial Building Warrant of Fitness' (BWOFs) that have been reviewed within 20 days of their due date.</p> <p><del>Percentage of buildings that have a current Building Warrant of Fitness' (BWOFs)</del></p>	<p>72 per cent 259 of 360 BWOFs current</p>	<p>At least 90% of BWOFs have been reviewed within 20 days of their due date</p> <p><del>At least 80%</del></p>	<p><b>Not Achieved</b> 67 per cent 267 of 398 active compliance schedules are current.</p> <p>The volume of consents and available resources impacted results for the year.</p>	<p><b>Not Achieved</b> 64 per cent 224 of 352 active compliance schedules are current.</p> <p>The availability of resources impacted results for the year.</p>	<p>This measure was carried forward from previous LTP reporting.</p> <p>As written, the measure presents a challenge as staff can review the schedules for BWOFs but are reliant on commercial building owners to take the action required to remedy any outstanding issues to ensure the BWOF remains current.</p> <p>If any issues/matters cannot be resolved within the reporting period, this impacts results.</p> <p>Revising the phrasing of the measure places the focus on action that is within the team's control.</p>	<p><b>Revise Measure – Review Target</b></p> <p>It is recommended that the 2018-28 measure be amended to:</p> <p>Percentage of commercial Building Warrant of Fitness (BWOF) schedules that have been reviewed within 20 days of their due date</p> <p>The target of 90% equates to 9 out of 10 BWOF schedules being reviewed by the due date and also allows provision for factors that may influence the team's ability to complete all scheduled reviews.</p>
<p>Proportion of known residential swimming pools that have been inspected.</p>	<p><b>New Measure</b></p>	<p>Year 1: 25% Year 2: 50% Year 3: 80%</p> <p>Years 4-10: cycle to be repeated but ensuring 100% of pools have been re-inspected by the end of Years 6 and 9.</p>	<p><b>New Measure</b></p>	<p><b>New Measure</b></p>	<p>The Building (Pools) Amendment Act introduced in 2016 requires all known residential swimming pools to be inspected for compliance every three years.</p> <p>This has been an area of focus for the community and for MDC's building team.</p>	<p><b>New Measure</b></p> <p>It is recommended that a focus on Swimming Pool Compliance be added with a target of inspecting 100% of known pools every 3 years.</p>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
<p>Percentage of notified potentially Earthquake Prone (EQP) priority buildings where the owners have responded to advise action or have remediated the EQP status of their building</p> <p><i>Note: This measure focuses on priority buildings only - there are other non-priority buildings that also require assessment, and if confirmed as earthquake prone, will also require remediation.</i></p>	New measure	Annual increase, with 100% by the legislative deadline	<p><b>Achieved</b> 17 per cent</p> <p>Owners that have received a potentially earthquake-prone building notice: 12</p> <p>Owners that have either strengthened or demolished: 2</p> <p>Baseline established.</p>	<p><b>Achieved</b> 19 per cent</p> <p>Owners that have received a potentially earthquake-prone building notice: 21</p> <p>Owners that have either strengthened or demolished: 4</p>	<p>This measure was added in 2018 to reflect responsibilities and action in relation to Earthquake prone building legislation. The intent was to highlight this legislative change and Priority 1 owner responsibilities.</p> <p>The owners of the priority buildings that have been notified have 7 years from the time the building was confirmed as earthquake prone to remediate (through strengthening or demolition).</p> <p>The legislation is no longer new and is now considered 'BAU'. The measure focusses on the initial phase of notifying priority one building owners only and therefore does not reflect the full extent of work required by the team and from the community. The team are progressing work on identifying and notifying other non-priority buildings.</p> <p>Given the above points, progress would be better reported through the Building Services operational report to Council.</p>	<p><b>Remove Measure</b></p> <p>Report progress on full Earthquake Prone Building work programme via operational reports vs as part of the performance measure framework.</p>

## GOVERNANCE AND CORPORATE SERVICES

**What we do: Deliver high quality customer service to our community and provide opportunities for participating in Council decision making**

Annual staff turnover (excluding FTAs)	New measure Baseline: 11 per cent	Within 5-15%	<p><b>Achieved</b> 12.3 per cent</p>	<p><b>Achieved</b> 13.9 per cent</p>	<p>This measure was introduced in 2018. It is internal facing and would be better reported to EMs via the CE report.</p>	<p><b>Remove Measure</b></p> <p>Internal facing. Not meaningful for the community. Better reported in a CE report to EMs.</p>
Ratio of compliments to complaints as a reflection of customer satisfaction with the service received from our frontline teams	New measure Baseline: 1.15 compliments: 1 complaint. 148 compliments / 129 complaints.	Improving over time and at least baseline (1.15:1)	<p><b>Achieved</b> 4.2 compliments: 1 complaint. 104 compliments/ 25 complaints.</p>	<p><b>Achieved</b> 8.1 compliments: 1 complaint. 73 compliments/ 9 complaints.</p>	<p>This measure was introduced in 2018.</p> <p>The measure is open to some level of subjectivity e.g. what some staff perceive to be a compliment and report up would differ to others; and what could be considered a complaint in some spaces may be treated as a service request in others. There is a policy that helps to provide guidance, but this is still open to interpretation.</p> <p>Customer satisfaction with services is captured via the three yearly community survey. Service requests and response/resolution times are reported as part of other measures - e.g. in the asset and infrastructure area.</p>	<p><b>Remove Measure</b></p> <p>Given potential for subjectivity, remove this measure.</p> <p>The 3 yearly customer satisfaction survey provides insight into community satisfaction with Council and services provided.</p> <p>The measures related to response to customer service requests within each activity area also reflect the level of service offered by our frontline customer service team.</p>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Percentage of rates invoices emailed (instead of posted)	New measure Baseline: 14 per cent 1,790 of 12,425 rated properties.	Increase over time	<b>Achieved</b> 15.5 per cent 1,974 of 12,704 rated properties.	<b>Achieved</b> 22.4 per cent 2,844 of 12,704 rated properties.	<p>This measure was introduced in 2018. The intent was to reflect an emphasis within Council to do more electronically. Emailing rates notices is also more environmentally friendly and reduces the use/cost of paper, printing and postage.</p> <p>The drivers for the measure are still valid, but this is a minor aspect of service for this group of activities and could be reported through an alternative mechanism – e.g. as part of progress on the Climate Change Action Plan.</p>	<b>Remove Measure</b>  Minor aspect for this group of activities. Report through an alternative mechanism.
Transactions completed electronically (via our website)	New measure Baseline: 83.5 per cent of transactions were electronic in the year ending 30/6/17 Mostly automatic payments or direct debits	<del>Increase over time, with no decline from baseline (83.5%)</del>	<b>Achieved</b> 85.5 per cent of transactions were electronic.	<b>Achieved</b> 88 per cent of transactions were electronic.	<p>This measure was introduced in 2018. The intent was to reflect an emphasis on doing more electronically and enabling our community to do more online.</p> <p>The need to review this measure as part of the LTP process has been reported to A&amp;R. Only 0.1% of transactions are completed via the website. The majority of electronic transactions are automatic payments or direct debits. The measure as written does not capture that and if it was maintained should read: Transactions completed electronically (<b>including</b> via our website).</p> <p>However, this is a minor aspect of service for this group of activities and could be reported through an alternative mechanism – e.g. as part of the Climate Change Action Plan (given environmental benefits of electronic transaction) or via finance team updates in the CE report.</p>	<b>Remove Measure</b>  Minor aspect for this group of activities. Report through an alternative mechanism.

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Number of learning opportunities (training sessions/forums/conferences) elected members have attended	New measure	Increase over time and at least maintain the baseline (17 learning opportunities)	<p><b>Achieved</b></p> <p>17 learning opportunities attended by elected members.</p> <p>Baseline established.</p>	<p><b>Not Achieved</b></p> <p>16 learning opportunities attended by elected members.</p> <p>Two learning opportunities were deferred due to COVID-19 restrictions.</p> <p>In addition to the external learning opportunities reported, an internal Induction Programme was run for elected members post the 2019 election. Two learning opportunities that elected members had registered for were deferred due to COVID-19 lockdown impacting this result.</p>	<p>This measure was introduced in 2018. The intent was to reflect EM development as per feedback from the Local Government Excellence Programme at the time. Now that we have a Business Improvement work programme it may be better captured there.</p>	<p><b>Remove Measure</b></p> <p>Internal facing. Not meaningful for the community. Better reported in a CE report to EMs.</p>
Proportion of policies in our register that are current	52 per cent current.	Annual improvement, with 95% by Year 3	<p><b>Achieved</b></p> <p>56% of policies in our register are current</p>	<p><b>Achieved</b></p> <p>59% of policies in our register are current</p> <p>There are 64 policies recorded in the Policy Register. Of these, 38 (59%) are current and 11 (17%) are overdue. The remaining policies are under review, in development or have been identified for development.</p>	<p>This measure was introduced in 2018. The intent was to reflect the focus at the time on bringing the policy register up to date.</p> <p>It is unlikely that we will achieve 95% current by Year 3 based on trends to date. The team have a broader focus and contribute to a range of projects and strategy work across Council. The register also grows as new potential policies are added. Given that, 95% of policies being current may not be realistic and/or the overall priority with current resourcing.</p> <p>Key policies that are a priority for maintaining currency are now monitored by Audit and Risk. Given those critical policies are being monitored, this measure could be removed with staff continuing to report to A&amp;R; the measure could be revised to reflect those critical policies; or the target could be revised to ensure it is more realistic.</p>	<p><b>Remove Measure</b></p> <p>Continue to monitor key/critical policies via reports to A&amp;R.</p>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
Media coverage of MDC decisions and activities	New measure Baseline established in 2018-19 - 2.5 positive:1 negative	Improve the ratio of positive to negative media coverage over time, and at least maintain the baseline.	<b>Achieved</b> 2.5 positive:1 negative 76 positive/ 30 negative.	<b>Not Achieved</b> 1.1 positive:1 negative 32 positive/ 29 negative.  There was more 'neutral' coverage this year (714 items compared to 481 in 2018/19). Much of the 'neutral coverage' was related to COVID-19.	<p>This measure was introduced in 2018. The intent was to reflect the balance of good vs not so good news stories.</p> <p>The measure is open to some level of subjectivity as staff assess the articles that are published. This is mitigated by having one person oversee the recording of media.</p> <p>The measure also has a link to Council's reputation – how we are portrayed in the media may influence how we are perceived by the community.</p> <p>Since the measure was introduced, Council have had Key Research undertake a reputational survey. This reputational information was also captured in the three yearly satisfaction survey.</p> <p>Given the reputational survey information is included as part of the 3 yearly community satisfaction survey, and is a more robust source, we could continue to monitor reputation as part of the community satisfaction survey every 3 years rather than including this measure in our performance measurement framework.</p>	<p><b>Remove Measure</b></p> <p>Given potential for subjectivity, remove this measure.</p> <p>The 3 yearly customer satisfaction survey provides includes a focus on Council reputation and is more robust.</p>

Measure	2017/18 Result (where available)	Target	2018/19 Result	2019/20 Result	Comment/Discussion re Measure	Recommended Action for 2021-31 LTP
The diversity of people who had their say on MDC's Annual or Long Term Plan	For the 2016/17 Annual Plan (the baseline for this measure):  22 per cent identified as Māori or Other.  78% identified as European, 17% as Māori and 5% as Other	Increase in the percentage of respondents who identify as Māori or Other	<b>Not Applicable</b> Consultation was not undertaken on the 2019/20 Annual Plan, as no significant issues were identified	14.9% identified as Māori, Asian or Other.  Full breakdown:  241 submitters indicated their ethnicity: the majority of submitters identified as NZ European (85.1%), followed by Māori (8.7%), Other (5%) and Asian (1.2%). No submitters identified as Pasifika.	This measure was included to reflect Council's effort in reaching more diverse groups within our community. While this is still valid, it is recognised that not all people respond in the same way (e.g. some groups may provide more informal vs formal feedback).  The Annual Plan or LTP were referenced as the benchmarks in 2018. However Council make decisions outside of these corporate planning processes that may also be important for our community. The focus on Long Term or Annual Plans will not always reflect that, and proved problematic in 2019/20 given no significant issues were identified and there was no consultation on the Annual Plan.  Targets are better set (and later reported on) within individual communication plans for each issue that council is seeking a decision on, taking into account the topic, nature of the decision and our Significance and Engagement Policy.  Revising the measure to diversity of people who had their say on key MDC decisions would enable broader participation to be reflected. Key decisions could be identified taking our Significance and Engagement Policy into consideration and specified in the Annual Plan for that year.  Ultimately, we aspire to have participation in decision making better reflect the demographics of our community. However, year on year increases may not be achievable ongoing, and different 'key decisions' may attract greater interest from particular groups.  Given annual results can be impacted by a range of factors including the key decision being considered, 5 year averages can be a better measure of progress over the longer term.	<b>Remove Measure:</b>  Response rates could vary depending on the nature of the issues included and decisions outside of the Annual Plan/Long Term Plan may resonate more with some groups on some occasions. Individual communication plans with specific targets will be more effective in monitoring engagement and participation in decision making processes.
	For the 2016/17 Annual Plan (the baseline for this measure):  9 per cent were aged under 50.  55% were aged 65+; 36% were aged 51-65; 7% were aged 36-50 and 2% were aged under 35.	Increase in the percentage of respondents aged under 50		42.4% were aged 44 or under and 17.8% were aged 45-54.  Full breakdown:  241 submitters indicated their age:  42.4% were aged 44 or under; 17.8% were aged 45-54; and 39.9% were aged 55+.		

<b>To:</b>	Her Worship the Mayor and Councillors
<b>From:</b>	Andrea Jackson, Manager Facilities and Activities
<b>Endorsed by:</b>	Kathryn Ross, Chief Executive
<b>Date:</b>	3 February 2021
<b>Subject:</b>	<b>Adoption of the draft Parks and Open Spaces Strategy for public consultation</b>
<b>DECISION</b>	
<b>Recommendation:</b>	
That Council:	
<ul style="list-style-type: none"> <li>a) Adopts the draft Parks and Open Spaces Strategy (Attachment 1 to Report 010/21) for public consultation; and</li> <li>b) Approves the consultation timeframes and approach described in Report 010/21.</li> </ul>	

## PURPOSE

The purpose of this report is for Council to adopt the draft Parks and Open Spaces Strategy (the Strategy) for public consultation (Attachment 1).

## CONTEXT

Masterton District Council ('Council') owns and administers just under 400 hectares of parks and open spaces. Our parks and open spaces are located in urban, coastal and rural areas. Parks and open spaces within the urban area are used for a variety of sport, recreation and leisure activities, with the coastal area being comprised mainly of coastal esplanade reserves, and the rural area including rural domains, esplanades, gravel reserves, paddocks and forestry.

The Parks and Open Spaces Strategy is the first strategy Council has developed that provides a strategic framework to support the overall direction for all parks and open space assets as an entire network, with a focus on the urban area. It considers the provision, connectivity, purpose and quality of parks and open spaces to meet the current and future needs of the community. The following objectives for the development of the Strategy were agreed by Council in November 2018:

1. To engage with the community and iwi partners to understand and evaluate our parks and open spaces network;
2. To align the parks and open spaces network with Council's strategic outcomes;
3. To set clear directions and develop a sound planning framework for the next ten years; and
4. To develop an affordable and effective prioritised action plan every three years to align with the Long-Term Plan cycle.

The development of the Strategy has included a review of how these spaces are currently provided, and proposes a network approach to future development and management, where each park has a clearly defined purpose and is managed as part of the whole.

The Strategy is divided into two parts:

- Part One provides the background and the overall context, including the strategy purpose and approach; our current parks and open space network; its importance and benefits; things we need to think about; as well as issues, challenges and opportunities going forward.
- Part Two focuses on the content of the Strategy that sets out our strategic direction, outcome statement, guiding principles, goals and objectives.

An action plan will be developed to guide the strategy implementation and associated work programmes. The action plan will be updated and reviewed on an ongoing basis.

## **ANALYSIS AND ADVICE**

### **Development of the Parks and Open Spaces Strategy**

Key tasks undertaken in the development of the Strategy have included:

- A literature review
- Spatial mapping
- An assessment of park provision
- Staff workshops
- Iwi, Hapū, Marae and Hapori Māori Hui
- Key stakeholder interviews
- A stakeholder workshop, and
- The development of an issues and opportunities paper.

Further information about the methodology and key tasks are described in Part One of the Strategy.

The development of the draft Strategy is informed by input and feedback received through stakeholder interviews, a stakeholder workshop and Iwi, Hapū, Marae and Hapori Māori hui. Some of the key messages and themes that came through include:

- A strong legacy of willingness, that continues today, from stakeholders and communities to work together for good outcomes for community parks and open spaces.
- Cycling and walking trails are important to the open spaces network and opportunities to achieve good linkages should be a priority. It is also important to work together with local and regional cycling initiatives.
- Events are important to the identity and economy of the district. Good events spaces to hold these events are critical.
- Parks in the Masterton District should reflect our cultural and historical identity, including consideration of how our identity evolves over time.
- The role of active play and family-based recreation activities in public spaces and how these are



provided for in our parks need to be better understood, and the community need to be on board with any decisions about local parks.

- Importance of taking a holistic approach to Council owned land and how it can contribute to the overall parks network.
- A healthy parks environment that encourages and supports biodiversity is becoming increasingly important. We can look to the origins of our park spaces to better understand how these have evolved over time and the indigenous flora and fauna that flourished there, as well as the landscape and land use processes that over time have shaped and influenced these spaces. This will help us better understand the indigenous biodiversity of the Masterton District, associated cultural traditions, and underlying landform that is the district's heritage.

## Issues and Opportunities

Several key issues and opportunities facing the Masterton district's parks and open spaces network have been identified through the development of the draft Strategy. These are identified and discussed in Part One of the Strategy and in summary include:

- Strategic alignment, integrated management, legal protection and planning – the long-term protection and planned management of community parks and open spaces is important to ensure quality provision and appropriate investment to meet the ongoing needs of the community. Strategic alignment will ensure that Council is being effective and efficient in its provision.
- Are our parks meeting community needs (distribution and quality)? It is important that Masterton districts parks and open spaces are well distributed to meet community needs and that they provide for quality experiences at the neighbourhood, district and regional level. There is also an opportunity to better reflect the heritage and culture of the community throughout the parks network - through design, interpretation, planting and provision of spaces.
- Urban Growth – Urban growth (both population growth and increased households) places demands on the parks and open spaces network and it is important that Council provides for appropriate levels of well-designed and accessible open spaces as growth occurs.
- Partnerships and Community Engagement – Stronger relationships with Iwi, Hapū, Marae and hapori Māori will contribute to a parks and open spaces network that better reflects the whakapapa of the district that provides opportunities for whānau to actively engage in these spaces. Other open spaces providers play an important role in the provision of open space for the community, and effective partnerships will ensure best provision for the district. Masterton has active community management partnerships in open spaces that require ongoing support. Management of local expectations for local park spaces is important.
- District Heritage and Character – public open spaces contribute to a distinct urban character, and this needs to be recognised and provided for.
- Sustainable Environments and Biodiversity – water scarcity, climate change and loss of indigenous biodiversity are issues nationally. Open spaces have an important part to play in terms of providing sustainable environments and enhancing biodiversity as well as demonstrating best practice.
- Rural and Coastal Parks and open spaces – the ongoing role of rural parks is not well understood.

Coastal parks experience changes in seasonal use, and climate change issues need specific consideration.

- Parks Connectivity and Linkages – Connectivity and linkages within the parks network will enhance the user experience as well as provide opportunities for biodiversity corridors.
- Resourcing and programming – to achieve change as sought by the Strategy will require appropriate levels of resourcing over time.

The identification and analysis of these key issues and opportunities have informed the development of the Strategy’s outcome statement, guiding principles, goals and objectives.

The Strategy’s outcome statement and a set of seven principles are clearly stated in Part Two. The principles will guide Council on how it will provide, plan and manage the district’s parks network. They focus on underlying values including:

- Providing for tangata whenua values
- Strong community relationships and partnerships
- Celebrating our identity and heritage
- Supporting healthy communities and a variety of recreation and sporting opportunities
- Providing resilient, healthy spaces and contributing to positive biodiversity outcomes
- Planned, integrated and connected network
- Continual improvement to provide a quality network.

To help achieve the Strategic outcome statement, five goals have been determined that focus on five essential topics addressing the issues and opportunities outlined above. These include:

Goal	Descriptor
<p><b>Goal 1</b> <b>Active Partnerships</b></p>	<p>This goal reflects Council’s strategic relationship commitment to work in partnership with mana whenua. It also reflects the importance of working collaboratively with other providers, community organisations, and volunteers.</p>
<p><b>Goal 2</b> <b>Healthy Parks</b></p>	<p>This goal reflects the important role that parks and open spaces play in contributing to healthy sustainable environments and enhancing the district’s biodiversity.</p>
<p><b>Goal 3</b> <b>Healthy People</b></p>	<p>This goal reflects the important role that parks play in creating healthy communities through providing sports and active play spaces, opportunities to connect with nature, as well as education and learning opportunities.</p>

<p><b>Goal 4</b></p> <p><b>A Strong Identity</b></p>	<p>This goal reflects the important role parks and open spaces play in creating the district identity. Acknowledging the heritage trees, special places, and association with important events and traditions, as well as providing space for events, will contribute to celebrating our identity.</p>
<p><b>Goal 5</b></p> <p><b>A protected, planned and connected network</b></p>	<p>This goal is critical in enabling all the other Strategy goals. Management Planning is a legal requirement for those parks and reserves gazetted under the Reserves Act 1977, and is accepted as national best practice. Protection of reserves is critical to ensure these important assets will continue to serve the community. A well-connected park network will contribute to good access to parks and open spaces as well as a high level of residential 'liveability'.</p>

A set of objectives for each goal has been determined and will guide how Council achieves these aspirations.

An action plan will be developed to guide the strategy implementation and associated work programmes. This will be updated and reviewed on an ongoing basis.

## OPTIONS CONSIDERED

A summary of the options is included in the table below.

Option	Advantages	Disadvantages
<p>1 Adopt the draft Parks and Open Spaces Strategy for public consultation</p>	<ul style="list-style-type: none"> <li>• Project timeframes continue as planned</li> <li>• Consulting in February-March 2021 will provide an opportunity to trial Council's new submission software, Objective, ahead of the LTP consultation phase</li> <li>• Council has an approved draft strategic framework/direction to guide any urgent decision making for the parks network</li> <li>• Provides a further opportunity for those involved in the developmental phase of the draft strategy to have further input ahead of the strategy being finalised and adopted by council</li> </ul>	<p>Nil</p>

		<ul style="list-style-type: none"> <li>• The community values parks and open spaces and will want an opportunity to provide feedback on the draft Strategy</li> <li>• Consultation will provide an opportunity for the community to influence the development of the action plan</li> <li>• Meets community expectations for participation in Council decision-making</li> </ul>	
2	Adopt the Parks and Open Spaces Strategy as a final (no public consultation)	<ul style="list-style-type: none"> <li>• Strategy can be given immediate effect</li> <li>• No further expense incurred in finalising Strategy</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Those stakeholders involved in the developmental phase of the draft strategy to date are not provided with a further opportunity to comment.</li> <li>• The community values parks and open spaces. Not consulting does not provide an opportunity to provide input on the strategy.</li> <li>• Does not meet community expectations for participation in Council decision-making</li> <li>• Missed opportunity to trial Council's new submission software, Objective, ahead of the LTP consultation phase.</li> </ul>
3	Do not proceed any further with the development of the Parks and Open Spaces Strategy	Nil	<ul style="list-style-type: none"> <li>• Waste of time and resources spent on the development of the draft Strategy</li> <li>• Council may operate in an adhoc manner with no strategic direction or framework guiding decisions for the parks and open spaces network</li> <li>• Likely to frustrate stakeholders and community involved on the draft Strategy to date if project does not proceed any further</li> <li>• Draft strategy document has an ambiguous status with no</li> </ul>

			mandate which may cause confusion for all stakeholders
--	--	--	--

## RECOMMENDED OPTION

Option 1, adopt the draft Strategy for public consultation, is recommended.

This option allows the project to proceed as planned and be delivered on time, meeting stakeholder and community expectations as know that the community values our parks and open spaces. It will also provide Council with an adopted draft strategic direction and framework to guide decision making with the parks and open spaces network in a timely manner to inform the Council's Long-Term and Annual Planning processes.

## SUMMARY OF CONSIDERATIONS

### Strategic, Policy and Legislative Implications

The draft Strategy has been developed with careful consideration to and alignment with Council's Wellbeing Strategy *He Hiringa Tangata, He Hiringa Whenua*, Infrastructure Strategy, Financial Strategy, and the Arts, Culture and Heritage Strategy.

### Significance, Engagement and Consultation

The draft Strategy has been reviewed against Council's Significance and Engagement Policy. It is recommended that in addition to targeted engagement that has taken place throughout the development phase of the Strategy that public consultation also be undertaken to provide the community with an opportunity to provide input given our parks are a strategic asset and level of community interest and use of the parks and open spaces network.

### Communications/Engagement

A communications plan has been developed to support the consultation phase of the draft Strategy. We know that our community values and our parks and open spaces. The plan promotes an opportunity for the community to have their say, and any further input from those who have been engaged during the development phase of the draft Strategy.

The proposed key messages will be:

- We're developing a plan for how we manage Masterton's parks and open spaces
- We know our community values parks and open spaces and want to provide an opportunity for them to help us shape this strategy
- We've got great community parks and reserves, but we don't have a strategy for how we look after them, or what we want to achieve from these facilities as a network
- The Parks and Open Spaces Strategy is the first time Masterton will have a strategic framework for managing our parks and reserves
- The strategy considers the provision, connectivity, propose and quality of parks and open spaces, specifically in the urban area
- We want to check the strategy is on the right track by getting feedback from our community.

Tactics to engage the community include:

- Information available via the council website
- Promoting via print media and existing communications channels (such as the Masterton Monthly Wrap)
- Direct emails to those involved in the development phase of the Strategy
- Social media activity.

The consultation period will run from 9 February – 10 March 2021.

## **Financial Considerations**

High-level budget estimates have been included as part of the Long-Term Plan and Annual Plan process. Further budget consideration will be made as the implementation plan is further developed.

## **Implications for Māori**

A key aspiration of the Strategy process has included the establishment of a working relationship with the district's Iwi, Hapū, Marae and hapori Māori. Two hui with Iwi, Hapū, Marae and hapori Māori have taken place providing opportunities for input into the development of the Strategy.

Key messages from these hui are:

- A desire to incorporate whakapapa and mātauranga Māori into the parks and open spaces provision
- Further kōrero required about how to do this and how to appropriately resource this
- A desire to provide spaces that actively engage rangatahi and provide opportunities for them to learn about their whakapapa.

The Strategy includes the opportunity to actively engage with Iwi, Hapū, Marae and Hapori Māori, and that this is formally recognised and provided for at a strategic level. This will inform the ongoing delivery of work in the parks and open spaces area.

## **Environmental/Climate Change Impact and Considerations**

Sustainable environments and biodiversity issues and opportunities have been identified as key priorities with issues such as climate change, biodiversity, water quality, and air quality being some of the top priorities identified as the draft Strategy was developed.

The draft Strategy includes the following draft goal 'Healthy Parks' - to provide healthy and resilient parks and open spaces network that supports and enhances our districts biodiversity and heritage.'

This is underpinned by the following three draft objectives:

1. A resilient parks and open spaces network that contributes to how we respond to the impacts of climate change.
2. A parks and open spaces network that supports and nurtures the biodiversity of Masterton District.
3. A parks and open spaces network where natural heritage values are valued and protected.

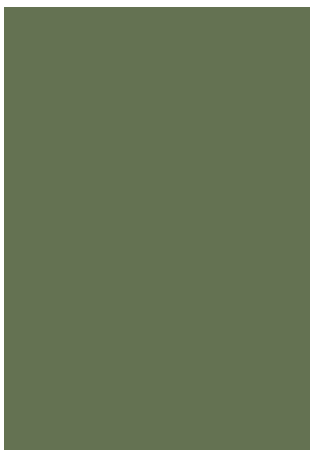
As reserve management plans are developed this goal and objectives will be addressed on a site by site basis.

## **Next Steps**

The following timeline sets out the next steps for the Parks and Open Spaces Strategy:

- 9 February – 10 March 2021: Consultation with the community
- March 2021: Review feedback and finalise Strategy
- April 2021: Seek adoption of final version of the Strategy and associated action plan

# DRAFT PARKS AND OPEN SPACES STRATEGY (2021)





# CONTENTS

<b>1. CONTEXT .....</b>	<b>1</b>
1.1. Introduction .....	1
1.2. Masterton District at a glance.....	1
1.2.1. Mana Whenua history.....	2
1.2.2. Non-Māori settlement of the Masterton township .....	3
1.2.3. District growth trends.....	4
1.3. Why do we need a strategy? .....	6
1.3.1. Purpose of the Parks and Open Spaces Strategy .....	6
1.3.2. How we developed the strategy .....	7
1.3.3. Strategic alignment .....	8
1.3.4. Network approach .....	10
1.4. What do we have and why are these spaces important?.....	14
1.4.1. What do we have? .....	14
1.4.2. Urban management areas.....	15
1.4.3. Why parks and open spaces are important?.....	15
1.5. What do we need to think about?.....	16
1.5.1. Strategic alignment, integrated management, legal protection and planning.....	16
1.5.2. Have we got enough of the right space in the right place (quantity)? .....	17
1.5.3. Are our parks meeting community need (distribution and quality)?.....	23
1.5.5. Urban growth .....	26
1.5.6. Partnerships and community engagement .....	27
1.5.7. District heritage and character .....	29
1.5.8. Sustainable environments and biodiversity .....	30
1.5.9. Rural and coastal parks and open spaces.....	31
1.5.10. Parks connectivity and linkages.....	33
1.5.11. Resourcing and programming.....	34
<b>2. OUR STRATEGY .....</b>	<b>35</b>
2.1. Vision statement .....	35
2.2. Our principles .....	35
2.3. How will we get there?.....	37
2.4. Monitoring and review .....	37

<b>3. LIST OF APPENDICES .....</b>	<b>39</b>
3.1. Appendix 1 – Urban network map and table .....	40
3.2. Appendix 2 – Urban accessibility map.....	46
3.3. Appendix 3 – Urban values map .....	48
3.4. Appendix 4 – Rural and coastal maps.....	50
3.5. Appendix 5 – List of stakeholder engagement participants .....	54

# 1. CONTEXT

## 1.1. INTRODUCTION

The benefits of public parks and open spaces have long been recognised. Victorian parks were originally founded on the principle of providing rich, stimulating places for rest and relaxation as an antidote to the grime of the industrial city. Perspectives on the benefits of parks and open spaces have evolved to having an emphasis on wellbeing and green spaces that are healthy, beautiful, fascinating, and fulfilling for people<sup>1</sup>. The most recent World Parks Congress focus on *'healthy parks, healthy people'*, acknowledged the significance of contact with nature for human emotional, physical and spiritual health and wellbeing, and reinforced the crucial role that parks play in nurturing healthy ecosystems<sup>2</sup>.

The parks and open spaces of Masterton/Whakaoriori have played an important part in the development of the township and district with urban spaces such as Queen Elizabeth and Henley Lake reflecting important events that form part of our local history. Masterton District's rural parks have also traditionally been the cornerstone of the farming community, and with changing communities the role of these spaces has become less clear. Masterton District Council (the council) owns some significant stretches of coastal reserve that have their own particular challenges and pressures given their location in sensitive coastal environments and communities that have large numbers of visitors over the summer months.

Mana whenua also have much to contribute in terms of telling the stories of Wairarapa, and a goal of this strategy is to develop stronger relationships with mana whenua to better integrate Māori culture and values throughout the district's parks and open spaces.

The council owns and administers just under 400 hectares of parks and open spaces, with a little under half of this located within the urban area of Masterton. This strategy reviews how these spaces are provided and proposes a 'network' approach to their future provision and management, where each park has a clearly defined purpose and is managed as part of the whole. The council's aim is to optimise its parks and open spaces network to enhance the health and wellbeing of the Masterton community and its environment.

## 1.2. MASTERTON DISTRICT AT A GLANCE

Masterton District is located in the lower part of the North Island. It sits within the upper reaches of the Ruamāhanga River and Wairarapa Valley, with the Tararua Ranges to the west and Wairarapa Coast, including Riversdale, Castlepoint and Mātaikona beach communities to the east. Masterton town, located between the Waingawa and Ruamāhanga Rivers, is the largest

---

<sup>1</sup> [http://www.fingalbiodiversity.ie/resources/biodiversity\\_guidelines/Encourage per cent20Park per cent20Biodiversity.pdf](http://www.fingalbiodiversity.ie/resources/biodiversity_guidelines/Encourage%20Park%20per%20Biodiversity.pdf)

<sup>2</sup> A Guide to the Healthy Parks Healthy People Approach and Current Practices Proceedings from the Improving Health and Well-being: Healthy Parks Healthy People stream of the IUCN World Parks Congress, 2014

town on the Wairarapa State Highway 2, is the main route connecting the Masterton District to the wider Wairarapa Region and Wellington to the south, and Tararua to the north.

## 1.2.1. MANA WHENUA HISTORY<sup>3</sup>

The many hapū resident in Wairarapa trace their descent to the ancestors Rangitāne or Kahungunu, or to both tīpuna. By the early 1800s, traditional occupation in the Whakaoriori area was clustered around the wetland areas between the Waingawa, Waipoua and Ruamāhanga Rivers and along the coast (refer Image 1 below).

Settlements were seasonal with many hapū moving between the coast and inland in response to the availability of food. Prior to 1840, all travel was on foot, or by water, and a network of tracks and waterways linked the various districts of the area.

IMAGE 1: Traditional Occupation in Wairarapa ki Tararua



<sup>3</sup> Refer Volume 1: The People and the Land, Wairarapa ki Tararua Report [https://forms.justice.govt.nz/search/documents/wt/wt\\_doc\\_68640003/wairarapa20ki\\_per\\_cent20tararua\\_per\\_cent20vol\\_per\\_cent20i.pdf](https://forms.justice.govt.nz/search/documents/wt/wt_doc_68640003/wairarapa20ki_per_cent20tararua_per_cent20vol_per_cent20i.pdf)

The period from 1800 to 1840 was one of considerable change for the people of the Wairarapa. Within a relatively short span of years, introduced plants, animals, and technology altered the nature of the ecology and economy of the Wairarapa. Some traditional resources were destroyed by the introduced species, while the new crops and animals became major food sources. New diseases increased death rates among the local people, and muskets transformed the nature of warfare throughout New Zealand, with enormous impact on the Wairarapa.

In response to the escalating warfare from Toa Rangatira, Ngāti Mutunga, Te Atiawa and Ngāti Raukawa, a large proportion of the tangata whenua population left their homelands for Nukutaurua and Manawatū. They returned in the late 1830s and 1840s, but changes in the economy and the adoption of Christianity modified their earlier settlement patterns.

As pākehā pastoralists moved into Wairarapa, they encountered a society in the process of change, both in terms of the food they ate and how they acquired it and, more importantly, in terms of their rates of sickness and death. Also, as a direct result of missionaries' challenges to long-held beliefs, the spiritual power of tapu and related concepts was questioned for the first time.

In the 1840s and 1850s, Pākehā settlers began to move from Wellington to the Wairarapa to establish homesteads and sheep runs. Initially there were informal leasehold arrangements with Māori, but after the Native Land Purchase Ordinance of 1846, this option was no longer available, and the Crown acquired large tracts of land from Māori. This alienation of Māori land continued throughout the remainder of the 19th and 20th centuries and today mana whenua own less than one per cent of its original land area.<sup>4</sup>

Redress has been sought through the Treaty Settlement process with the Ngāti Kahungunu ki Wairarapa Tamaki Nui-ā-Rua Treaty Settlement Trust and the Rangitāne Tū Mai Rā Settlement Trust mandated and established to progress the respective treaty claims of Ngāti Kahungunu ki Wairarapa uri and Rangitāne o Wairarapa uri. The Crown and Rangitāne Tū Mai Rā signed a Deed of Settlement on 6 August 2016. The Crown and Ngāti Kahungunu ki Wairarapa Tamaki Nui-ā-Rua Trust initialled an Agreement in Principle on 22 March 2018.

## 1.2.2. NON-MĀORI SETTLEMENT OF THE MASTERTON TOWNSHIP

Masterton township was founded in 1854 by the Small Farms Association, described as follows in Gareth Winter's book, 'A Very Publick Reserve'<sup>5</sup>:

*'The broad outline of the pākehā settlement of Masterton is a well-known story - a fable almost. It runs like this. A group of Wellington working class men with little capital, led by cooper Joseph Masters, became concerned about their lack of access to farmland. They formed the Small Farms Association and petitioned Governor George Grey to set aside land in the Wairarapa valley for a small farm settlement.*

*Although details change over the time of the scheme, the central concept involved 40- acre farms surrounding a central township, where each of the participants was allotted a 1-acre section.... The 40-acre farms were designed to be large enough to be self-sufficient...'*

The original survey plan of the town shows land alongside the Waipoua River, set aside a 'publick reserve'.

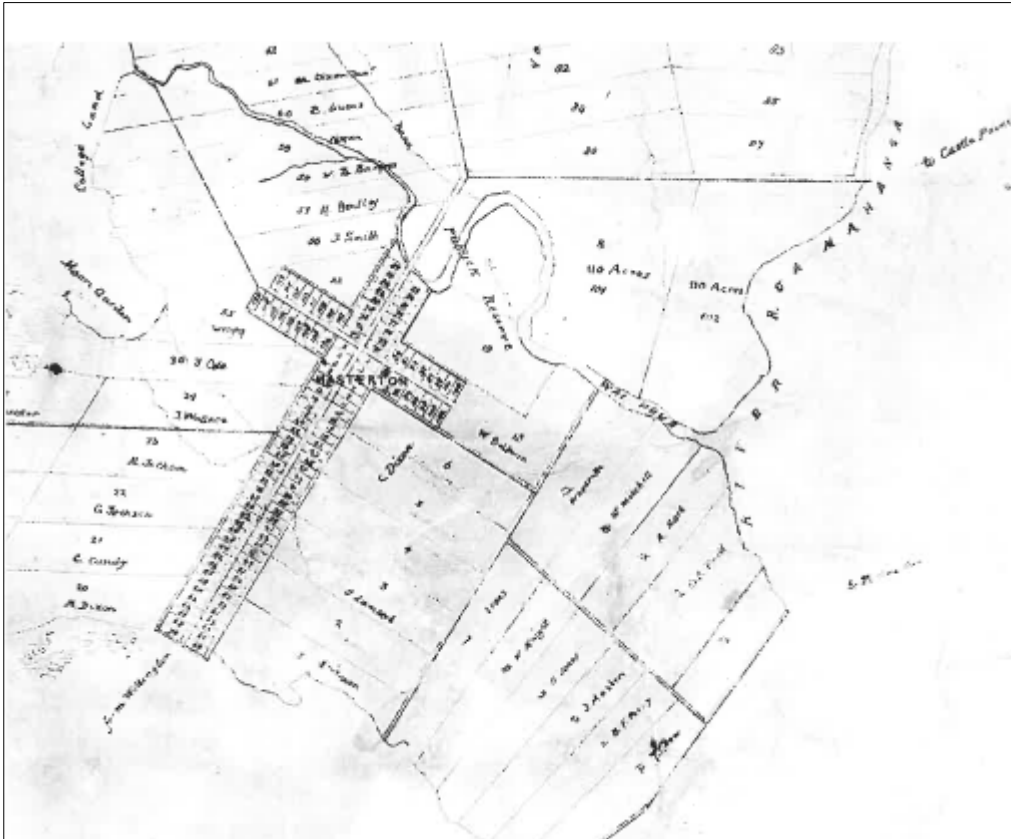
---

<sup>4</sup> [https://forms.justice.govt.nz/search/documents/wt/wt\\_doc\\_68640003/wairarapa20ki\\_per\\_cent20tararua\\_per\\_cent20vol\\_per\\_cent20i.pdf](https://forms.justice.govt.nz/search/documents/wt/wt_doc_68640003/wairarapa20ki_per_cent20tararua_per_cent20vol_per_cent20i.pdf)

<sup>5</sup> A Very Publick Reserve – the Story of a Community's Parks, 2008 Gareth Winter

The original shape of the town is still evident today and the 'publick' land along Waipoua River forms the core of Council's parks and open space in the town. Masterton today remains a relatively low-density urban area, influenced by its surrounding rural environment and with numerous valued green spaces and high numbers of mature trees and plantings within the urban area.<sup>6</sup>

IMAGE 2: 1856 Plan of Masterton Town<sup>7</sup>



### 1.2.3. DISTRICT GROWTH TRENDS

Since its early settlement, Masterton District has grown to a total population of 26,800 with most of residents, 21,510 people or 80 per cent of the district's total population, living in the Masterton urban area. Population growth has been strong over the past decade, and while this is anticipated to slow in the near term as a result of COVID-19, it is expected to pick up again in 2023 as the economy recovers and hold at a steady level until the mid-2030s. Masterton's population is projected to grow from 26,800 in 2019 to 31,692 in 2051.

Population growth is expected to take place mainly within the Masterton urban area, with expansion on the north and west fringes and light intensification around the railway station and Masterton Central. The strongest growth is expected to take place in the Upper Plain area (a population increase of 1,265 over 2019-2051), followed by Ōpaki (1,336), Lansdowne West (1,001), and Lansdowne East (502). Moderate growth is expected in Solway North (213), Solway South (363) and Ngaumutawa (330). Small population declines are projected in McJorow Park, Whareama, and Cameron and Soldiers Park (refer Figure 1 below), however it is important to note

<sup>6</sup> Masterton Urban Growth Strategy | Planning for Growth To 2043 | 29 March 2019 Boffa Miskell Ltd

<sup>7</sup> A Very Publick Reserve – the story of a community's parks, 2008 Gareth Winter

that this is due to a decreasing household size rather than a decrease in the number of households.<sup>8</sup>

FIGURE 1: Masterton District Sub-District Population Growth Projections (Medium)<sup>9</sup>

Statistical Area 2	2019	2051	Change 2019-2051
Opaki	1,224	2,560	1,336
Upper Plain	1,316	2,581	1,265
Lansdowne West	1,681	2,682	1,001
Lansdowne East	2,875	3,377	502
Solway South	3,604	3,967	363
Ngaumutawa	1,626	1,956	330
Solway North	2,438	2,650	213
Douglas Park	2,082	2,188	106
Kuripuni	1,711	1,786	75
Masterton Central	741	800	59
Kopuaranga	966	1,015	49
Homebush-Te Ore Ore	1,090	1,138	48
Cameron and Soldiers Park	2,256	2,212	-44
Whareama	1,464	1,375	-89
McJorrow Park	1,726	1,405	-321
<b>Masterton District Total</b>	<b>26,800</b>	<b>31,692</b>	<b>4,892</b>

Key demographic trends that will impact on the way parks and open spaces are provided and managed in the future include:

- Steady population growth to 2040, followed by a period of levelling out as flat employment leads to lower levels of net migration. This will mean an estimated 4,892 additional residents, or 2,756 new households by 2051. Household growth will continue to be mainly accommodated in the urban areas.
- An ageing population over the next 30 years with the over 65 years age group projected to grow by around 75 per cent between 2019 and 2051, with the average age rising from 42 in 2019 to 48 in 2051.
- The youth population (under 15 years of age) and working age groups (15 - 64 years of age) are projected to remain at similar levels throughout the projection period.
- The Māori population, currently just over 21 per cent of the population<sup>10</sup>, is forecast to grow significantly over the next 20 years, however at the same time the rate of growth will slow. The age structure of the Māori population is youthful, with about a third of Māori under the age of 15.<sup>11</sup>

<sup>8</sup> Wairarapa Population Projections 2019-2051, June 2020, Infometrics. NB: areas referred to are Census Area Units (CAU) as defined by Statistics NZ

<sup>9</sup> Wairarapa Population Projections 2019-2051, June 2020, Infometrics

<sup>10</sup> ID Community Profile Masterton District

<sup>11</sup> <https://thehub.swa.govt.nz/resources/future-demographic-trends-for-maori-part-one-population-size-growth-and-age-structure/>

- As a consequence of an ageing population and broader changes in family size, the fastest growing household types will be one person households and couples without children households. This will result in a strong growth of number of households.
- A significant increase in the number of people who identify as Māori (2018:20 per cent of total population/2038: 39 per cent of total population)<sup>12</sup>.
- An increase in Asian (from 4 per cent of the total population currently to 9 per cent) and Pasifika peoples (from 3.8 per cent currently to 8 per cent) by 2038<sup>13</sup>.

We also know from other council strategies that the parks and open spaces network needs to provide for its diverse populations and address changing need through consideration of, for example:

- accessibility needs of those with disabilities
- providing a range of opportunities to meet older people's recreation needs
- providing safe and accessible transport options along recreation corridors and linkages<sup>14</sup>, and
- providing opportunities for rangatahi to engage with nature, be physically active and learn about the environment.<sup>15</sup>

It is therefore important that future provision of parks and open spaces take into account the district's changing demographics as well as recreation trends. For our ageing population, there will likely be decreasing demand for sportsground use and increasing demand for informal recreation, access to quality neighbourhood park spaces, and a safe and accessible walking and cycling network. For our stable youth population, the profile is changing, with a larger proportion of this age group being Māori. Continued access to local neighbourhood space, play opportunities, as well as both formal and informal opportunities to be physically active will be important. To be effective, planning for these spaces will need to ensure that parks and open spaces provide spaces and opportunities in a way that recognises and provides for these changing community demographics.

### 1.3. WHY DO WE NEED A STRATEGY?

#### 1.3.1. PURPOSE OF THE PARKS AND OPEN SPACES STRATEGY

The following objectives (in priority order), were approved by Masterton District Council in November 2018<sup>16</sup>:

1. *To engage with our community and iwi partners to understand and evaluate our parks and open space network*
2. *To align our network with Council's strategic outcomes*
3. *To set clear directions and develop a sound planning framework for the next ten years*

---

<sup>12</sup> <https://profile.idnz.co.nz/masterton/highlights> accessed on 29 May 2020

<sup>13</sup> Ibid

<sup>14</sup> Wairarapa Positive Ageing Strategy (2016 -2021)

<sup>15</sup> Wairarapa Rangatahi Development Strategy (2016 -2021)

<sup>16</sup> Extracts from the Request for Proposal for the preparation of a Draft Masterton District Council Parks and Open Spaces Strategy, January 2020



4. *To develop an affordable and effective prioritised action plan every three years to align with the Long-Term Plan.*

In developing this strategy, the council is seeking to 'provide a strategic framework for the district's parks and open space network; a framework that considers the provision, connectivity, purpose and quality of our parks and open space to meet current and future needs of our community' and to ensure:

- *We operate strategically in a dynamic environment;*
- *Align our thinking across the organisation and beyond relating to parks and open space;*
- *Consider our parks and open space as an interrelated network rather than individual stand-alone assets;*
- *Clear and consistent decision making; and*
- *We meet current and future community needs, expectations and aspirations.'*

## 1.3.2. HOW WE DEVELOPED THE STRATEGY

### 1.3.2.1. Methodology

The following section describes the processes undertaken to inform the development of the Parks and Open Spaces Strategy:

- **Literature review** – this involved a review of Council strategic and operational documents, other relevant strategic documents (regional and national), population and growth data etc.
- **Spatial mapping** – this involved mapping the Council's parks and reserves and their associated values. Each park or reserve has been assigned an 'activity' category based on their core function or use. The purpose of this is to better understand the parks and reserves as a network, as well as to visually present the accessibility of the parks network to the urban community (refer Appendices 1 and 3 attached).
- **Assessment of parks provision** – an accessibility assessment and benchmarking against national provision of open space has been included as a source of data to help inform the development of the strategy (refer Appendices 2 and 4 attached).
- **Staff workshops** – a staff project team was established to assist with development of the strategy with several workshops held at different stages of the project.
- **Hui** – A hui was held with representatives of hapū, iwi and hapori Māori to seek feedback on preferred methods for hapū and iwi to be involved in this project, and any input on issues and opportunities for Māori, and a second hui is being held to provide feedback to the draft strategy.
- **Key stakeholder interviews** – interviews were held with representatives of the following groups: Wairarapa Economic Development, Sport Wellington Wairarapa, Greater Wellington Regional Council, the Sustainable Wairarapa Trust, and Henley Lake Trust.
- **Stakeholder workshop** – stakeholder groups were invited to a workshop to provide input to the strategy. This was attended by 22 individuals from a range of stakeholder organisations.
- **Issues and Opportunities Paper** – an issues and opportunities paper bringing together information to inform the development of the strategy.

### 1.3.3. STRATEGIC ALIGNMENT

Council's Wellbeing Strategy '*He Hiringa Tangata, He Hiringa Whenua, My Masterton - Our People, Our Land Strategy*' sets out its overarching framework for supporting the people and communities of the Masterton/Whakaoriori District in the areas of social, cultural, environmental and economic development.

Council revised its vision and community outcomes as part of the development of the 2018-28 Long-Term Plan. The community outcomes are also the vision statements in the Wellbeing Strategy, with the inclusion of a community outcome focused on infrastructure:

*Vision: 'Masterton/Whakaoriori: Providing the best of rural provincial living'*

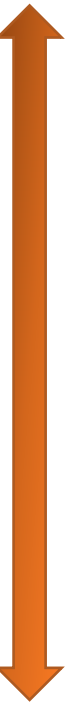
*Community Outcomes:*

- **An Engaged and Empowered Community** - Masterton/Whakaoriori is a positive, strong, inclusive and self-determining community with equitable opportunities for everyone.
- **Pride in our Identity and Heritage** - Masterton/Whakaoriori values the place and role of tangata whenua and is proud of our cultural identity and heritage.
- **A Sustainable and Healthy Environment** - Masterton/Whakaoriori has rivers we can swim in and drink from, clean air to breathe, green and blue spaces that we can enjoy and share with future generations.
- **A Thriving and Resilient Economy** - Masterton/Whakaoriori has a strong, sustainable economy that supports our people and places.
- **Efficient and Effective Infrastructure** - Masterton/Whakaoriori has high quality and cost-effective infrastructure that meets the current and future needs of our community.

The Parks and Open Spaces Strategy is one of a number of key Council strategies that contribute to Council's vision and desired outcomes for its District. The relationship between this strategy and other key strategies is summarised in Figure 1 below. Issues and priorities identified in these other strategies have also informed the development of this strategy.

FIGURE 2 Strategy Alignment

<b>Council &amp; Community Vision</b>	<b>He Hiringa Tangata, He Hiringa Whenua My Masterton – Our People, Our Land Strategy</b>									
	Spatial Approaches					Community Approaches			Economic Development	Biodiversity
<b>Strategic Response</b>	Town Centre Strategy	<b>PARKS &amp; OPEN SPACES STRATEGY</b>	Sport Facilities Plan	Five Towns Master Plan	Walking & Cycling Strategy	Wairarapa Rangatahi Youth Strategy	Arts Culture & Heritage Strategy	Wairarapa Positive Ageing Strategy	Wairarapa Economic Development Strategy	Regional & District Biodiversity Strategies
		<ul style="list-style-type: none"> <li>- District Plan</li> <li>- Reserve Management Plans</li> <li>- Council Long Term Plan</li> <li>- Asset Management Plans</li> <li>- Walking and Cycling Plan</li> </ul>								
<b>Management Response &amp; Implementation</b>										
<b>Benefits</b>	<b>Improved Community Outcomes</b>									
	Social			Cultural		Environmental			Economic	



### 1.3.4. NETWORK APPROACH

A key outcome for this Strategy is to manage Council's urban parks and open spaces as an integrated network, where each park is understood in relation to the broader network within which it sits.

To assist with this, a Parks Category Framework, based on Recreation Aotearoa guidelines<sup>17</sup> has been developed for the council's use (refer Table 1 below). Each urban park, or space within a park, has been assigned a category that reflects its main or primary function as shown on the Urban Parks and Open Spaces Network Plan as shown in Figure 3 below (also as shown on Urban Network Map attached in Appendix 1).

TABLE 1: URBAN PARKS CATEGORY FRAMEWORK		
CATEGORY	DESIGNATION PRIMARY PURPOSE	TYPICAL CHARACTERISTICS
Premier Park/ Public Gardens	High-quality plant collections and landscaping provided for relaxation, contemplation, appreciation, education, events, functions and their amenity/intrinsic value.  There is only one kind of these parks in a district.	<ul style="list-style-type: none"> <li>- Horticultural /botanical display plantings</li> <li>- Display houses</li> <li>- High-quality landscaping</li> <li>- Interpretation, e.g. plant names, historical or horticultural information, visitor centres, education programmes</li> <li>- May be used as venue for events and functions e.g. weddings and light displays</li> </ul>
Active Sport and Recreation	Organised/competitive sport and recreation activity, recreation facilities, often multiple use.	<ul style="list-style-type: none"> <li>- Sports facilities, e.g. grass fields, half courts, artificial surfaces</li> <li>- Buildings, e.g. toilets, changing rooms, clubrooms, community centres, community activities</li> <li>- Recreation facilities e.g. playgrounds, skate parks, half courts, picnic areas, bike tracks etc</li> <li>- Seating</li> <li>- Landscaping</li> <li>- Usually large size</li> <li>- Leased sites could be small (e.g. the size of a single club)</li> </ul>
Neighbourhood	Informal recreation and sporting activities, play and family-based activities, and social and community activities.	<ul style="list-style-type: none"> <li>- Playgrounds</li> <li>- Recreation facilities e.g. skate parks half court, etc</li> <li>- Picnic facilities e.g. BBQ's/tables/shade</li> <li>- Usually small areas (up to 2.5 ha) located near of within residential areas</li> <li>- Dog exercise areas and dog parks</li> <li>- May have sports fields for junior or informal use</li> <li>- May have building e.g. toilets, community centres/halls etc</li> </ul>

<sup>17</sup> Parks Categories Framework, August 2017, (New Zealand Recreation Association now known as Recreation Aotearoa)

TABLE 1: URBAN PARKS CATEGORY FRAMEWORK

CATEGORY	DESIGNATION PRIMARY PURPOSE	TYPICAL CHARACTERISTICS
Pocket/Amenity Parks <sup>18</sup>	Smaller spaces used informally for relaxation, reflection and amenity.	<ul style="list-style-type: none"> <li>- Small areas for informal outdoor use</li> <li>- Seating areas</li> <li>- Landscaping</li> </ul>
Civic Space	Areas of open space often provided within or adjacent to CBD area and developed to provide a space for social gathering, meeting places, relaxation and enjoyment.	<ul style="list-style-type: none"> <li>- Business/retail area location</li> <li>- Hard paving</li> <li>- Soft landscaping</li> <li>- Seating areas</li> <li>- High standard of presentation and maintenance</li> <li>- Associated with Council service buildings such as town hall, library, swimming pool etc</li> </ul>
Recreation and Ecological Linkages	Open space, linkages and corridors. Cater for walking and cycling activities and active transport linkages. May provide for environmental protection and access to waterways.	<ul style="list-style-type: none"> <li>- Often, but not always linear in nature</li> <li>- May be alongside waterways or utilise old rail or road corridors</li> <li>- Variable size and often difficult topography</li> <li>- Grass/tree planting or natural vegetation</li> <li>- Walking/cycling paths and tracks</li> <li>- Often connect or provide access to other parks or waterways</li> <li>- Generally, a low level of development other than formed paths and trails</li> </ul>
Nature	Experience and/or protection of the natural environment:	<ul style="list-style-type: none"> <li>- Native bush, coastal margins, forestry, wetlands, riparian areas and water bodies</li> <li>- Developments to provide facilities for walking, biking, horse riding, camping, picnicking, birdwatching, scenic viewing and visitor information</li> </ul>
Cultural Heritage (cemeteries)	Protection of built cultural and historical environment to provide for heritage conservation, education, commemoration, mourning and remembrance	<ul style="list-style-type: none"> <li>- Cultural heritage features e.g. pa sites</li> <li>- Historic heritage, buildings or structures</li> <li>- Memorial sites</li> <li>- Cemeteries</li> </ul>
Undeveloped Reserves	Undeveloped site that may be part of existing parks or reserves land parcel, or may be other undeveloped site not currently being utilised but with potential for future	<ul style="list-style-type: none"> <li>- Mown grass</li> <li>- Leased out for grazing or similar</li> <li>- Public excluded</li> </ul>

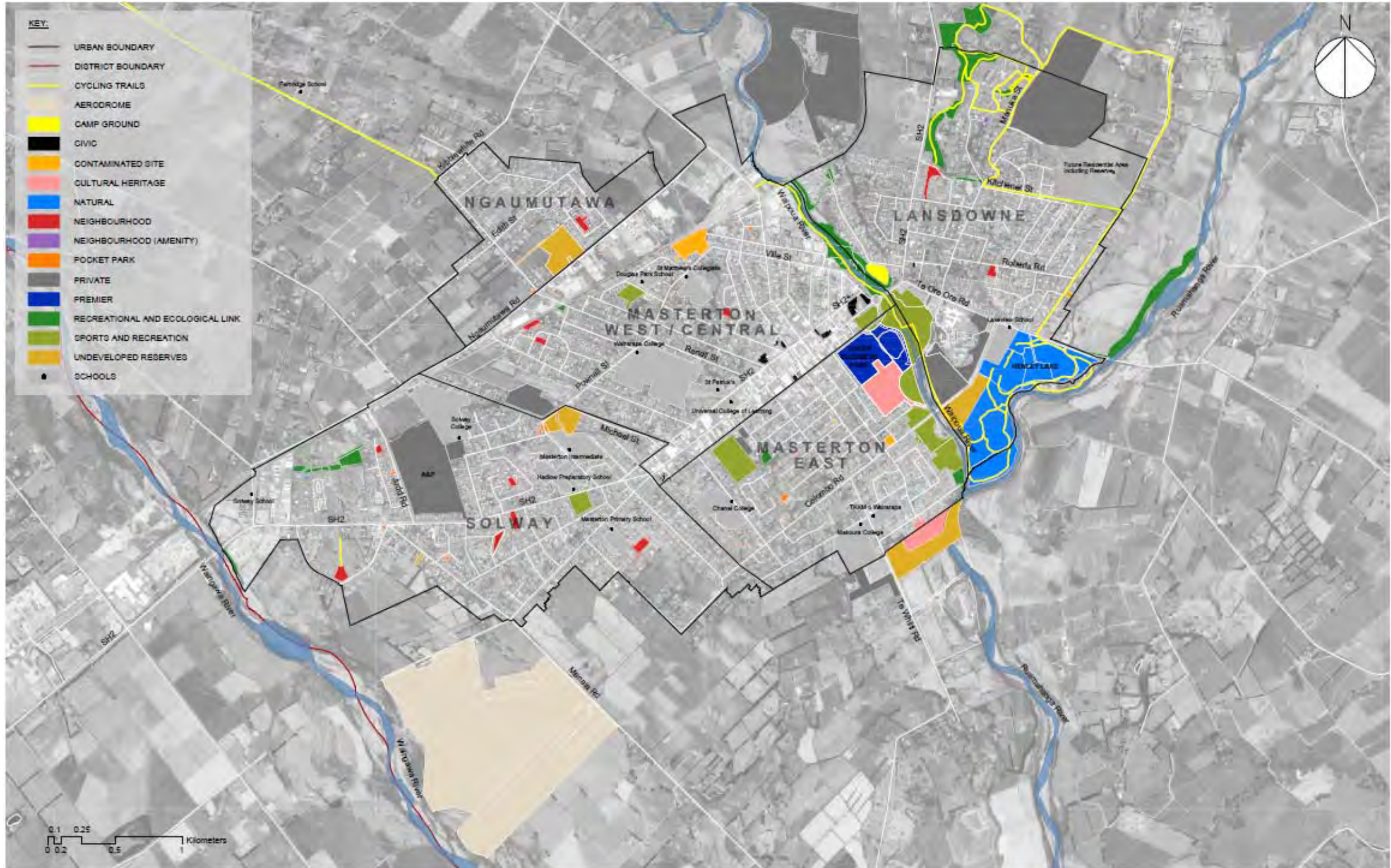
<sup>18</sup> This is a Masterton Specific Category not provided for by the NZRA Parks Categories Framework

**TABLE 1: URBAN PARKS CATEGORY FRAMEWORK**

CATEGORY	DESIGNATION PRIMARY PURPOSE	TYPICAL CHARACTERISTICS
	inclusion in the parks and open spaces network	

DRAFT

FIGURE 3: OVERVIEW OF MASTERTONS PARKS AND OPEN SPACES BY CATEGORY



## 1.4. WHAT DO WE HAVE AND WHY ARE THESE SPACES IMPORTANT?

### 1.4.1. WHAT DO WE HAVE?

Council owns an estimated area of just under 400 hectares of parks and open spaces across the District<sup>19</sup>, as summarised in Tables 2 – 4 below. Approximately a third of this land is located within the urban boundary. While some of these open spaces are not publicly accessible, all Council owned land has been identified to provide a full picture of open space in this district. Those sites that are not publicly accessible, subject to further assessment, may be able to contribute to the network in the future.

**TABLE 2: URBAN PARKS AND OPEN SPACES PROVISION**

PARK CATEGORY	AREA (HA)	INCLUDED	NOT INCLUDED
Premier	15.0	✓	
Neighbourhood	4.93	✓	
Civic	2.83	✓	
Pocket Parks	1.31	✓	
Recreation and Ecological Linkage	27.88	✓	
Sport and Recreation	18.46	✓	
Natural	46.67	✓	
Cultural Heritage	3.05	✓	
Campground	(6.37)		✓
Hood Aerodrome and Masterton Motorplex Facility	(146.3)		✓
Undeveloped Reserves and Open Space /Grazed/Vacant (urban)	(77.19)		✓
<b>Urban Total</b>		<b>120.12</b>	<b>229.87</b>

**TABLE 3: RURAL PARKS AND OPEN SPACES PROVISION**

PARK CATEGORY	AREA (HA)
Recreation/Neighbourhood Reserves	5.38
Rural Reserves (with community facility)	14.79
Natural (Esplanade Reserves)	26.25
Natural Heritage (Cemeteries)	4.811
Holding Paddocks	21.88
Forestry Blocks	65.59
Gravel Reserves	9.28
<b>Rural Total (ha)</b>	<b>147.98</b>

<sup>19</sup> Note: areas provided are approximate based on the information available at the time of writing. GIS mapping and title checks are required to ensure accuracy. Council also has a further 230 ha of open space including Hood Aerodrome, the Masterton Campground (Mawley Park) and other smaller parcels of land not currently accessible to the public.



**TABLE 4: COASTAL PARKS AND OPEN SPACES PROVISION**

PARK CATEGORY	AREA (HA)
Coastal Reserves	2.17
Community Reserves (with facility)	0.9255
Natural (Esplanade Reserves)	111.19
Holding Paddocks	0.5018
Gravel Reserves	2.23
Other	9.69
<b>Coastal Total (ha)</b>	<b>126.72</b>

## 1.4.2. URBAN MANAGEMENT AREAS

Three urban management areas have been defined for parks and open spaces within the urban area of Masterton. These are:

- **The CBD Management Area** – this area comprises the civic parks contained within the CBD area bound by Bruce Street, Chapel Street Walton’s Ave/Kuripuni Street and Dixon Street. These spaces are included as part of the Town Centre CBD Strategy and therefore have little emphasis in the Parks and Open Spaces Strategy. It is important however, that Council staff coordinate efforts across these spaces to ensure integrated outcomes can be achieved.
- **The Waipoua River Management Area** – this area comprises a cluster of parks and open spaces located along both sides of the Waipoua River. It includes some of Masterton’s oldest and most significant parks and reserves areas including Queen Elizabeth Park and Henley Lake, the Pioneer Section of Masterton Cemetery, as well as sports fields and connections along the riverbanks. There is also public land owned by other community groups and organisations within this area including Masterton Red Star Rugby Club sports field. This area has local and regional significance, as well as being an important visitor destination in Masterton. Coordinated planning for this area as a whole is critical to maximising its benefits to the District.
- **The Masterton Suburban Management Area** – this area comprises the parks and open spaces in the suburban communities of Masterton. It includes areas of sports fields, cemeteries, neighbourhood parks, pocket parks, natural areas and recreation and ecological linkages. Maximising use of parks and open space within these suburbs to ensure good access for the communities in which they are located, and a strong local neighbourhood function is important for parks within this management area.

## 1.4.3. WHY PARKS AND OPEN SPACES ARE IMPORTANT?

Parks and open spaces are an essential part of any community providing opportunities for contact with nature, health and exercise, social connection as well as for nurturing healthy ecosystems and conserving and enhancing our natural world. They also provide important connections to our past and opportunities for remembering our stories and celebrating our heritage. For mana whenua, public land also provides an important opportunity to strengthen their traditional practices and cultural relationships with the land.

In our increasingly urbanised and technological world, creating relevant spaces and opportunities to continue delivering health and well-being outcomes is increasingly important. The value of parks and open space has been highlighted during the recent Covid-19 lockdown

(March – May 2020) when demand for access to the District’s parks and open spaces and public recreation trails skyrocketed.

## 1.5. WHAT DO WE NEED TO THINK ABOUT?

An *‘Issues and opportunities – Discussion Paper (October 2020)’* developed to inform this strategy, identified key issues and opportunities for the parks and open spaces of the Masterton District. The findings of that paper are summarised here as context for the Strategy.

### 1.5.1. STRATEGIC ALIGNMENT, INTEGRATED MANAGEMENT, LEGAL PROTECTION AND PLANNING

#### 1.5.1.1. Strategic Alignment and Integrated Management

The importance of strategic alignment and the need for integrated management planning are addressed in section 4.2 and 4.3 above and will influence how Council seeks to manage its parks and open spaces into the future. Understanding the role of each park within the wider network setting is important, not only for existing parks and open spaces, but also for future areas that Council may consider acquiring (e.g., when residential land is subdivided).

#### 1.5.1.2. Legal Protection

Councils existing parks and open spaces varies across the network and in some cases, there is no protection applying to parks and open spaces.

Methods of protection include:

- **‘Gazettal’ (Reserves Act 1977)** – Land gazetted under this Act is classified according to its principal or primary purpose. The only classifications that are controlled or managed by local authorities are Recreation and Local Purpose Reserves, or occasionally Scenic or Historic Reserves. Other reserve classifications are mainly managed by the Department of Conservation
- **Zoning or Designation in the District Plan (Resource Management Act 1991)** – Zoning of land for parks and open space purposes provides some protection and a public process (Plan Change) is required should the zone ever be changed. Currently the Wairarapa Combined District Plan does not have any parks and open spaces zones. A number of Council’s parks and reserves are however ‘designated’ in the District Plan, which allows uses to be carried out consistent with the purpose of the designation. Removing a designation is not a complex process and does not offer any long-term protection for these sites. As part of the District Plan Review there is an opportunity to consider a specific zone for Council owned parks and open spaces.
- **Requiring Esplanade Reserves or Esplanade Strips on Subdivision (Resource Management Act 1991)** – Council can require esplanade reserves or strips when land is subdivided adjacent to the coast, rivers, or wetland areas. Esplanade reserves must be purchased by Council whereas esplanade strips stay in the ownership of the subdivider.
- **Interests Registered on Land Title** – e.g., Queen Elizabeth II Covenants or Conservation Covenants (tends to apply more to private land); Ngā Whenua Rāhui (protective kawenata/covenants on Māori land) or in some cases the title may record that land has been donated to the council for the use and enjoyment of the public. Examples of this include Douglas Park and Mawley Park.

Application of protection to land acquired for parks and reserve purposes has not been consistently applied over time and unless there is good reason not to protect land (i.e. it has limited value to the network), it is recommended that the presumption should be to protect it in

perpetuity. This is important for Council investment in these spaces, to ensure that the community can have long-term confidence in the enduring benefits of its parks and open spaces network. A review of land within the network is required to ensure appropriate protections are in place.

A key time to initiate protection of land being set aside for public use and recreation, is when it is being considered for subdivision. The Wairarapa Combined District Plan requires that on subdivision of land for residential purposes, the developer provides either land, or financial contributions (or a combination of both). It is important that when taking land for reserve purposes, it should be for a clearly identified community purpose and function in terms of the wider network, and be of an appropriate size and location, to meet this need and be appropriately protected.

### 1.5.1.3. Planning

Reserve management planning is a tool for managing public land acquired under the Reserves Act 1977. The purpose of such plans is to provide for and ensure that any plan objectives and policies are in line with the park classification as deemed by that Act. Reserve management planning is recognised by Councils nationally as a 'best practice' tool for the management of publicly owned parks and reserves regardless of whether the land has been protected under this Act or not. Reserve management plans provide long term certainty of use, and opportunity for community involvement and input into the planning of individual parks.

A key issue for the council is the need to provide and update its management plans. This has been identified in the council's Parks and Open Spaces Asset Management Plan, as a 'medium' level legal risk, modified to a 'low' level legal risk with ongoing action to update or complete all RMP's being a 'high' ongoing priority.

Recommendations for a suite of reserve management plans will be identified in the working action plan that will be developed to accompany this strategy.

## 1.5.2. HAVE WE GOT ENOUGH OF THE RIGHT SPACE IN THE RIGHT PLACE (QUANTITY)?

### 1.5.2.1. How do we compare to other areas?

Between 2013 and 2016, the council participated in Yardstick™, a national benchmarking tool where membership organisations contribute information that is then compared across participating Councils. The 2016 results indicated that Masterton District provision of park land at 8.61 ha per 1,000 residents was substantially lower than the rest of New Zealand (19.65 ha) and its peer group of similar sized Councils (14.24 ha). In addition, according to this survey, Masterton District fell well short of neighbourhood park and sports field provision per 1,000 residents; was slightly under in terms of playground provision per 1,000 residents (2.57 per 1,000 compared to national median of 3.98 per 1,000 residents); but had good provision of 'premier park' space (2.48 ha per 1,000 residents compared to national median of 0.6 ha).

The relatively low amount of council-provided park space is in part compensated for by large amounts of publicly accessible land owned by other providers, such as private sports provider Masterton Red Star, the 11 primary and secondary schools in Masterton, the A and P Society, and Millennium Reserve, owned by Masterton Trust Lands Trust. This emphasises the importance of the council establishing strong strategic partnerships to meet the community's parks and open space needs.

### 1.5.2.2. Urban Network Assessment

The following section provides an overall breakdown of provision by category and calculates the provision per 1,000 residents, and a comparison with the national median<sup>20</sup>. A summary of parks provision by suburb is also provided. The suburban boundaries are based on Statistics New Zealand Census Area Unit (CAU) boundaries.

#### **Total Urban Provision:**

Table 5 below summarises urban provision by park category using the framework outlined above.

**TABLE 5: URBAN PARK AND OPEN SPACE BENCHMARKING (URBAN)**

PARK CATEGORY	AREA (HA)	HA /1,000 RESIDENTS (URBAN)	NATIONAL MEDIAN /PER 1,000 RESIDENTS <sup>21</sup>
Premier	15.0	0.70	0.39
Neighbourhood	4.93	0.229	0.94
Civic	2.83	0.13	0.05 ha
Pocket Parks	1.31	0.06	-
Recreation and Ecological Linkage	27.89	1.30	2.47
Sport and Recreation	18.46	0.86	2.77
Natural	46.67	5.1	4.97
Cultural Heritage	3.05	0.16	0.45
<b>Urban Total</b>	<b>120.12</b>	<b>5.58</b>	<b>19.65 ha</b>

In addition, there is a further 72 hectares of other land owned by the council within the urban area that does not currently have public access. Overall, these figures indicate that the council's provision of parks and open space is at the lower end of provision, when compared with other councils in New Zealand. This, however, needs to be balanced with factors including Masterton's low housing density, proximity to large areas of conservation land, school provision, and provision by other private providers.

#### **Suburban Provision:**

Two assessments of the district's urban neighbourhood parks and reserves space have been completed as part of this strategy. In particular:

- An assessment of the provision of parks space per category per 1,000 residents per suburb (based on Census Area Units); and a separate assessment for the Waipoua River Management Area given its district wide significance.
- Accessibility mapping using 500m radius (10-min walk)(Refer Urban Accessibility Map in Appendix 2 attached).

In addition, social deprivation index and population density for each suburb is noted. Where there are higher levels of social deprivation and/or higher density, access to open space is particularly

<sup>20</sup> Obtained from Councils Yardstick™ Report 2016.

<sup>21</sup> Ibid

important. Populations whose health is greatly affected by urban environments, are those that are more constrained in getting around urban areas as a result of financial limitations, limited mobility or dependency on others. Such populations include children, older people, people living with disabilities and people living in more socioeconomically deprived neighbourhoods.<sup>22</sup> In higher density areas, individual lots size tends to be smaller and the demand for access to open space increases.

Lansdowne (CAU: Lansdowne East and Lansdowne West)

Population	4,293
Number of Houses	1,260
Density (persons per ha)	7.02 – 8.12
Social Deprivation Index <sup>23</sup>	995 – 1022
Total Area of Council Owned Space	21.36 ha
Provision/1,000 residents	4.97 ha
Comment on Parks and Open Space Provision:	<ul style="list-style-type: none"> <li>• Low overall provision of neighbourhood park space and limited/dated play equipment</li> <li>• Good access to recreation and ecological linkages</li> <li>• Waipoua River and Henley Lake located on southern edge of this area</li> <li>• No sportsgrounds</li> <li>• Important that future greenfield residential development in this location addresses shortage of neighbourhood space in this area</li> <li>• Could also better utilise recreation and ecological linkages to provide playgrounds e.g. Ngāti Te Korou Reserve (Fourth Street).</li> </ul>
Other Open Spaces	<ul style="list-style-type: none"> <li>• Māhunga golf course</li> <li>• Lansdowne golf course</li> </ul>
Schools /Education Providers	<ul style="list-style-type: none"> <li>• Lakeview Primary School.</li> </ul>

Masterton West (CAU: Douglas Park, Kuripuni and Masterton Central)

Population	3,312
Number of Houses	1,731
Density (persons per ha)	4.02 – 16.61
Social Deprivation Index	1020 – 1104

<sup>22</sup> Ministry of Health. 2008. A Portrait of Health: Key results of the 2006/07 New Zealand Health Survey. Wellington: Ministry of Health.

<sup>23</sup> For the purpose of comparison, the Social Deprivation Index is presented as a scale, ranking small areas from the least deprived to the most deprived. The mean is 1000 index points and the higher the number the greater the deprivation.

The Social Deprivation Index is used in the measurement and interpretation of socioeconomic status of communities for a wide variety of contexts such as needs assessment, resource allocation, research and advocacy. Note that the deprivation index applies to areas rather than individuals who live in those areas.

Total Area of Council Owned Space	6.1832
Provision/1,000 residents	1.86 ha
Comment on Parks and Open Space Provision	<ul style="list-style-type: none"> <li>• Low overall provision of neighbourhood park space, and no specific play provision</li> <li>• Limited recreation and ecological linkages</li> <li>• Investigate opportunities for additional neighbourhood park space and/or consider play/multi-purpose opportunities for Douglas Park</li> <li>• Well located for access to open spaces along the Waipoua River including Queen Elizabeth Park</li> </ul>
Other Open Spaces	<ul style="list-style-type: none"> <li>• None</li> </ul>
Schools /Education Providers	<ul style="list-style-type: none"> <li>• Wairarapa College</li> <li>• St Patrick's Primary</li> <li>• St Matthew's Collegiate</li> <li>• Douglas Park Primary</li> <li>• U-Col of Learning (Tertiary)</li> </ul>

Masterton East (CAU: Cameron and Soldiers Park, and McJorrow Park)

Population	3,831
Number of Houses	2,331
Density (persons per ha)	14.51 -18.57
Social Deprivation Index	1062 - 1240
Total Area of Council Owned Space	37.81 ha
Provision/1,000 residents	9.86 ha
Comment on Parks and Open Space Provision	<ul style="list-style-type: none"> <li>• No formal neighbourhood park space provided and limited play provision</li> <li>• A large proportion of this open space comprises undeveloped land (26 ha) and cemetery land (3 ha) leaving little space for recreational use.</li> <li>• Limited recreation and ecological linkages</li> <li>• Investigate opportunities for additional neighbourhood park space and/or consider play/multi-purpose opportunities for existing sports field in this location (McJorrow Park/Memorial Park)</li> <li>• Determine purpose of pocket parks in this location (Timms Pace and Sussex Street) and opportunities for neighbourhood park type provision</li> <li>• Consider biodiversity enhancement and education opportunities associated with small area of native bush (Garlands Bush)</li> <li>• Well located for access to open spaces along the Waipoua River including McJorrow Park and Queen Elizabeth Park</li> </ul>
Other Open Spaces	<ul style="list-style-type: none"> <li>• RV Hullena Sports Ground 16A Te Whiti Road (2.43 ha)</li> <li>• 16B Te Whiti Road RDA land (3.88 ha)</li> </ul>

	<ul style="list-style-type: none"> <li>• Masterton Bowling Club (0.45ha)</li> <li>• Wairarapa Tennis Centre (0.85 ha)</li> </ul>
Schools/Education Providers	<ul style="list-style-type: none"> <li>• Mākoura College</li> <li>• Te Kura Kaupapa Māori o Wairarapa</li> <li>• Chanel College</li> </ul>

## Ngaumutawa (CAU: Ngaumutawa)

Population	1,485
Number of Houses	627
Density (persons per ha)	17.41
Social Deprivation Index	1025
Total Area of Council Owned Space	7.58 ha
Provision/1,000 residents	5.1 ha
Comment on Parks and Open Space Provision	<ul style="list-style-type: none"> <li>• Low provision of neighbourhood park space and limited play provision</li> <li>• Limited recreation and ecological linkages</li> <li>• Determine purpose and function of pocket park on the corner of Ngaumutawa and Upper Plain Road.</li> <li>• Important that future greenfield development in this location addresses shortage of neighbourhood space in this area</li> </ul>
Other Open Spaces	<ul style="list-style-type: none"> <li>• No privately owned open spaces recorded</li> </ul>
Schools /Education Providers	<ul style="list-style-type: none"> <li>• Fernridge School</li> </ul>

## Solway (CAU: Solway North and Solway South)

Population	5,799
Number of Houses	2,190
Density (persons per ha)	5.41-11.3
Social Deprivation Index	1024 -1028
Total Area of Council Owned Space	11.90 ha
Provision /1,000 residents	2.052 ha
Comment on Parks and Open Space Provision	<ul style="list-style-type: none"> <li>• While there are a number of neighbourhood and pocket parks within the Solway suburb, size of individual neighbourhood park space is small, particularly in Solway South. In addition, the distribution and appropriateness/quality of play provision in these spaces is not well matched to community demographic.</li> <li>• There is potential opportunity to extend link recreation and ecological linkages in (Pragnell Street/ Solway Bush/William Donald Drive) through a partnership with the A and P Society, links</li> </ul>

	<p>to Millennium Reserve (Masterton Trust Lands Trust), extending to Council land on corner of Pownall Street and Michael Street.</p> <ul style="list-style-type: none"> <li>• Low provision of parks space and recreation and ecological linkages in Solway South indicates a need to investigate opportunities for additional neighbourhood park space and connectivity linkages in this location.</li> </ul>
Other Open Spaces	<ul style="list-style-type: none"> <li>• A and P Showgrounds</li> <li>• Millennium Reserve</li> <li>• Northern banks of Waingawa River and access for example via South Road</li> </ul>
Schools /Education Providers	<ul style="list-style-type: none"> <li>• Masterton Intermediate</li> <li>• Hadlow Preparatory</li> <li>• Masterton Primary</li> <li>• Solway College</li> <li>• Solway School</li> </ul>

## Waipoua River Management Area

### Parks and Open Space Provision

Population (Urban Area)	21,510
Population (District Area)	26,800
Total Area of Council Owned Space	102.89 ha
Provision /1,000 residents (urban area)	4.7 ha
Provision /1,000 residents (District)	3.84 ha

The Waipoua River Management Area comprises a collection of key open spaces located along the Waipoua River Corridor that accounts for approximately 86 per cent of the total urban area's parks and open spaces. These are spaces that are enjoyed by locals, wider district residents, as well as visitors to Masterton and have significant heritage value to the town. It includes Queen Elizabeth Park, a legacy from Masterton's early urban development, Henley Lake, Colin Pugh Sports Bowl, McJorrow Park, Mawley Campground and large tracts of green space and pathway links alongside the river.

The development of these areas has been organic over the years and the council recognises that it is time to take an integrated and coordinated approach to the ongoing management and future development of this area. It is the 'jewel in the crown' of Masterton's parks and open spaces and, given its size and prominence, it is important that the council is strategic in how it manages this area to ensure the community benefits are maximised. The Masterton Town Centre Strategy<sup>24</sup> also highlights this area as a strategic green space with opportunities to develop strong linkages with the CBD identified as a priority.

There are a number of significant challenges for this area that will require the council to refine its purpose and rethink how it manages this area. Key challenges include:

<sup>24</sup> <https://mstn.govt.nz/council-2/projects/cbd-village-concept-upgrades/>



- **Water security** – this is an issue across the parks and open spaces network due to the impacts of climate change. Keeping these spaces green in the way they currently are serviced will increasingly become a challenge, requiring different management and vegetation planting approaches.

Water security is a particular concern for Henley Lake that has historically diverted water from the Ruamāhanga River. Future permitted take volumes are set to be reduced, and this will impact on the size and health of the Lake. In addition, water quality is an existing issue, and that will be further exacerbated by low flows.

The water for the lake in Queen Elizabeth Park is sourced from the Waipoua River. The resource consent for this expires in 2023, after which time Council anticipates that they may no longer be able to draw water for this purpose during low river flows. There is a significant existing leakage issue with this lake and Council are currently investigating options to address this. Currently, water quality is not an issue for this lake.

In the future, it is likely that Council will have to move to a greater level of intervention if both lakes are to be preserved in their current form.

- **Future purpose and function** – given the importance of all these spaces along the Waipoua River to the district, it is imperative that they have a clearly defined function and that each space works well individually and together as a whole.
  - The purpose and function of Queen Elizabeth Park, for this exercise, has been categorised as a ‘premier’ park. It appears to primarily have a botanical gardens function, but its future use and management should be clarified and could be extended to include educational and cultural opportunities.

A key part of the future management of this area will be to understand how all the areas link with each other and the movement of people through the site (vehicles, pedestrian and cycling) as well as the rationalisation of entrance and parking areas and the location of ablutions. Where possible parking areas and community facilities should be shared. Identifying the role this core space plays in providing regional and local events will also be important in the development of this area.

### 1.5.3. ARE OUR PARKS MEETING COMMUNITY NEED? (DISTRIBUTION AND QUALITY)

Good accessibility to quality parks and open space is an important component of healthy urban areas and there are numerous international studies that indicate park quality and accessibility are positively associated with wellbeing. While New Zealand is generally considered to be well provided for in terms of access to parks and open space and these spaces are well-used and highly rated by users, consideration of the distribution and the quality of these spaces will become increasingly important as urban density increases and our town expand.<sup>25</sup>

For the purpose of this strategy, a 500-metre buffer has been applied to the town’s neighbourhood parks as a general indicator of a 10-minute walk to available community open space (refer Urban Accessibility Map attached in Appendix 2). This map provides a broad indicator of gaps in access to neighbourhood park space which is further summarised in Table 6 below. Good access to neighbourhood parks is desirable in suburban areas, given their local community-oriented function (as outlined in Table 1 above).

---

<sup>25</sup> <http://sustainablecities.org.nz/wp-content/uploads/Blaschke-Chapman-et-al-30may17-on-Density-and-UGOS-final-delinked.pdf>

TABLE 6: ACCESS TO NEIGHBOURHOOD PARKS (URBAN)

Suburb	Access to neighbourhood park space	Provision per 1000 residents	Park name and play function
Lansdowne	Average - poor	0.095 ha	Burling Park - limited play function
Masterton West	Average - poor	0.368 ha	Coddington Cres/Nops Reserve/Norris Reserve - no play function
Masterton East	Poor	0 ha	Play function provided as part of McJorrow Park (Cameron Cres)
Ngaumutawa	Average	0.415 ha	Ben Iorns Reserve - Limited play function
Solway	Average	0.5960 ha	Churchill Park/Taranaki Street/Surrey Street/Solway Crescent/Riverstone Park/ Kirk Reserve/Margaret Street Reserve Multiple neighbourhood parks with limited play function and small in size.

### 1.5.3.1. Neighbourhood Parks

Neighbourhood parks are spaces that are available for general community use. Typical characteristics include playgrounds, recreation facilities (e.g. skate parks, half courts, bike tracks and other informal recreation activities), picnic facilities, dog exercise areas and may have sports fields for junior or informal use, and buildings such as toilets, community centres/halls etc. These parks are generally small area (up to 2.5 ha)<sup>26</sup> and ideally every household would have access to such a park within a 10-minute walk.

The data above indicates that Masterton has a shortage of neighbourhood parks. In addition, the function of these spaces tends to have limited or ageing play equipment, or are otherwise grass mown areas, and there is opportunity to improve the function of these spaces. Provision of spaces with a neighbourhood function can be achieved either through developing other existing greenspaces (such as recreation and ecological linkages, or sports field) as multi-purpose spaces, improving accessibility to neighbourhood spaces with cycling and pedestrian linkages, development of additional neighbourhood parks as new residential development occurs, shared services with other open space providers such as schools and community trusts. In some cases, purchase of additional land may be required.

### 1.5.3.2. Playgrounds

The council has 10 playgrounds in the following locations:

- four within suburban neighbourhood parks (Ben Iorns, Burling, Judd and Margaret Street Reserves)
- two located on sports fields (McJorrow Park, Masterton East and South Park, Solway)
- one each district playground at Queen Elizabeth Park and Henley Lake.
- one at Mawley Park campground (not publicly accessible)

<sup>26</sup> NZRA Parks Categories Framework (2017)

[https://issuu.com/newzealandrecreationassociation/docs/nzra\\_parks\\_category\\_framework\\_-fina](https://issuu.com/newzealandrecreationassociation/docs/nzra_parks_category_framework_-fina)

- one at Riversdale Beach.

An audit of these playgrounds was completed in 2017. As a result of the audit, Council has been working to address and improve compliance and maintenance issues to ensure playgrounds are in a good and safe condition.

As with the parks themselves, the provision of Council playgrounds is of mixed quality, age and location. Play needs within the district and particularly the urban area is based on historical provision and further assessment of play needs in the district would assist in ensuring future play opportunities are well located to meet identified community need.

### 1.5.3.3. Sports Fields and Facilities

The above data indicates Council provision of sports-fields is low by comparison to other local authorities. However, a Sports Facilities Plan<sup>27</sup> completed for the District in 2014 concluded that Masterton had an extensive estate of public parks, with an oversupply of sports fields (but an undersupply of flood lit fields for training). It also indicated that many of the facilities on Council Parks had reached or were nearing, the end of their functional and economic lives.

The Plan identified that *'partnerships and collaboration are the key transformational opportunities available to create a sustainable and 21st century sporting infrastructure in Masterton District over the next 20 years'* and made the following recommendations of relevance to this strategy:

- A focus on co-location of facilities where there is potential for sharing of facilities (gym/changing rooms and other amenities, meeting and social spaces), parking, and staff, etc.
- Integrated hubs and 'sportville partnerships' to enable a range of sport and recreation activities to be undertaken at this site.
- Sporting precinct: clustering similar facilities in close proximity, with Memorial Park and Queen Elizabeth to McJorow Park identified as suitable locations. In particular the report noted that the Queen Elizabeth to McJorow Park space has the largest collection of established sporting facilities within the District but that it does not function as a single cohesive precinct because of distances between areas and separate road entrances.

Since this plan was developed, a significant upgrade/development of the netball courts has been completed, however, overall conclusions potentially remain relevant to this strategy, particularly the idea of a sporting precinct within the Waipoua River Management Area. This should be addressed as part of the Reserve Management plan for this area.

A review of the Wellington Regional Sports Fields Strategy (2013) is about to be undertaken by Wellington City Council in partnership with Sport New Zealand. This presents an opportunity for the Wairarapa local authorities to be involved and take a strategic regional approach to provision, and to test if the findings of the above strategy are still relevant.

---

<sup>27</sup> Prepared for Masterton District Council February 2014, Global Leisure Group

### 1.5.5. URBAN GROWTH

Masterton's demographic growth trends are outlined in section 2.3 above. In terms of direction of growth, the Masterton Urban Growth Strategy<sup>28</sup> identifies that expansion to the east of the town is significantly constrained by the presence of public infrastructure in this general locality, including the wastewater treatment plant, waste transfer station, and the Hood Aerodrome and its main flight paths (to the southeast). There is also significant flooding risk from the Waipoua and Ruamāhanga Rivers.

By contrast, the western and northern sides of Masterton's current urban area are generally less constrained (particularly in terms of flood hazard risk and large infrastructure/land use compatibility). The Urban Growth Strategy identifies five growth areas in this location (refer Image 3 below) including:

- Williams Block outside Urban Boundary (3.7ha)
- Chamberlain Road FDA Extension (23ha)
- Opaki Road FDA Extension (23ha)
- Nikau Heights Extension (45.7ha)
- Carters South Belt outside Urban Boundary (5 ha).

These areas (subject to detailed assessment) could collectively yield about 870 new residential lots for Masterton. Some of these areas are within the existing residential boundary (and therefore suitably zoned within the District Plan) but others will require a plan change for residential development to proceed.

From a parks and open spaces perspective, it is important that Council can respond proactively and in an informed manner to residential expansion so that Council's vision '*providing the best of rural provincial living*' can be achieved. The western and northern sides have existing low levels of Council provided parks and open space and poor connectivity and linkages. They are also further located from the key recreational Waipoua River Management Area and have less local benefit from this area.

The council's parks and open spaces team need to be resourced to be involved early in the design and provision of these open spaces

Opportunities for involvement include:

- Plan Change/District Plan Review
- Concept Plan development stage
- Subdivision stage, including preapplication meetings, further information requests, recommending of conditions

It is also recommended that the Parks and Open Spaces team advocate to have input to a development of a subdivision guide for design and development of new open spaces.

The review of the Wairarapa Combined District Plan also presents an opportunity to provide District Plan provisions that encourage appropriately sized and well-located parks and open spaces and infrastructure.

#### 1.5.5.1. Land Acquisition and Disposal Guidelines

Council from time to time may consider the selling of land under its ownership. For land not held within the parks and open spaces network (e.g. land for housing, underdeveloped sites, forestry

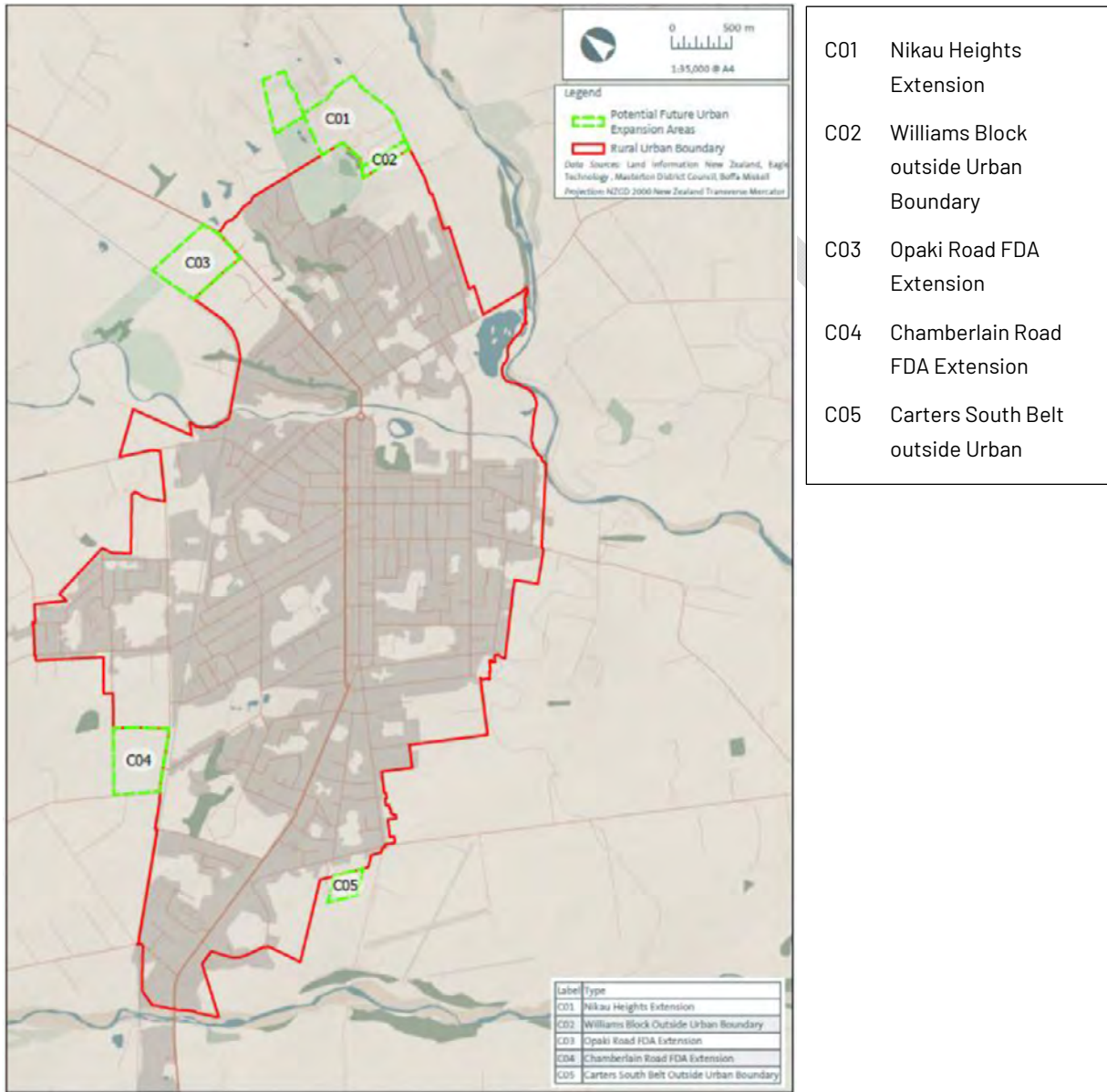
---

<sup>28</sup> Masterton Urban Growth Strategy | Planning for Growth to 2043 | 29 March 2019 | Boffa Miskell Ltd

blocks, gravel reserves, contaminated sites etc), the council should consider the potential recreation and open space values of these sites to the network prior to its disposal. If there is a strategic reason for doing so, i.e., to address an identified shortage of park space within an area, or as a potential linkage with the network and/or recreation trails this benefit should be addressed as part of any consideration.

The potential sale of land that is within the parks and reserves network should be discouraged unless it can be shown that there will be no negative effect to the community, or on the network, as a result of divesting this land.

IMAGE 3: Potential Residential Expansion Areas - to be investigated



## 1.5.6. PARTNERSHIPS AND COMMUNITY ENGAGEMENT

### 1.5.6.1. Mana Whenua

It is acknowledged that traditionally, Masterton District Council's parks and open spaces provision has not reflected the District's Māori history and heritage, and there has been little recognition of any partnership with mana whenua.

The loss of Māori land (less than one per cent of the Wairarapa region is in Māori ownership) has also impacted on the practice of Māori traditions and culture and for this reason Māori support work that enhances biodiversity, ecosystems and are future focused. Working with mana whenua to understand and respect traditional kaitiakitanga<sup>29</sup> principles in the delivery of its parks and open spaces, is an opportunity for Council to develop stronger relationships with iwi, hapū, marae and hapori Māori. The desire by Council to do this is also reinforced in Council's Wellbeing strategy 'He Hiringa Tangata, He Hiringa Whenua'.

Hui with representatives of hapū, iwi and hapori Māori have identified a real desire to develop partnerships with Council in the area of parks and open spaces. Specific issues and opportunities identified at the hui included:

- Identifying key Māori values that can be reflected across the parks network by appropriate reference to place, and provision for special events (e.g., Matariki) and traditional practices (e.g. raranga/weaving and rongoā māori/traditional māori medicine) mahinga kai (food gathering areas) and maara kai (food gardens), water as the essence of life, access routes and a means of travel, indigenous planting, etc.
- Kaitiaki lens over management - with a focus on clean water and water resilience, i.e., looking at discharges (e.g. chemical use)/water use; vegetation sourcing and management etc. At the hui it was identified how important local sourcing of seed is to get the correct harakeke/flax for weaving for example. The seed needs to whakapapa to this area, be cared for correctly, and what is not needed or left over after weaving be appropriately disposed of.
- Providing partnership opportunities that will increase whānau pride in their identity, as well as increase pride Māori heritage generally across the district. For example, opportunities to co-design spaces will ensure that Māori whakapapa and aspirations are accurately and appropriately provided for in the parks and open network.
- Adoption of Māori names, use of pōhiri and whakapapa across the parks network, and educating about authentic local Māori stories as approved by the appropriate hapū. Passive technology provides a huge opportunity for this to take place.<sup>30</sup>
- The need to appropriately resource wananga and partnerships.

#### 1.5.6.2. Strategic Partnerships

The council is not the only provider of parks and open spaces, nor can it meet the parks and open spaces needs of its community on its own. For this reason, strategic partnerships with the other providers are important. Strategic partners identified (but not limited to) in this strategy include:

##### Local and Regional Authority and Government Partners

Masterton District Council is encouraged to work strategically with its local authority partners in the wider Wairarapa area. An example of where this is working well is the evolving Five Towns Trails network where the council is working collaboratively with its local authority counterparts. Alignment of trail opportunities with the parks and open spaces network is anticipated to provide multiple health, and wellbeing as well as economic benefits to the District.

Collaboration for sports field provision has been identified above as another example where it would be beneficial for Councils to work together. Users of these spaces tend to be mobile and given the proximity to Carterton and South Wairarapa Councils, a regional network approach to the provision of sports fields is recommended.

<sup>29</sup> Broadly defined as 'guardianship' or 'protection'

<sup>30</sup> For example, refer <https://arataki.app/>

Developing partnership with Greater Wellington Regional Council is also desirable given the location of MDC's key parks along the Waipoua River Corridor and ongoing issues with water security and quality. Working collaboratively will also be important to achieve good connections to and along the Waingawa and Ruamāhanga Rivers as part of the Five Towns Trails network.

There may also be opportunities to partner with Government agencies such as the Department of Conservation and Sport New Zealand for the benefit of the district parks and open spaces.

### Schools and the Ministry of Education

Masterton has 11 schools located within its urban boundary, and these schools contribute significant additional open space in the town. Whilst a number of these schools are integrated (i.e., they own their land) and public access to individual sites varies, a lot of residences bound these schools, particularly the colleges, and this provides indirect access to open space. Much of this open space is also accessible to the wider community and include sports fields and some playground provision.

### Private Providers

Masterton also has a number of significant open spaces provided by other providers including:

- Māhunga Golf Club, 36 ha (Lansdowne)
- Masterton Golf Club, 48.80 ha (Lansdowne)
- Masterton Red Star Sports field (Lansdowne)
- RV Hullena Sports Ground, 2.43 ha (Masterton East)
- 16B Te Whiti Road RDA land, 3.88 ha (Masterton East)
- Masterton Bowling Club, 0.45 ha (Masterton East)
- Wairarapa Tennis Centre, 0.85 ha (Masterton East)
- A and P Show Grounds, 33.95 ha (Solway)
- Millennium Reserve – Masterton Trust Lands Trust, 5.92 ha (Solway)

### **1.5.6.3. Community Partnerships and Volunteers**

Community groups and volunteers also contribute a significant amount of time and energy to Council's parks and open spaces. This includes time in terms of co-management (Henley Lake and Queen Elizabeth Park), as well as volunteer time working in the parks (e.g. Kirk Reserve community) and fundraising to implement community initiatives.

Working with groups such as the Sustainable Wairarapa Trust is also important as Masterton works towards improving urban biodiversity.

A workshop with stakeholder groups, held as part of the preparation of this strategy, emphasised a strong desire for community working together with the council on the development of the network to encourage community buy-in and a sense of ownership of these spaces. Show-casing the parks through celebrations and events was also highlighted as an opportunity to further strengthen these community relationships.

## **1.5.7. DISTRICT HERITAGE AND CHARACTER**

### **1.5.7.1. Mana Whenua Heritage and Culture**

As identified above, there is real opportunity to partner with mana whenua, to give visibility to the stories of district's early settlement, across the parks and open spaces network. We also know from other council strategies that the parks and open spaces network provides

opportunity to celebrate language and culture through events, telling our district's stories and ahurea Māori<sup>31</sup>, as well as increase whanau pride in their identity.<sup>32</sup>

### 1.5.7.2. Urban Heritage and Landscape Character

Masterton's landscape character is derived from its many mature trees (within parks and on streets) and its relationship adjacent to the rivers and underlying network of streams. Recognition of this character across the parks network needs to be provided for in an integrated way. The history of the development of the town is also inextricably linked with the development of the surrounding rural area and it is important that these links are also acknowledged and provided for within the network.

Recognition and maintenance of this character in Masterton's parks and open spaces will help reinforce the District's identity.

### 1.5.7.3. Public Cemeteries

Councils are required by the Burial and Cremation Act 1964 to provide public places of burial. These spaces are important as places of remembrance and reflection, as well as being a record of social history. Cemetery management must include ensuring enough space is available, maintenance of older cemeteries, and protection of heritage items.

## 1.5.8. SUSTAINABLE ENVIRONMENTS AND BIODIVERSITY

The community has indicated that environmental development is a key priority with issues such as climate change, including energy conservation, biodiversity, and water and air quality being some of the top priorities. The council supports current education initiatives such as funding for Enviroschools and is a member of the Sustainable Living Trust.<sup>33</sup>

Masterton's parks and open spaces have an important role to play in addressing these priority issues through achieving good outcomes for the environment and improving biodiversity outcomes for the District. Key issues include:

- **Climate change** – Addressing issues associated with climate change, such as water security, vegetation resilience, increased urban temperatures and the need for shade, asset maintenance in a harsher environment etc will be ongoing. There are also additional issues associated with the district coastal parks such as erosion and inundation.
- **Loss of indigenous biodiversity** – Nature is part of New Zealanders' everyday lives and our native trees, plants, birds, animals, insects, and the places they inhabit are all part of who we are. Native biodiversity helps provide clean water, nutrient cycling, mahinga kai (food provisioning), and materials for other purposes such as raranga (weaving) and rongoā (medicinal uses). However, our indigenous biodiversity is declining and is at risk of becoming extinct.

A recent government draft National Policy Statement for Indigenous Biodiversity (NPS-IB)<sup>34</sup> sets out a national framework providing draft direction and guidance to territorial authorities with respect to the protection and enhancement of indigenous biodiversity, that once adopted, will be required to be implemented through Natural Resource Plans and District Plans. It sets a target of 10 per cent of indigenous vegetation cover for urban areas and proposes an integrated approach incorporating mātauranga Māori<sup>35</sup> and

<sup>31</sup> Arts, Culture and Heritage Strategy 2019-2014

<sup>32</sup> He Hiringa Tangata, He Hiringa Whenua, My Masterton: Our People, Our Land Strategy

<sup>33</sup> He Hiringa Tangata, He Hiringa Whenua, My Masterton: Our People, Our Land Strategy

<sup>34</sup> November 2019

<sup>35</sup> Māori Customary Knowledge, Traditional Knowledge or Intergenerational Knowledge



kaitiakitanga principles relating to indigenous biodiversity and a *ki uta ki tai* (mountains to sea) approach.

In the urban area, the council provides a range of open space environments. The way they are managed impacts on the health of these environments and their ability to have good biodiversity outcomes. Issues such as chemical use, pest management, water and vegetation management all need to be considered. Some parks will also lend themselves more to being managed as natural spaces than others. For example, Henley Lake is a natural environment that has significant positive benefits for urban biodiversity, whereas the district's sports parks are more strictly controlled environments where the focus is on providing good playing surfaces.

In addition, encouraging native plant regeneration and identifying carbon sequestration opportunities, however small, as part of the council's parks and open spaces management can also help address climate change issues.

Ecological and recreation corridors have an important role in enhancing the districts biodiversity as do the small remaining pockets of indigenous vegetation such as Garlands Bush and Kirk Reserve (urban area). Connecting with tree planting along road corridors and streams will also further enhance urban biodiversity.

Working closely with mana whenua will also be important in improving the networks indigenous biodiversity.

As the urban area grows, the council will seek to adopt urban design and sustainability principle as part of new park space design, considering frameworks such as the Healthy Streets<sup>36</sup> approach, as well as consider opportunities for water sensitive urban design to ensure urban growth is to proceed in a way that that protects the environment.

The council also aims to demonstrate best practice in land management in the way it manages its own parks and open space, through moving to a low carbon future and delivery of low impact parks network.

There may also be opportunities for specific biodiversity projects that also provide recreation opportunities and other benefits associated with parks and open space network.

### **1.5.9. RURAL AND COASTAL PARKS AND OPEN SPACES**

#### Rural Parks

The council's rural parks and reserves are a legacy from the days of early rural settlement and local rural communities often being established around a hall school and cemetery. Rural parks are generally managed locally, with council involvement varying depending on the nature of the relationship with the local community. Examples include Clarke Memorial Reserve on Opaki-Kaiparoro Road and Opaki Memorial Reserve.

Over time the focus of these spaces may have changed with some having less use as the communities around them have changed. A paper was recently presented to Council on the future of the District's rural halls. Council may need to make some decisions in consultation with the community about the future of these lands.

There are also some sites owned by the council and managed by community trusts, i.e. Rewanui Forest, Trimble Trust, and Forest 500. It is not clear what, if any, input the council has to the management of these lands and there may be opportunity to develop stronger relationships/partnerships to ensure greater community benefit accrues from these sites.

---

<sup>36</sup> <https://healthystreets.com/home/about/>

The council's rural parks in the district include:

**TABLE 7: COUNCIL RURAL PARKS AND OPEN SPACES**

Clarke Memorial Reserve
Mel Parkinson Reserve
Land next to Mel Parkinson Reserve
Opaki Memorial Recreation Soc Land
Tinui Cemetery/Tinui Village Land/Tinui War Memorial Hall land/Tinui Hall and Public Library/Tinui Fire station and land
Mauriceville Cemetery/Mauriceville Village Country Depot/Rural Reserve Mauriceville Village
Hastwell Cemetery
Tauweru Hall
Bideford Hall
Rangitumau Hall
Wainuioru Hall
Whangaehu Hall
Whareama hall
Rural Reserve (Kaka Amu Road)
Pokohiwi Road Local Purpose Reserve
Rural Esplanades

In addition, the council owns a number of disused gravel reserves, holding paddocks, and forestry blocks. Some of these potentially have recreation and biodiversity values that could warrant consideration of their inclusion as part of the rural parks network in the future. In making any divestment decisions, it is important that the council also considers the recreation and biodiversity values of these pieces of land. There may also be sequestration opportunities associated with these pieces of land, but this would need to be investigated as part of the council's response to climate change.

#### Coastal Parks

The council owns and administers a number of coastal parks and open spaces as set out in table 9 below. Particular issues for parks and open spaces in the coastal environment include:

- Climate change will increasingly impact on coastal parks due to the dynamic nature of the coastal environment.
- Public access and recreational use can impact on the other special qualities of the coastal environment. For example, the creation of tracks can damage plants and heritage sites and public facilities can impact on the way the coast looks. It is important that council is sensitive to the ecology and cultural heritage of these areas in the development and management of these spaces.
- Development pressures can impact on access to the coast and people's enjoyment of these areas and it is important that the council considers opportunities to take esplanade reserves or strips on subdivision in the coastal environment.

- Seasonal visitor influxes create particular demand on the council's parks in the coastal communities.
- Freedom camping is an issue across the district but particularly in coastal locations. Issues arise when campers are not self-contained or there is a lack of access to toilets, water and rubbish disposal facilities.
- There is a particularly high level of community ownership of the coastal parks and the council will need to work closely with the community to address issues and management of these spaces.

In 2004, through a joint initiative between Masterton, Carterton and South Wairarapa District Councils, Rangitāne o Wairarapa and Ngāti Kahungunu Wairarapa, and Greater Wellington Regional Council, a Wairarapa Coastal Strategy was developed. This strategy was developed in response to concerns that development was proceeding along the Wairarapa coast in an ad hoc and fragmented way and highlighted 'the need to provide for sensitive, sustainable development and management of the Wairarapa Coast which recognises and retains its special qualities'<sup>37</sup>. It is recommended that reserves planning for the coastal environment also occur in an integrated way, in partnership with iwi, the community and other key stakeholders, and that addresses the specific management needs associated with their coastal character.

Council's coastal parks include:

**TABLE 8: COUNCIL COASTAL PARKS AND OPEN SPACES**

Riversdale Northern Reserve and Beachfront (including Karaka Reserve)
Riversdale Southern Reserve
Riversdale Reserve (Playground)
Mātaikona Recreation Reserve
Mātaikona Beach Reserve
Mātaikona Esplanade Reserve (Spur Road)
Castlepoint Esplanade Reserve
Castlepoint Reserve
Castlepoint Facility
Coastal Esplanade Reserve (Riverdale to Whareama)
Coastal Esplanade Reserve from Otahome Road south
Other coastal esplanade reserves

### 1.5.10. PARKS CONNECTIVITY AND LINKAGES

A prerequisite in developing the parks strategy was to consider the parks as a collective network where each park has a clear role in relation to the wider network. As the town of Masterton grows it is important that new parks are acquired to meet demand and fit with this network.

This approach has been supported through the stakeholder engagement carried out to date.

In addition, there appears to be a high level of support for physical linkages between parks, along rivers and streams and with the CBD. The roading network also has an important role to play in

<sup>37</sup> Wairarapa Coastal Strategy (2004)

connecting parks and open spaces, as well as strengthening the recreation and ecological corridor function of the parks network.

Masterton has an existing cycling/walking recreation trail network and the evolving Five Town Trails network, and local Masterton trail developments will be an important part in further creating these links. Draft trail specifications emerging from the Five Towns Trail Master Planning project include provision of grade 2 family riding, easy walking track standard, with a preference for off-road. Safety is paramount. Trails with points of interest along the routes, including food, beverage and toilet stops, changing landscapes and easy access at multiple points are also favoured.

It is therefore important that this strategy and the developing Five Town Trail Master Plan are closely aligned to maximise benefits to the network and the community.

## **1.5.11. RESOURCING AND PROGRAMMING**

Moving from current practices to a network approach will require additional or reallocated resourcing.

The following section of the Strategy sets out goals and objectives together with an action, funding and implementation plan.

DRAFT

## 2. OUR STRATEGY

### 2.1. VISION STATEMENT

This strategy contributes to Masterton District Council's overarching wellbeing framework for social, cultural environmental and economic development as set out in the Wellbeing Strategy document, 'My Masterton: Our People, Our Land/He Hiringa Tangata, He Hiringa Whenua'.







The specific outcome defined for the Parks and Open Spaces Strategy is that:

*'Our parks are healthy, resilient and connected; they enhance the wellbeing of our present and future communities and connect our people with nature'.*

### 2.2. OUR PRINCIPLES

Our principles guide how Masterton District Council approaches the provision, planning and management of the district's parks and open spaces:

We are committed to providing a parks and open spaces network that:

	1. Reflects <b>mana whenua values</b> , including kaitiakitanga of the natural environment (e.g. land, water, flora and fauna) and whakapapa of the area, and recognises and provides for recreational and cultural opportunities to enhance Māori well-being.
	2. Is based on <b>strengthening and maintaining community relationships and partnerships</b> that contribute to achieving community well-being and positive outcomes
	3. Values, celebrates and protects our districts <b>identity and heritage</b> acknowledging how we as a district change and evolve over time.
	4. Provides opportunities for our community to <b>connect with nature</b> , and a <b>high level of access</b> and opportunity to enjoy these spaces, through <b>a variety of sporting and recreation activities</b> .
	5. Comprises <b>resilient, healthy spaces</b> with sustainable environments that contribute to <b>positive biodiversity outcomes</b> for the district.
	6. Has a <b>planned</b> as an <b>integrated and interconnected system</b> , with individual parks categorised and managed according to their purpose and function within the network; and is supported by effective pedestrian, cycling and ecological linkages.



7. Where Council staff and contractors are committed to **continuous improvement** to provide **a quality network** that meets the need of the community, in a fiscally and environmentally sustainable way.

The strategy outcome statement, principles, goals and objectives identified in this strategy align with Masterton District Council's current vision and five community outcomes<sup>38</sup>.

The council's vision for Masterton District, is:

*'Masterton/Whakoriori: Providing the best of rural provincial living'.*

The vision is supported by the following five community outcomes:

- *An engaged and empowered community*
- *Pride in our identity and heritage*
- *A sustainable and healthy environment*
- *A thriving and resilient economy*
- *Efficient and effective infrastructure*

The Masterton District's parks and open spaces have an important role in supporting the achievement of these outcomes. Asset Management Plans, this strategy, Reserves General Policies, and Reserve Management Plans provide the policy framework for the acquisition, development and maintenance of public land as a means of achieving these outcomes.

In performing its role, Council must have particular regard to the contribution that core services make to its communities, including libraries, museums, reserves, recreational facilities, and other community infrastructure (Local Government Act 2002, Section 11A (e)).

The Masterton District Council Parks and Open Spaces Strategy aims to support the achievement of the objectives, policies and desired outcomes for Council reserves and other Council owned land, as specified in these high-level documents.

---

<sup>38</sup> These community outcomes have been identified through consultation with the community as part of the Long-Term Plan process. They are the outcomes council is working towards in order to promote community wellbeing

## 2.3. HOW WILL WE GET THERE?

The following framework sets out the high- level goals and objectives for Masterton District's parks and open spaces network. An internal work plan, to identify actions, priorities and resourcing needs will be developed to support these goals and objectives. This work plan will be reviewed annually against the goals and objectives framework.

## 2.4. MONITORING AND REVIEW

This is the council's first Parks and Open Spaces Strategy, and it is important that as communities change, new information comes to hand and actions are completed that it is monitored for effectiveness. A review recommended at least once every 10 years.

Masterton/Whakaoriori: He Hiringa Tangata, He Hiringa Whenua  
Our People, Our Land, Our Parks

Strategy Outcome: Our parks are healthy, resilient and connected; they enhance the wellbeing of our present and future communities and connect our people with nature.

GOALS

GOAL 1: ACTIVE PARTNERSHIPS	GOAL 2: HEALTHY RESILIENT PARKS	GOAL 3: HEALTHY PEOPLE	GOAL 4: A STRONG IDENTITY	GOAL 5: PROTECTED, PLANNED AND CONNECTED PARKS
<i>To strengthen and maintain active partnerships with mana whenua, strategic partners, community stakeholders and volunteers, to provide a vibrant, inclusive network.</i>	<i>To provide healthy and resilient parks and open spaces that support and enhance our district's biodiversity and natural heritage and actively plan for climate change.</i>	<i>To provide quality parks and open spaces that offer choice, are accessible and meet community needs; and connect our people with nature.</i>	<i>To provide a parks and open spaces network that values our district's heritage and celebrates our unique character.</i>	<i>To provide an integrated parks and open spaces network that meets our legislative and best practice obligations.</i>
<ol style="list-style-type: none"> <li>1. Mana whenua aspirations are visible and celebrated within the parks and open spaces network.</li> <li>2. Strategic partnerships are encouraged where it has demonstrated benefits to the network and community. This includes for example strategic alignment with:               <ol style="list-style-type: none"> <li>i. Other Wairarapa local authorities, Greater Wellington Regional Council, the Department of Conservation, Sport New Zealand etc.</li> <li>ii. Schools and education providers</li> <li>iii. Clubs, the A and P Society, Masterton Trust Lands Trust</li> <li>iv. Henley Lake Trust and Friends of Queen Elizabeth Park</li> </ol> </li> <li>3. Community groups and volunteers are actively involved and support our parks and open spaces network.</li> </ol>	<ol style="list-style-type: none"> <li>1. A resilient parks and open spaces network that contributes to how we respond to the impacts of climate change.</li> <li>2. A parks and open spaces network that supports and nurtures the biodiversity of Masterton District.</li> <li>3. A parks and open spaces network where natural heritage values are valued and protected.</li> </ol>	<ol style="list-style-type: none"> <li>1. There are enough parks and open spaces to meet the needs of the community.</li> <li>2. Our parks and open spaces network provides quality experiences and a good range of recreational choices.</li> <li>3. All residents within the Masterton urban area have access to open space within a 10-minute walk of their home.</li> <li>4. Our community is able to access and enjoy safe opportunities to play across the network.</li> <li>5. Sports fields meet the needs of the community within the Masterton District and across the wider region.</li> <li>6. Council will work with sports clubs and organisations (with facilities on council land) to take a collaborative approach to sharing and enhancing our facilities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Our district's stories are acknowledged and celebrated.</li> <li>2. Our parks and open spaces network is respectful of, and values the special character of the Masterton District with regard to flora and fauna.</li> <li>3. The burial needs of the Masterton district are provided for.</li> <li>4. The cultural and heritage values of closed cemeteries are protected and maintained.</li> </ol>	<ol style="list-style-type: none"> <li>1. The key purpose and function of individual parks and their role within the wider network is well understood.</li> <li>2. The network is appropriately protected to ensure public access and enjoyment into the future.</li> <li>3. The network is managed in accordance with current Reserve Management Plans and best practice.</li> <li>4. Council parks and open spaces are provided for in a way that aligns with other key strategic goals.</li> <li>5. Masterton District's parks and open spaces network is well connected with safe and effective pedestrian and cycle connections to the CBD, the Five Towns Trails, and the wider community in which it is located.</li> <li>6. Masterton District's parks and open spaces network utilise the district's trails, roading corridor, and river and stream network to enhance physical connectivity and biodiversity corridors.</li> </ol>



# 3. LIST OF APPENDICES

Appendix 1 - Urban Network Map and Table

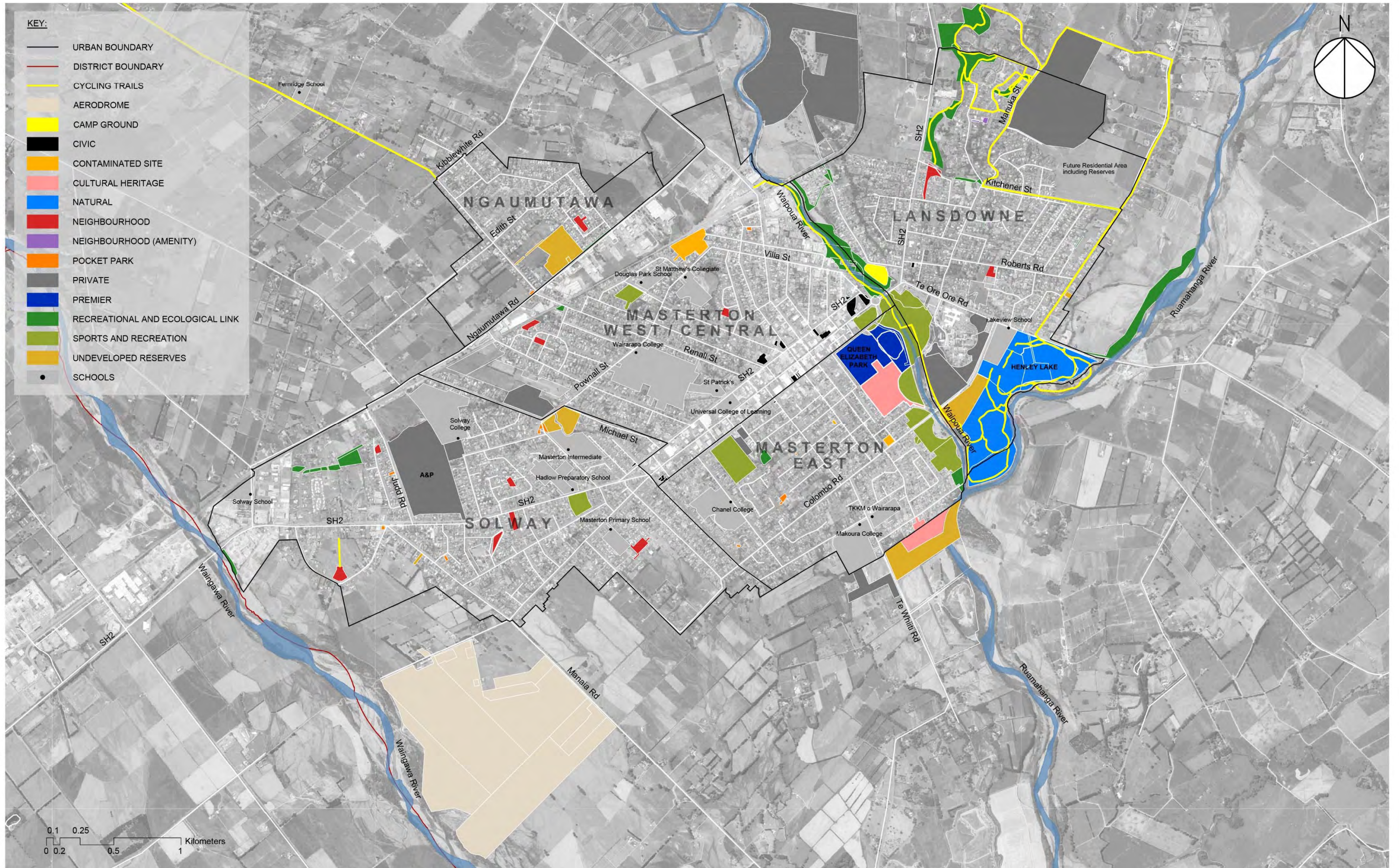
Appendix 2 - Urban Accessibility Map

Appendix 3 - Urban Values Map

Appendix 4 - Rural and Coastal Maps

Appendix 5 - Stakeholder Engagement List

## 3.1. APPENDIX 1 – URBAN NETWORK MAP AND TABLE



OVERVIEW PLAN  
 1:26000 @ A3  
 12 December 2020

## URBAN PARKS & OPEN SPACES BY SUBURB & CATEGORY

### LANSDOWNE

Premier

Neighbourhood

- Burling Park

Civic

Pocket

- Titoki Recreation Reserve
- Titoki St Reserve Reservoir Reserve
- First Street green space
- Keir Crescent
- Raglan Street Road Reserve

Recreation and Ecological Link

- Lake Ouwaka (by Hansells site)
- Lansdowne Recreation Trail
- Manuka /Street/Fifth Street Reserve
- Manuka S Reserves Cody Crescent entrance
- Eridge Reserve Opaki Road Reserve
- Ngāti Te Korou Reserve
- Walkway from Manuka St Res to Fifth St
- Walkway from Manuka St Res to Cody Cres
- Totara Street recreation trail connection
- Matai Street recreation trail connection
- Kitchener Street recreation trail connection

Sport & Recreation

Nature

- Reserve adjacent to Ruamāhanga River, Gordon Street

Cultural Heritage

Undeveloped Reserves & Other Open Space

- Farmland Gordon St
- Gordon Street, Masterton

### MASTERTON EAST

Premier

Neighbourhood

Civic

Pocket

- Timms Place Reserve
- Sussex street reserve
- Walkway from Huia St & bridge
- Takahe St Reserve
- John McDonald Mews

Recreation and Ecological Link

- 90 River Rd Wairua vacant land River Road junction
- River Rd between McJorrow & River Rd
- River Rd between McJorrow & River Rd

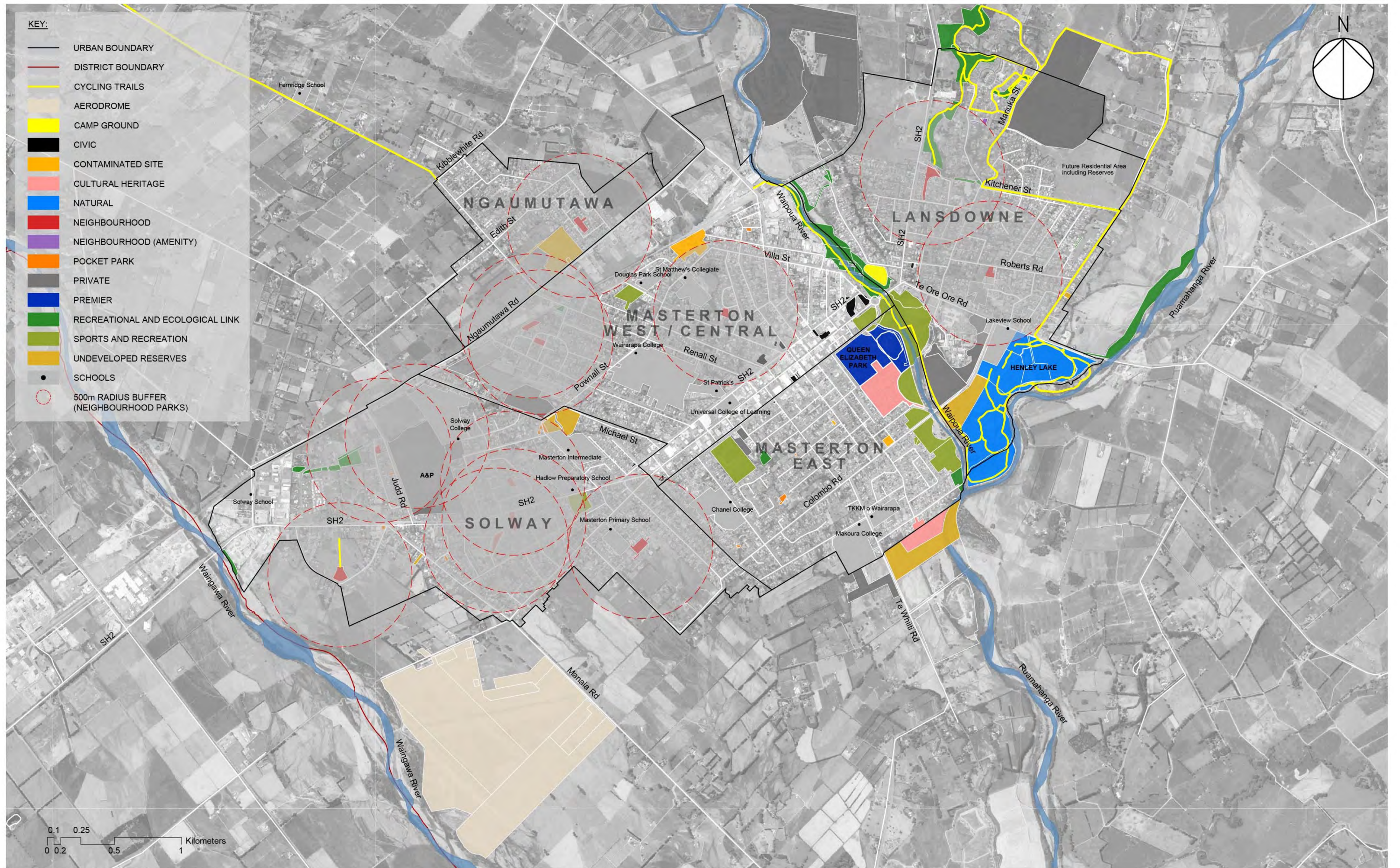
Sport & Recreation	<ul style="list-style-type: none"> <li>• Memorial Park (part of)</li> <li>• Memorial Park (part of)</li> <li>• Memorial Park (St Johns lease a portion of reserve)</li> <li>• Cameron Cres vacant section adjacent to netball courts</li> <li>• Cameron Cres vacant section</li> <li>• Netball Courts</li> </ul>
Nature	<ul style="list-style-type: none"> <li>• Garlands Bush</li> </ul>
Cultural Heritage	<ul style="list-style-type: none"> <li>• Riverside Cemetery</li> <li>• Riverside Cemetery, future extension Wyeth land</li> <li>• Future Cemetery</li> </ul>
Undeveloped Reserves & Other Open Space	<ul style="list-style-type: none"> <li>• Future landfill</li> </ul>
<b>MASTERTON WEST (INCLUDING MASTERTON CENTRAL)</b>	
Premier	
Neighbourhood	<ul style="list-style-type: none"> <li>• Coddington Cres</li> <li>• Nops Reserve</li> <li>• Norris Reserve</li> </ul>
Civic	<ul style="list-style-type: none"> <li>• Beautification Reserve corner Te Ore Ore and Opaki Rds</li> <li>• Horseshoe Carpark</li> <li>• Robinson Park</li> <li>• Library Square.</li> <li>• MDC land adjacent to Library</li> <li>• Settlers Reserve</li> <li>• Kuripuni Reserve</li> <li>• Kuripuni Reserve</li> <li>• Kuripuni Reserve</li> <li>• Kuripuni Reserve</li> <li>• Kuripuni Reserve</li> <li>• Kuripuni Reserve</li> <li>• Corner Chapel &amp; Waltons Ave</li> <li>• Town Square/Cole Street Carpark</li> <li>• Former Jubilee Fire Station site</li> <li>• Essex St Carpark area</li> <li>• Land on Corner of Perry and Cole Street</li> <li>• Walkway between Queen St and Uncle Bills</li> </ul>
Pocket	<ul style="list-style-type: none"> <li>• Perry/Grey Street Reserve</li> </ul>
Recreation and Ecological Link	<ul style="list-style-type: none"> <li>• Renall Street Railway Reserve</li> </ul>
Sport & Recreation	<ul style="list-style-type: none"> <li>• Douglas Park</li> </ul>
Nature	
Cultural Heritage	
Undeveloped Reserves & Other Open Space	

NGAUMUTAWA	
Premier	
Neighbourhood	<ul style="list-style-type: none"> <li>• Ben Iorns Reserve</li> </ul>
Civic	
Pocket	<ul style="list-style-type: none"> <li>• Corner Upper Plain Rd &amp; Ngaumutawa Rd</li> </ul>
Recreation and Ecological Link	<ul style="list-style-type: none"> <li>• Ngaumutawa Rd Plantation Strip</li> </ul>
Sport & Recreation	
Nature	
Cultural Heritage	
Undeveloped Reserves & Other Open Space	<ul style="list-style-type: none"> <li>• Local Purpose Reserve, The Plains. Connects to Panama Sports Ground</li> <li>• Local purpose Reserve, The Plains. Connects to Panama Sports Ground</li> <li>• Panama Village and Sportsground</li> <li>• Corner Ngaumutawa Rd and Upper Plain</li> </ul>
SOLWAY	
Premier	
Neighbourhood	<ul style="list-style-type: none"> <li>• Churchill Park</li> <li>• Taranaki Street</li> <li>• Surrey Street / Derby Street Reserve</li> <li>• Solway Crescent Reserve</li> <li>• Kirk Reserve</li> <li>• Kirk Reserve (small triangle piece adjacent.)</li> <li>• Walkway to Kirk Reserve Ferguson St</li> <li>• Margaret Street Reserve</li> </ul>
Civic	
Pocket	<ul style="list-style-type: none"> <li>• Manchester Street Reserve</li> <li>• York St Kindergarten Carpark</li> <li>• York St Walkway Link</li> <li>• Judds Road Playground</li> </ul>
Recreation and Ecological Link	<ul style="list-style-type: none"> <li>• Pragnell Street / Solway Bush</li> <li>• Pragnell Street / Solway Bush extension</li> <li>• William Donald Drive Reserve</li> <li>• Section Williams Donald Drive</li> <li>• Esplanade Reserve Waingawa River</li> <li>• High St Esplanade Reserve</li> </ul>
Sport & Recreation	<ul style="list-style-type: none"> <li>• South Park</li> </ul>
Nature	
Cultural Heritage	

Undeveloped Reserves & Other Open Space	<ul style="list-style-type: none"> <li>• MDC lands corner Pownall and Michael St</li> <li>• 40A South Belt Road Reserve used for access</li> <li>• 217 High St</li> <li>• Hood Aerodrome</li> </ul>
<b>WAIPOUA</b>	
Premier	<ul style="list-style-type: none"> <li>• Queen Elizabeth Park (Cricket oval section)</li> <li>• Queen Elizabeth Park (&amp; part of Colin Pugh Sports Bowl, Archer St Cemetery and Pioneer sports)</li> <li>• 2 Dixon St (Stadium, Pools and entrance to QE Park)</li> <li>• Part of Colin Pugh /Jeans Street Sports Grounds / Pioneer</li> </ul>
Neighbourhood	
Civic	
Pocket	
Recreation and Ecological Link	<ul style="list-style-type: none"> <li>• Oxford Street</li> <li>• Oxford St Reserve entrance into Māhunga Golf</li> <li>• Riverbank</li> <li>• Waipoua Riverbank</li> <li>• Waipoua Riverbank adjacent Railway Cres</li> <li>• Waipoua Riverbank</li> <li>• Waipoua Riverbank</li> <li>• Waipoua Riverbank (Pohutukawa playhouse area)</li> <li>• Riverbank (Oxford street)</li> <li>• Riverbank Oxford St</li> <li>• Hope St Waipoua Riverbank</li> <li>• Riverbank Queen St Round about west side</li> <li>• Percy reserve</li> <li>• Akura Road access lane to Waipoua River Reserves</li> </ul>
Sport & Recreation	<ul style="list-style-type: none"> <li>• Colin Pugh Sports Bowl</li> <li>• Jeans Street Sports Grounds / Pioneer</li> <li>• McJorrow Park</li> </ul>
Nature	<ul style="list-style-type: none"> <li>• Henley Lake</li> <li>• Henley Lake</li> <li>• Henley Lake</li> <li>• Henley Lake</li> <li>• Henley Lake bores (located 125 Te Ore Ore Road)</li> </ul>
Cultural Heritage	
Undeveloped Reserves & Other Open Space	<ul style="list-style-type: none"> <li>• Mawley Park Campground</li> </ul>

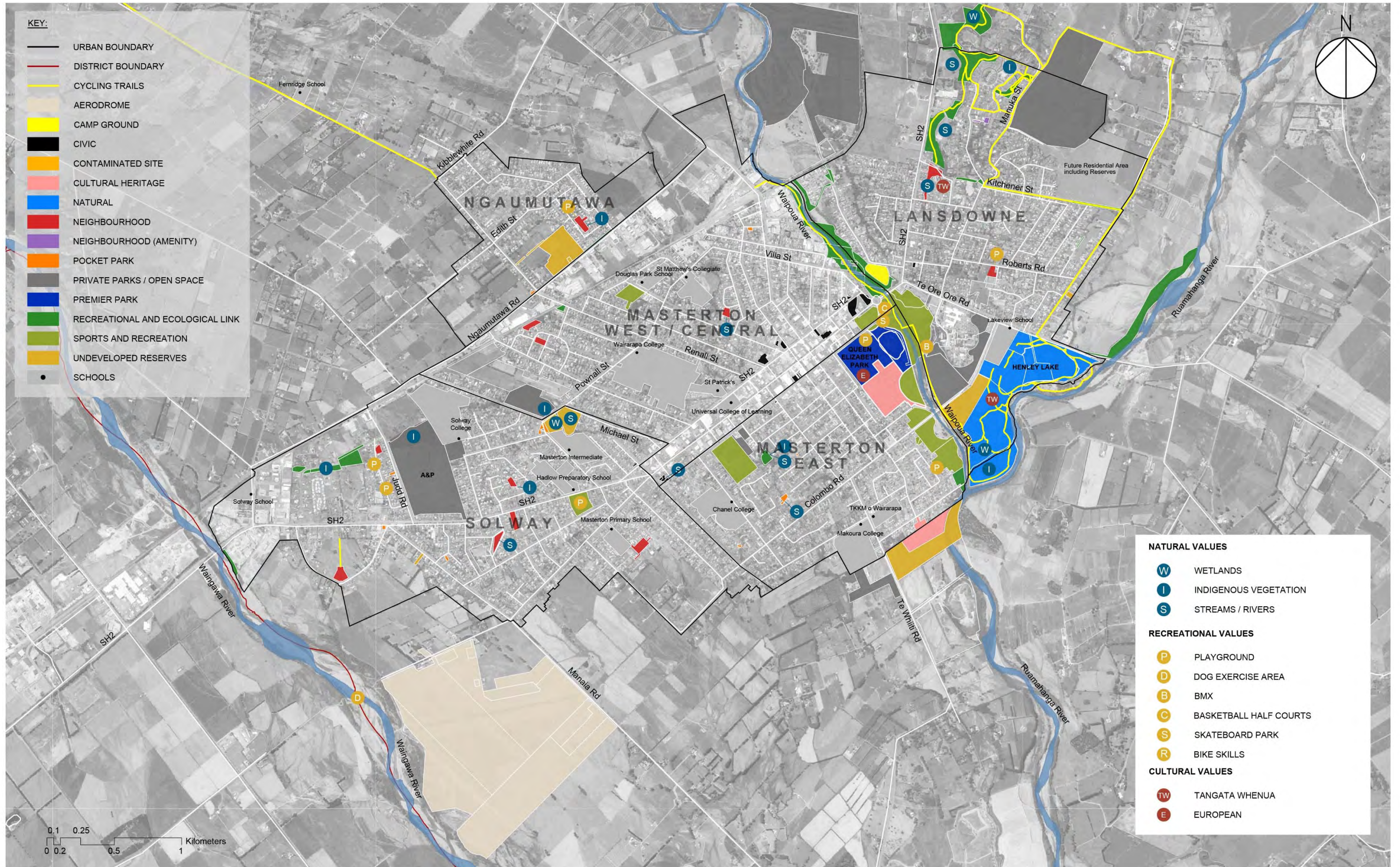
## 3.2. APPENDIX 2 – URBAN ACCESSIBILITY MAP





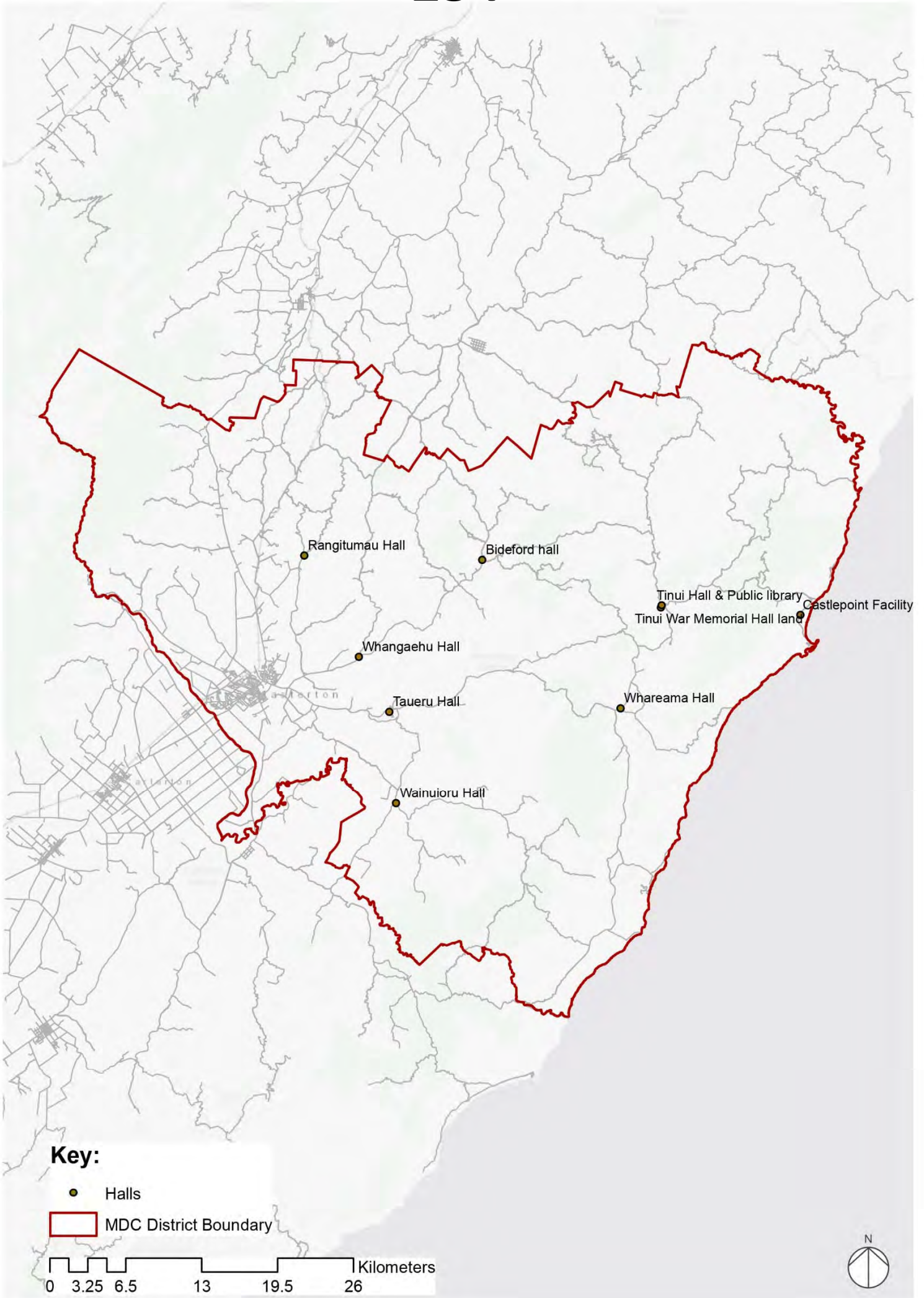
**BUFFER PLAN**  
1:26000 @ A3  
12 December 2020

## 3.3. APPENDIX 3 – URBAN VALUES MAP



NATURAL VALUES	
W	WETLANDS
I	INDIGENOUS VEGETATION
S	STREAMS / RIVERS
RECREATIONAL VALUES	
P	PLAYGROUND
D	DOG EXERCISE AREA
B	BMX
C	BASKETBALL HALF COURTS
S	SKATEBOARD PARK
R	BIKE SKILLS
CULTURAL VALUES	
TW	TANGATA WHENUA
E	EUROPEAN

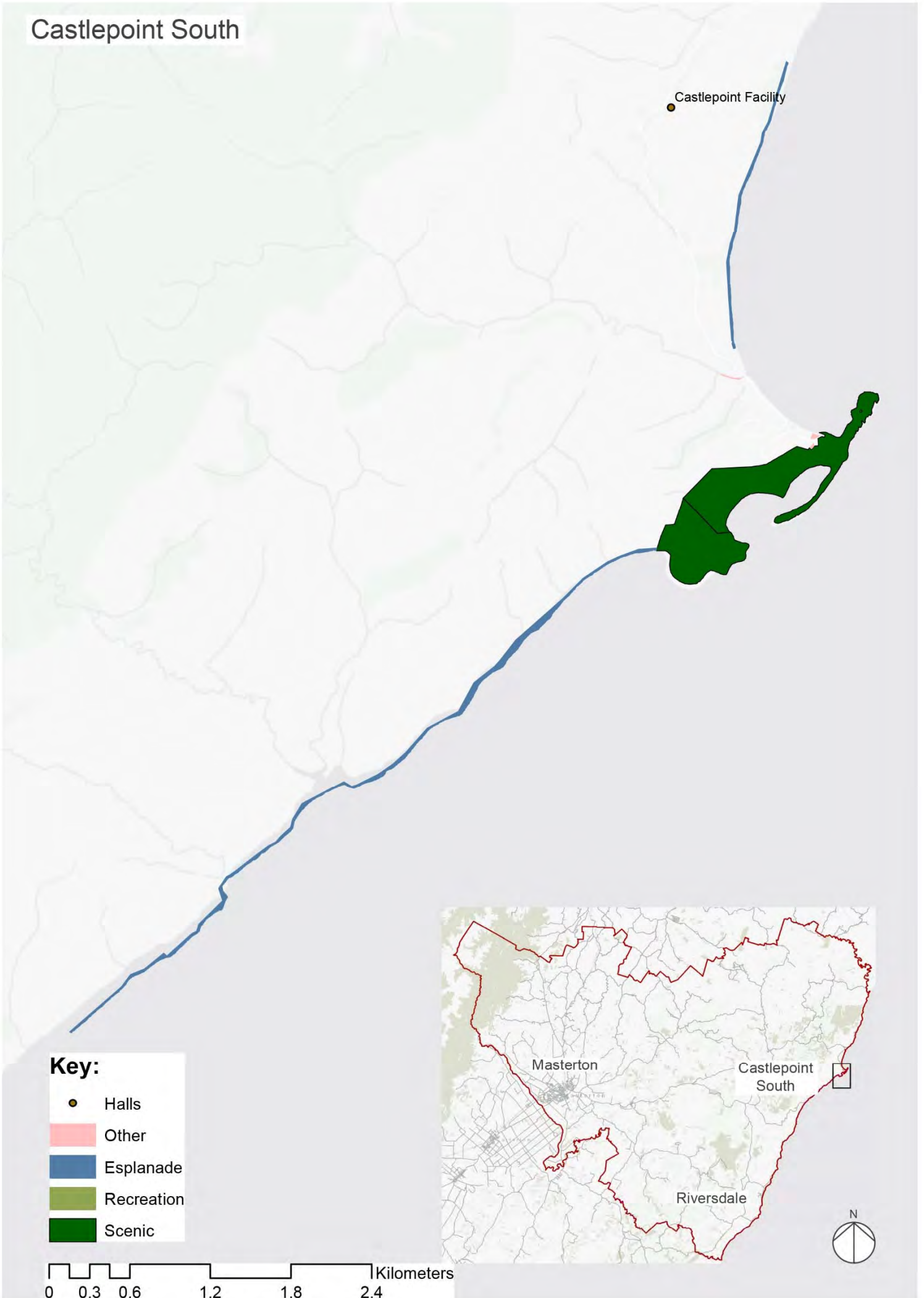
## 3.4. APPENDIX 4 – RURAL AND COASTAL MAPS



## Castlepoint North



## Castlepoint South



### 3.5. APPENDIX 5 – LIST OF STAKEHOLDER ENGAGEMENT PARTICIPANTS

Individual meetings were held with representatives from the following organisations:

- Wairarapa Economic Development
- Sustainable Wairarapa
- Sport Wairarapa /Sport Wellington
- Greater Wellington Regional Council
- Henley Lake /Queen Elizabeth Park
- Attendance 5 Towns Trails workshop

Stakeholder Meeting held on Monday 31<sup>st</sup> August 2020 was attended by the following:

- Riversdale Ratepayers Association, Tanisha Wardle & John Christie
- Wairarapa Bush Rugby Union, Tony Hargood
- Greater Wellington Regional Council Francie Morrow
- Connecting Communities Wairarapa, Cherie McNamara & Ruth Locker
- Mokomoko / EnviroSchools, Gill Stewart
- Masterton South Rotary, Marilyn Hunt
- Mokomoko, Sam Ludden
- Friends of Queen Elizabeth Park, Paul Foster & Graham Dick
- Sustainable Wairarapa, Ian Gunn
- Ngāti Kahungunu ki Wairarapa / Council Iwi representative, Rawiri Smith
- MDC, Mayor Lynn Patterson Cr Tim Nelson, Cr Chris Peterson, Cr Gary Caffell
- MDC / Wairarapa Trails & Cycling, Erin Collins
- Forest & Bird, Peta Campbell
- Solway Neighbourhood Group, Rowena Stauber
- Masterton A & P Association, Sue Tyther

Hui held on 12 October 2020 was attended by the following:

- Marama Fox (Māori Women’s Welfare League – Wairarapa Peka)
- Violet Edwards (Māori Women’s Welfare League – Wairarapa Peka, Kohunui Marae, local weaver)
- Marama Tuuta (Māori Women’s Welfare League – Ruamāhanga Peka, Papawai Hapū)
- Karanga and Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua Treaty Settlement Trust)
- Takere Leach (Te Ore Ore Hapū Karanga, Ngāti Kahungunu ki Wairarapa Tamaki Nui Rua Treaty Settlement Trust)
- Kyra Hill (Ngai Tūmapuhia-a-rangi Hapū/Marae)
- Carlene Te Tau (Rangitāne o Wairarapa)
- Robin Irwin (Te Rangimarie Marae)
- Chanel Paku (Ngai Tūmapuhia-a-rangi Hapū/Marae)
- Apologies:
  - Yvette Grace (Rangitāne Tū Mai Rā)
  - Tina Te Tau (Rangitāne, MDC Iwi Representative)
  - Amber Craig (Rangitāne o Wairarapa)
  - Jason Kerehi (Rangitāne Tū Mai Rā)
  - Robin Potangaroa (Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua Treaty Settlement Trust,
  - Te Rangimarie)
  - Candy Caroll (Te Ore Ore Marae)



Hui held on 10 December 2020 was attended by the following:

- Tina Te Tau (Rangitāne)
- Amber Craig (Rangitāne o Wairarapa)
- Jo Hayes (Rangitāne Tū Mai Rā)
- Marama Tuuta (Māori Women's Welfare League – Ruamāhanga Peka, Papawai and Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua Treaty Settlement Trust)
- Takere Leach (Ngāti Kahungunu ki Wairarapa Tamaki Nui a Rua Treaty Settlement Trust)
- Rawiri Smith (Kahungunu ki Wairarapa, MDC Iwi Representative)
- Apologies:
  - Kyra Hill (Ngai Tūmapuhia-a-rangi Hapū/Marae)
  - Carlene Te Tau (Rangitāne o Wairarapa)
  - Marama Fox (Māori Women's Welfare League – Wairarapa Peka)