



5.0 Action Plan

Implementation

How will the Town Centre Plan be Implemented?

The Town Centre Strategy will be implemented over many years setting a spatial framework for the town so it can transition over time. A key objective of the strategy is to catalyse development opportunities through 10 project actions.

Many more projects and initiatives are expected to unfold over time, but the set of actions in this document kick starts the process.

A range of parties will be responsible for implementation. Working together and spreading the responsibility and opportunity is fundamental to achieving success and minimising risk. It is anticipated that in carrying out the actions, Council will continue to act as the conduit for the process.

Tangata whenua

Ngati Kahungunu ki Wairarapa and Rangitane o Wairarapa are the current kaitiaki of the region and have a close relationship with the river, place and community. An ongoing partnership with MDC to establish better understanding of the range of spatial and non-spatial cultural values will occur through the strategy implementation process.

Masterton District Council

The Council's principal roles are in the coordinating of the actions in the strategy and to assist others to see their opportunities within it. The Council will continue to engage with the community and champion the strategy. Council also has statutory roles to play. The various implementation mechanisms for Council are noted below.

Long Term Plan

The Long Term Plan (LTP) is the vehicle for funding to be allocated to actions and implementation. Community submissions have been made on the LTP and these have helped to shape the strategy.

Land Ownership

MDC owns land in the town centre that can support the objectives and actions of the strategy. It has the ability to provide the land for new civic or economic developments, or has the ability to sell land to provide capital that can be used to fund improvements.

Strategic Purchases

MDC can also undertake strategic purchases of land (and/or coordinate with others to do so) to enable the outcomes sought for the town centre. These purchases may be, for example, by way of 'holding' for a period to be followed by a later sale, or as part of consortium where risks are shared, or to incentivise a redevelopment with agreed outcomes.

District Plan

The District Plan rules and objectives can be calibrated to positively encourage town centre actions and initiatives, while discouraging and removing unnecessary roadblocks to good development outcomes. The quality of the streetscape in the town centre needs to be better managed to ensure that new buildings contribute positively. Design guidelines would be an appropriate way to manage this.

Assets

MDC owns the public streets, parks and other infrastructure assets for the community. A number of the strategy initiatives relate to these assets. The forward work programme for these assets and initiatives will be coordinated.

Masterton Trust Lands Trust and Trust House

Masterton Trust Lands Trust (MTLT) and Trust House are community-owned property trusts. Income from the Trusts is returned to the local community in the form of grants for educational, cultural and community activities. The Trusts continue to play key roles in the evolution of the town.

Town Centre Reference Group

A reference group (no more than 12 people) will be established to provide governance and a forum for feedback to the design work undertaken to fulfil this strategy. The makeup of this group is to be determined but will likely include representatives from:

- MDC Councillors / Project Sponsor
- Ngati Kahungunu ki Wairarapa and Rangitane o Wairarapa
- Masterton Trust Lands Trust
- Trust House / Masterton Community Trust
- Youth Council
- Community
- New Zealand Transport Agency (for relevant projects)
- Greater Wellington Regional Council (for relevant projects)

The role of the group is to meet as required to provide feedback during the planning and design process. The project outcomes and final designs will need decisions from Council ultimately.

Town Centre Project Team

To deliver the projects and facilitate the design work, including the important role of connecting up the catalytic investment in public space to encourage private investment, a project team will be appointed. This can include skills from within Council as well as external specialists with technical skills and experience in delivering urban planning and design outcomes. The group is to be determined including and not limited to the following:

- Consultants - urban planning, landscape architecture, stormwater, architecture, ecologist, CPTED, Lighting etc.
- MDC Managers - Planning, Community Facilities, Assets, etc
- Ngati Kahungunu ki Wairarapa and Rangitane o Wairarapa
- MDC Officers

Actions

		Actions	Outcomes Sought
1	Waipoua River	<ul style="list-style-type: none"> • MDC in liaison with Greater Wellington Regional Council, Ngati Kahungunu ki Wairarapa and Rangitane o Wairarapa, Ruamahanga Whaitua Committee, Whaitua and Floodplain Working Groups and NZTA to set up representative project working group to explore as a 'Phase 1' River Town Connection opportunities. • Establish and engage (urban planning/design focus) project team to work with and facilitate Reference Group to work through Phase 1 process together. • Project Team establish project objectives and project plan for what River Town connections would be (e.g. flood protection, ecological improvement, accessibility, commercial benefits, and low impact stormwater design) • Objectives agreed through the existing governance structures. • Workshops proceed to consider the options - long list down to short list following a recognised optioneering process (such as MCA). Outcomes of workshops shared with and discussed by Councils through existing governance structures. • Opportunities Scoping Report produced which includes explanation of options considered, their pros and cons and how they satisfy project objectives. Includes spatial planning diagrams and only high level technical inputs provided from within the working group and by urban planning team. • Consult on this work with community. • Project team report back to reference group on next steps - continue on collaboratively the opportunities or alternative actions. 	<ul style="list-style-type: none"> • To have explored and scoped the 'connecting town to river' opportunities by linking the Town Centre investments and GWRC investments in flood protection together with iwi and community interests in Waipoua River. • To have explored these options before February 2019 to enable processes for consultation on options to proceed at that time. • To have scoped the opportunities sufficient to know whether a collaborative process should continue post Feb 2019 consultation to further investigate detailed technical studies required and the resources needed for undertaking these.

		Actions	Outcomes sought
2	Park Street	<ul style="list-style-type: none"> • Develop a project plan and review with the Working Group - include design objectives, MDC sponsor, time frames/programme, catalytic opportunities (allocate a budget) • Develop sketch design options and review with the Working and Reference Group - consider development opportunities (like key anchors as well as with owner of ex Governmental Building) and low impact stormwater design - agree on preferred direction/option and report to Council on progress • Consider opportunities for placemaking and 'testing' piloting options - including with young people involved given outcomes sought for Park Street • Implement pilot project to test the workability and acceptance to option • Engage with key stakeholders and landowners to review public/private threshold to street environment • Develop design, preliminary costs to QS, refine and recommend to Council action. 	<ul style="list-style-type: none"> • Project is well managed and planned • Community and stakeholders engaged through Reference Group • Budget requirements satisfied • Consistency of design approach and with the Town Centre Strategy objectives • Specifically to have considered: <ul style="list-style-type: none"> • the linkage from QE Park along Park Street to Queen Street and through the green space, the parking area (past ex governmental building - inc. discussion with owner) out to and across SH2 • the way Park Street may engender an active positive street play space that bring young people to town

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3	Bruce Street	<ul style="list-style-type: none"> • Develop a project plan and review with the Working Group - include design objectives, MDC sponsor, time frames/programme, catalytic opportunities (allocate a budget) • Develop sketch design options and review with the Working and Reference Group - consider development opportunities (like key anchors - including opportunities that building on the civic nature of this area) and low impact stormwater design - agree on preferred direction/option and report to Council on progress • Consider opportunities for placemaking and 'testing' piloting options - including discussions regarding 'art in the street' and how this might become part of a regularly changing set of installations • Implement pilot project to test the workability and acceptance to option • Engage with key stakeholders (Aratoi and Isite) and landowners to review public/private threshold to street environment • Develop design, preliminary costs to QS, refine and recommend to Council action. 	<ul style="list-style-type: none"> • Project is well managed and planned • Community and stakeholders engaged through Reference Group • Budget requirements satisfied • Consistency of design approach and with the Town Centre Strategy objectives • Specifically to have considered: <ul style="list-style-type: none"> • the linkage from QE Park along Bruce Street to Queen Street • the way Bruce Street may enable a public art linkage from the QE Park to Queen Street • the future for land uses in the context of Bruce Street to amplify the civicness and identity of Masterton
4	Dixon Street	<ul style="list-style-type: none"> • Develop a project plan and review with the Working Group (including NZTA) - include design objectives, MDC sponsor, time frames/ programme, catalytic opportunities (allocate a budget) • Review as part of the project heritage guidelines for historic precinct (Queen Elizabeth Park) and park management plan • Develop sketch design options and review with the Reference Group - agree on preferred direction/option and report to Council on progress • Consider opportunities for placemaking and 'testing' piloting options • Implement pilot project to test the workability and acceptance to option • Develop design, preliminary costs to QS, refine and recommend to Council action. 	<ul style="list-style-type: none"> • Project is well managed and planned • Community and stakeholders engaged through Reference Group • Budget requirements satisfied • Specifically to have considered: <ul style="list-style-type: none"> • the 'seam' between the town centre and QE Park and how this can balance traffic movements with cross street pedestrian movements • the visual 'permeability' of QE Park at its edge so can see right into the park from opposite

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5	Queen Street	<ul style="list-style-type: none"> • Develop a project plan and review with the Working Group - include design objectives, MDC sponsor, time frames/programme, catalytic opportunities, and the blocks to be considered and phases (allocate a budget) • Develop sketch design options and review with the Reference Group - consider development opportunities (like key anchors - including library and associated 'civic/green space') and low impact stormwater design - agree on preferred direction/option and report to Council on progress • Engage with key stakeholders and landowners to review public/private threshold to street environment including the opportunities to consider heritage buildings, connections through to the east and west as lanes, and parking strategies. • Consider opportunities for placemaking and 'testing' piloting options, including testing parking configuration options, sections of street closing for events, stormwater management devices • Implement pilot project(s) to test the workability and acceptance of option(s) • Engage with key stakeholders (including library) and landowners to review public/private threshold to street environment and public space design options • Develop design, preliminary costs to QS, refine and recommend to Council action. 	<ul style="list-style-type: none"> • Project is well managed and planned • Community and stakeholders engaged through Reference Group • Budget requirements satisfied • Consistency of design approach with the Town Centre Strategy objectives • Heritage values are maintained and enhanced • Specifically to have considered: <ul style="list-style-type: none"> • the blocks to be redeveloped that catalyse investment and enhance vibrancy of town centre • the integration of new connections through blocks that coincide with any buildings proposed to be demolished • low impact stormwater design that reduces the quantum and improves quality of discharges to waterways • civic uses and activities that can catalyse public useage and interest in the main street • recognising and providing for historically waterways as part town centre identity • balance of vehicle and pedestrian amenity and safety

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6	Town Hall Precinct	<ul style="list-style-type: none"> • Develop a project plan and review with the Working Group (including NZTA) - include design objectives, MDC sponsor, time frames/ programme, catalytic opportunities (allocate a budget) • Establish (urban planning/design focus) Working Group team to work with and facilitate Reference Group to work through Phase 1 process together. • Consider the site's opportunities for a range of uses; civic centre and/ or commercial returns including the contribution those different uses can make to town centre vibrancy and strategy objectives. Include consideration as to alternative locations for a cultural/performing arts centre/town hall and evaluate these following an MCA process or similar. • Consider options to retain the existing façade with the replacement of the current town hall. Further consultation will be undertaken on the final proposal. • Develop sketch design options and review with the Reference Group (including heritage advisor / Heritage NZ) - confirm preferred direction/option and report to Council on progress. • Develop brief for the town hall site based on the process above and any further evaluation required of project plan and implement accordingly. 	<ul style="list-style-type: none"> • Project is well managed and planned • Community and stakeholders engaged through Reference Group • Budget requirements satisfied • Consistency of design approach with the Town Centre Strategy objectives • Heritage values are maintained and enhanced • Specifically to have considered: <ul style="list-style-type: none"> • the associated public land (and any stakeholder lands as appropriate) are considered along with the town hall site to catalyse the optimum outcomes • the intentions for the town hall function - prior to deciding the future for this site understanding the intended function for this type of facility so its redevelopment is appropriate to this location • the relationship of ground floor activities on the site and the green space • improved connections back to the town centre main streets integration of new connections through blocks
7	SH2: East / West Connections	<ul style="list-style-type: none"> • Develop a project plan and review with the Working Group - include design objectives, MDC sponsor, time frames/programme (allocate a budget) • Develop sketch design options and review with the Reference Group (inc NZTA)- consider development opportunities (like key anchors) - agree on preferred direction/option and report to Council on progress • Engage with key stakeholders • Develop design, preliminary costs to QS, refine and recommend to Council action. 	<ul style="list-style-type: none"> • Project is well managed and planned • Community and stakeholders engaged through Reference Group • Budget requirements satisfied Specifically to have considered: <ul style="list-style-type: none"> • function of SH2 • safety and legibility and comfort for pedestrians and cyclists

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8	Railway Link	<ul style="list-style-type: none"> • Develop a project plan and review with the Working Group - include design objectives, MDC sponsor, time frames/programme, catalytic opportunities (allocate a budget). • Develop sketch design options and review with the Reference Group (inc Masterton Cycling Advisory Group and interested parties) - consider development opportunities (like key anchors) - agree on preferred direction/option and report to Council on progress. • Consider opportunities for placemaking and 'testing' piloting options. • Implement pilot project to test the workability and acceptance to option. • Engage with key stakeholders • Develop design, preliminary costs to QS, refine and recommend to Council action. 	<ul style="list-style-type: none"> • Project is well managed and planned • Community and stakeholders engaged through Reference Group • Budget requirements satisfied <p>Specifically to have considered:</p> <ul style="list-style-type: none"> • safety and legibility and comfort for pedestrians and cyclists
9	Placemaking	<ul style="list-style-type: none"> • Develop a project plan and review with the Working Group - include placemaking programme objectives, MDC sponsor, time frames, catalytic opportunities (allocate a budget). • MDC commission placemaking programme and determine resource requirements (e.g. a facilitator). • Review the programme with the Reference Group and Working Group and include range of community interests. • Make recommendations to Council action. • Undertake programme of agreed actions. 	<ul style="list-style-type: none"> • Project is well managed and planned • Community and stakeholders engaged through Reference Group in determining the programme of placemaking activities • Budget requirements satisfied • Consistency of outcomes with the Town Centre Strategy objectives • Actions within strategy tested by use of placemaking programme • Community and visitors see town centre as attractive place to spend time and increased patronage occurs

<p>10</p>	<p>Library + Associated Open Space</p>	<ul style="list-style-type: none"> • Develop a project plan and review with the Working Group - include design objectives, MDC sponsor, time frames/programme, catalytic opportunities (allocate a budget). • Establish and engage (urban planning/design focus) Working Group team to work with and facilitate Reference Group to work through Library and Open Space options / process together. • Consider opportunities for placemaking and 'testing' options for the open space associated with library. • Engage with key stakeholders and landowners to consider opportunities for development to catalyse other investment. • Develop design, preliminary costs to QS, refine and recommend to Council action. 	<ul style="list-style-type: none"> • Project is well managed and planned • Community and stakeholders engaged through Reference Group • Budget requirements satisfied • Consistency of design approach with the Town Centre Strategy objectives <p>Specifically to have considered:</p> <ul style="list-style-type: none"> • the opportunities for library to have a range of functions (e.g. research, school programmes, meeting spaces, cafe, galleries) and associated open spaces to the street • library site options to determine the optimal position of this key civic use in the town centre
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