

SOUTH WAIRARAPA DISTRICT COUNCIL

15 JULY 2015

AGENDA ITEM C4

FEATHERSTON 2033 STRATEGY

Purpose of Report

To enable Council to consider and adopt the recommendations of the Infrastructure and Planning Workshop, relating to the development of a Featherston 2033 strategy.

Recommendations

Officers recommend that the Council:

1. *Receive the information.*
2. *Adopt the purpose, aim and strategic tasks for the Featherston 2033 strategy.*
3. *Agree to adopt and proceed with the "Key Action 1. High Value Investigations";*
 - A) *Traffic and Circulation*
 - B) *Landuse survey*
 - C) *Gateway study*
 - D) *Economic development*
4. *Agree to prioritise A) and C) above for investigation this year with B) and D) subject to a separate decision to proceed and fund.*
5. *Adopt "Key Action 2 Informing" as the basis for subsequent stages in the development of the Featherston 2033 Strategy.*

1. Background

Council through the Infrastructure and Planning Workshops held in February and July 2015, considered how it will respond to the work undertaken by students from the School of Landscape Architecture, Victoria University.

This has now reached a point where Council needs to either go no further or alternatively, initiate a series of investigative studies, the results of which can then inform the formation of a strategy for Featherston's future development.

At the most recent workshop it was agreed that formal consideration should be given by Council to proceeding with 4 "high value investigations".

In addition the workshop has recommended the adoption of a purpose, aim and strategic tasks which would drive and inform future decision making around the strategy and Council's engagement in Featherston.

As part of that, the workshop also recommended the adoption of the "Key Action 2. Informing" as a basis for future process, if Council decides to proceed with developing the strategy.

The attached (see appendix 1 - prepared by Mr Kerry Geange of Geange Consulting) presentation slides contain the relevant material for those matters.

2. Discussion

2.1 Reason for developing a strategy

The current proposal to develop a Strategy originates from the ideas generated by the VUW study of Featherston.

While this study produced many concepts, these were not in a form that could be readily implemented. They also lacked an overall "design" which meant some clashed with others, although they were intended to address the same issue.

Lastly, these ideas had been prepared by Landscape Architecture students as academic studies and consequently they lacked a wider analytical basis, for instance little consideration was given to costs or engineering constraints.

Because of these factors, Kerry Geange was engaged to try to bring some symmetry to the students work. He did this by identifying four core themes which ran through the 21 individual and 5 group studies.

These related to *"a sense of place and identity; a vibrant town centre; accessibility and infrastructure; and valuing ecology and amenity"*.

Since Council considered those findings, work has been progressed so as to isolate the key actions that can and if a strategy is to be pursued, should be followed through on in the short term (the next year).

In order to fit such actions into a wider framework (to ensure consistency and direction) a strategy is required.

However such a strategy is dependent on work yet to be done, this creating a somewhat chicken and egg scenario as to which comes first.

Hence the approach being considered today, which is based around establishing the purpose, aim and strategic tasks, while commencing at the same time some key actions.

2.2 Purpose

Any strategy needs to provide a framework from which the purpose, aim and principles applying to proposed work (to implement the four themes) is dependent. In this case the consultants recommended "purpose" was not agreed by Council at the workshop.

The following is tendered as a basis for further discussion and perhaps adoption;

"To shape Featherston's future"

2.3 Aim

A suitable aim should attempt to "wrap up", in a holistic way, what Council is trying to achieve and establish the extent or scope for its interventions.

The suggested aim has at its centre the idea of making Featherston a successful town in the context of South Wairarapa and in recognition of its own unique history and characteristics of place. The aim derived from this thinking was;

"By 2033, we will have created a vibrant and fun gateway to the South Wairarapa, a town where the unique cultural, historical and geographical characteristics are recognised and celebrated, and where people chose to visit, do business, and to make their homes".

2.4 Strategic tasks

In the presentation there was discussion about what should form the "strategic tasks" for any strategy should take.

Again because work is required to finalise a strategy, these were given the notation "preliminary".

Even with this designation Council should re-affirm these as "parts" of the strategy now, as they provide a significant basis for work in the medium to longer term. If adopted they will also inform the short term studies that are being considered today through resolutions 3. and 4. These strategic tasks are;

- ***"develop a town centre which has "Main Street" as a successful business and commercial centre'***
- ***"public cultural and historical spaces which support commercial and social interaction around Main street and the Town Centre"***
- ***"develop gateways (and the approaches) to be more definitive by creating a strong first impression through enhancing "legibility" and amenity"***
- ***"redevelop transportation corridors (including public transport links, road, cycle and pedestrian corridors, carparking and the railway corridor) to optimise and drive the contribution of these to the towns commercial centre and gateway functions"***

- ***"define a long term growth and landuse framework focussing on business development initiatives (which derive investment) and commercial success (including commercial, residential, open space and industrial landuse)."***

2.5 Key action 1: High value investigations

These strategic tasks of themselves open up a myriad of "things to do" and "consider" and because of this, analysis was carried out to obtain a clear picture of what should be done now.

Value for money was a critical element in this assessment as Council has not been able so far, to examine the short, medium and long term cost implications that could arise from adopting a Featherston 2033 strategy.

Because of this constraint only the following 4 areas were identified as possible "key" and "high value investigations";

▶ Traffic and Circulation Investigation (c. \$15k).

This involves examining road circulation constraints and opportunities both on local roads and State Highways; rail opportunities including stakeholder feedback, constraints and feasible opportunities; pedestrian and cycling including existing initiatives, constraints and opportunities, and identification of stakeholders and associated funding opportunities/frameworks.

▶ Landuse survey (c. \$10k).

This involves a town centre investigation and assessment including a landuse survey covering existing zoning; public parking; identification of existing and 'marginal' vacant land and buildings; identification and scheduling all existing public land; and existing initiatives.

▶ Gateway study (c. \$5k).

This involves identifying and defining gateway options/themes for public input (e.g. Wairarapa information "hub"; cultural hub; historical gateway; ecological gateway; recreational hub or a mix of all or some of these.

▶ Economic Development Preliminary Review and Strategy (c. \$10k).

This involves getting a snapshot of the basic trends that Featherston has been subject to and is likely to be subject to in terms of economic growth and demand.

2.6 Funding for work

These initial projects involve a commitment of \$40,000. Of that amount approximately 50-55% can be funded from the Resource Management

Consultancy budget. Allowance had been made in that account for up to \$25000 to be spent on work associated with Featherston, if Council proceeded with developing a Featherston 2033 strategy. This money would pass on to other projects should Council not go ahead with the suggested work as set out above.

At this stage the traffic and circulation investigation would be the most favoured, followed by the gateways idea. This is because these matters are somewhat interwoven. The other two tasks are equal in priority as each is designed to inform a significant gap in knowledge.

In order to manage the funding issue this year, I would suggest that due to the time to undertake many components of these first two recommended investigations, that Council simply timeline the traffic/gateway work to go first.

If these tasks are completed more quickly than envisaged, the other two tasks can be assessed at that stage to decide whether to go ahead before the next budgeting round.

3. Conclusion

This report suggests a staged approach to the development of a Featherston 2033 strategy once the purpose aim and strategic tasks are agreed.

Funding can be managed over the next financial year such that two of the four tasks can be progressed without a budget impact i.e. requiring new funds.

If this work is completed early then further discussions can be initiated around proceeding with the other two tasks and how they might be funded.

4. Appendix

Appendix 1 - Presentation slides, Kerry Geange

Contact Officer: Murray Buchanan, Group Manager, Planning and Environment.

Appendix 1 - Presentation Slides – Kerry Geange

“FEATHERSTON 2033”

GETTING MOMENTUM



WHAT WE ARE GOING TO COVER

1. Brief background – Featherston 2033
2. What are our key success factors?
3. Next steps...

FSTN2033: "THEMES" (REVIEW)

A Sense of Place and Identity

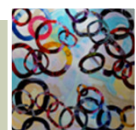
A vibrant town centre and public space network

Featherston

Accessibility and Infrastructure

Valuing ecology and amenity

FSTN2033: THEMES (REVIEW)



A Sense of Place & Identity

- Defining and celebrating Featherston's identity
- Defining Featherston as the Gateway 'hub' to the Wairarapa
- A clear sense of place reflecting identity through coordinating the visual and physical environment



Vibrant Town Centre and Public Spaces

- Defining a Town Centre and encouraging investment
- Managing urban development
- Defining public spaces and networks, and their use
- Developing clear long term plans for land use, change, and growth



Accessibility and Infrastructure

- Review location of major transport infrastructure (roading/rail)
- Improving pedestrian and vehicle accessibility to and between social spaces
- Providing transportation infrastructure which encourages social interaction
- Increasing recreational and social corridors and physically connected networks



Valuing Ecology and Amenity

- Greening urban public spaces
- Developing a network of ecological corridors
- Improving water quality in the catchment through land management and stormwater management
- Improving the quality of and accessibility to Lake Wairarapa

FSTN2033 – “ELEMENTS” (REVIEW)

Sense of Place and Identity

- *Develop Gateway concept*
- *Develop integrated urban strategy*
- *Develop recreational /open space network*

Vibrant Town Centre

- *Economic development*
- *Town Square upgrade*
- *Develop integrated urban landuse strategy*

Accessibility and Infrastructure

- *Review transport configuration*
- *WWTP upgrade (I/I programme)*
- *Stormwater management works*
- *New Featherston Cemetery development project*
- *Street light improvement project*

Valuing ecology and Amenity

- *Card and Market Reserves Management Plan*
- *Clifford Square Reserve Management Plan*
- *Lake Domain Development Plan*

FEATHERSTON 2033: SUCCESS FACTORS

- Good news!! This is not rocket science – can learn from others...
- But – *the principles*, not necessarily their implementation....
- Success for Featherston 2033 must have the following from Council:
 - A real understanding, commitment, and consistency (clear aims)
 - Leadership and momentum (needs investment in time and sustained effort)
 - Knowing commercial needs and “wants” (business owner/investor) to get buy-in and commitment
 - Community – keeping informed and supportive.

FEATHERSTON 2033: SUCCESS FACTORS

- **And... a core strategic focus on:**
 - Clear and simple aims
 - Well defined public places, and streets & corridors
 - A framework which encourages and facilitates private investment and development
 - An action plan to drive the desired function and ‘feel’. (similar to SWDC Water Conservation Strategy 2015)
 - Design guidance
 - Zoning (extent) and rules
 - Work programmes and initiatives

PLANNING “THEORY” - MY ADVICE...

IMPORTANT...

- In small towns we still have layers of complexity – OK to get excited by award winning projects and what works – principles are the same - but the scale will be drastically reduced – (thankfully!) Featherston is not Auckland or Christchurch...
- Don't want to get caught up in the “theory” and “rules” of urban design – BUT...

Urban Design principles do exist - any town which is full of life, full of people enjoying themselves, relating to one another, doing business and creating things is full of good design at the community level – but business, groups and people must relate to it.

SO WHERE TO NOW?

- Focus on priorities within the themes
 - 1. Sense of Place and Identity
 - 2. Vibrant Town Centre and Public Spaces and
 - 3. Transportation and Infrastructure

- Focus on appropriate mix of identifying “quick win” projects, long-term aims, and connections to Council work programs

- Affordability (right targeted mix of resources and funding)

- Ensure the links to current projects are not lost in investigations



FEATHERSTON 2033 - THE AIM

By 2033, we will have created a vibrant and fun gateway to the South Wairarapa, a town where the unique cultural, historical and geographical characteristics are recognised and celebrated, and where people choose to visit, do business, and to make their home.

A GUIDING STRATEGY FOR FEATHERSTON 2033



■ Preliminary Strategic Tasks

- Develop a Town Centre which has “Main Street” as a successful business and commercial centre
 - What would this look like?
 - A place where businesses succeed
 - A place where people go to shop (for goods and services)
 - A place where people meet
- Public, cultural, and historical spaces which support commercial and social interaction around Main Street and the Town Centre
- Develop gateways (and the approaches) to be more definitive, by creating a strong first impression through enhancing ‘legibility’ and amenity

A GUIDING STRATEGY FOR FEATHERSTON 2033

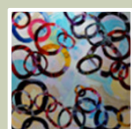


■ Preliminary Strategic Tasks (Cont...)

- Redevelop transportation corridors (including public transport links, road, cycle, and pedestrian corridors, carparking, and the railway corridor) to optimise and drive the contribution of these to the towns commercial centre and gateway function;
- Define a long-term growth and landuse framework - focusing on
 - business development initiatives (which drive private investment) and
 - commercial success (including commercial, residential, open space, and industrial landuse)

PLAN FOR ACTION

FEATHERSTON 2033



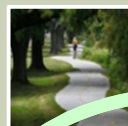
A Sense of Place & Identity

- Defining and celebrating Featherston's identity
- Defining Featherston as the Gateway 'hub' to the Wairarapa
- A clear sense of place reflecting identity through coordinating the visual and physical environment



Vibrant Town Centre and Public Spaces

- Defining a Town Centre and encouraging investment
- Managing urban development
- Defining public spaces and networks, and their use
- Developing clear long term plans for land use, change, and growth



Accessibility and Infrastructure

- Review location of major transport infrastructure (roading/rail)
- Improving pedestrian and vehicle accessibility to and between social spaces
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Valuing Ecology and Amenity

- Greening urban public spaces
- Developing a network of ecological corridors
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KEY ACTION 1: HIGH-VALUE INVESTIGATIONS

- **Traffic and Circulation Investigation (c.\$15k)**
 - Roading circulation review (constraints and opportunities – local and SH)
 - Rail opportunities (stakeholder feedback, constraints and feasible opportunities)
 - Pedestrian and cycling (existing initiatives, constraints and opportunities)
 - Identification of stakeholders and associated funding opportunities/frameworks

- **Landuse survey (c.\$10k)**
 - Town centre investigation and assessment (landuse survey; existing zoning; public parking)
 - Identify existing and ‘marginal’ vacant land and buildings
 - Identify and schedule all existing public land and existing initiatives)

- **Gateway Study (c.\$5k)**
 - Identify and define gateway options/themes for public input (e.g. Wairarapa information “hub”; cultural hub; historical gateway; ecological gateway; recreational hub – of a mix of all of some of these)

- **Economic Development Preliminary Review and Strategy (c.\$10k)**



KEY ACTION 2: INFORMING

- Assess Phase 1 findings together
- Identify three strategy framework options for Featherston 2033 based on degree of change (low, medium or high)
- Identify Council's 'preferred' option
- Community information and feedback process outlining Phase 1 investigation summary; assessment process, and option development criteria.
- Gather feedback and document information process, including confirmation of a preferred option and detailed investigation and physical works programme

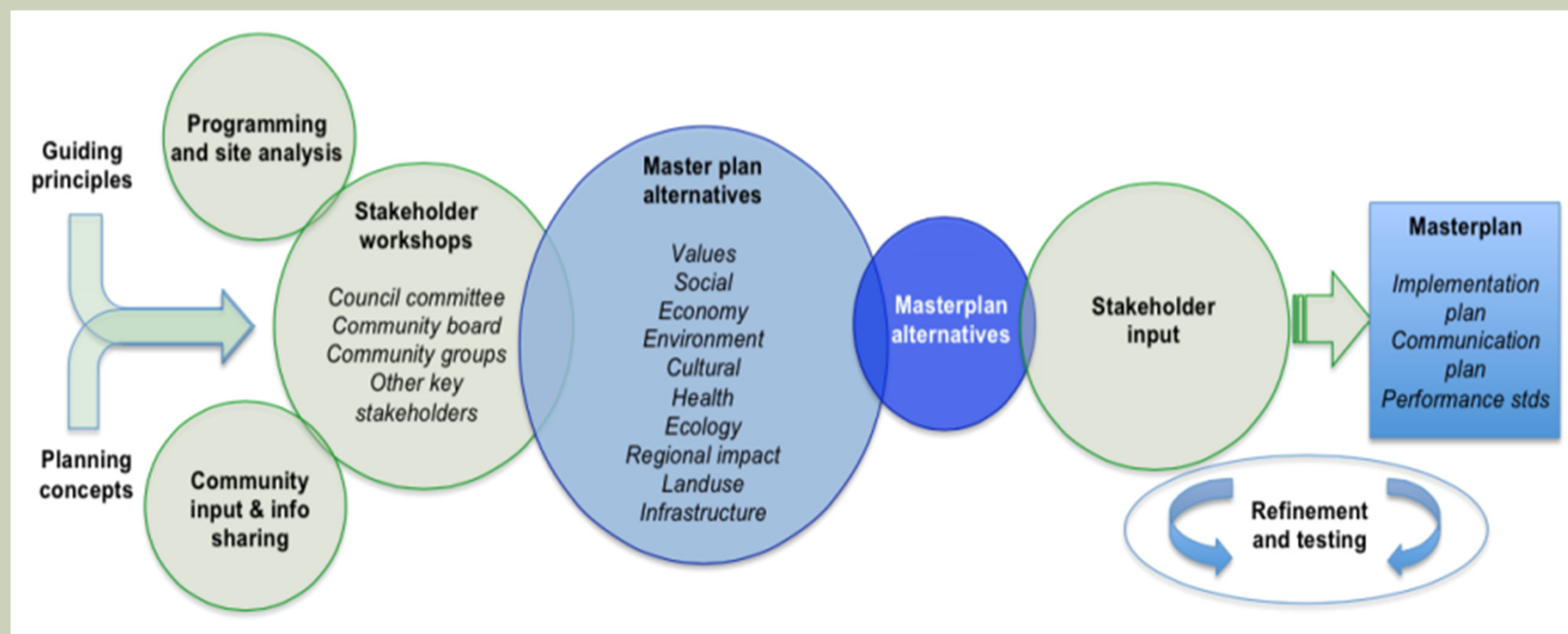


BUILDING MOMENTUM...

Featherston 2033



FEATHERSTON 2033 – TAKING SHAPE



Featherston 2033

Strategy and Action Plan (June 2015)



PURPOSE:

To make Featherston proud again.

AIM:

By 2033, we will have created a vibrant and fun gateway to the South Wairarapa, a town where the unique cultural, historical and geographical characteristics are recognised and celebrated, and where people choose to visit, do business, and to make their home.

TARGETS:

Create a Town Centre which has "Main Street" as a successful business and commercial centre
This will be

- A place where businesses succeed
- A place where people go to shop (for goods and services)
- A place where people meet

Defined Public, cultural, and historical spaces which support commercial and social interaction around Main Street and the Town Centre

Develop gateways (and approaches) which are definitive, and provide a strong first impression creating 'legibility' and amenity

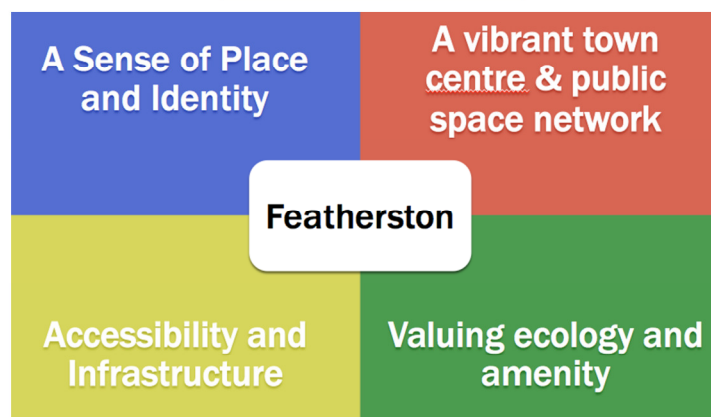
Provide transportation corridors (including public transport links, road, cycle, and pedestrian corridors, carparking, and the railway corridor) which contribute positively to the towns commercial centre and gateway function;

Establish a framework which enables
Local business development initiatives; and
commercial success (including commercial, residential, open space, and industrial landuse)

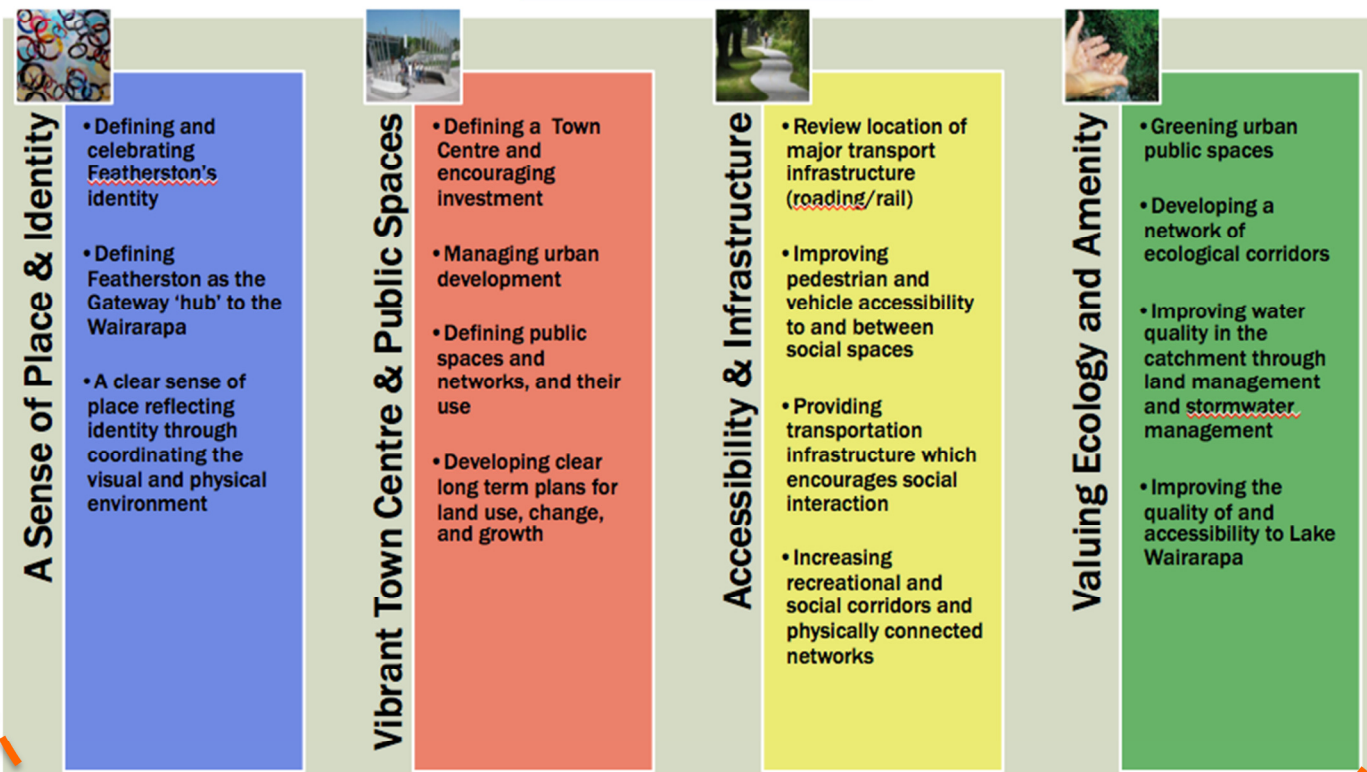
Encourage community engagement, participation, and ownership of positive change measures.



DESIGN THEMES



DESIGN ELEMENTS



ACTION PLAN:

Key Action 1 (High Value Investigations):

1. Traffic and Circulation Investigation
2. Landuse Survey
3. Gateway Study
4. Economic Development Plan

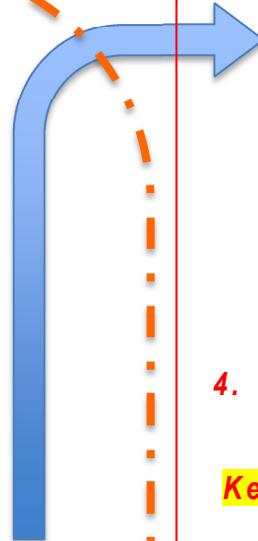
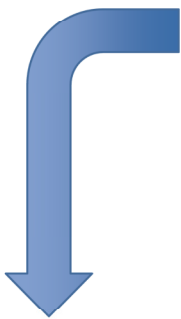
Key Action 2: Information and Engagement

1. Assess Key Action 1 findings
2. Identify 3 Strategy options for Council decision on preferred option
3. Community information and feedback
4. Confirm and prioritise further/detailed reporting and work programme



MASTERPLAN DEVELOPMENT AND IMPLEMENTATION

Review



2015/16

2016/17

2017/18 – 2022/23